



Circular models Leveraging Investments
in Cultural heritage adaptive reuse



D5.5

CLIC Pilot Local Action Plans:
One Approach, Diverse
Outcomes



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CLIC Pilot Local Action Plans: One Approach, Diverse Outcomes

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Annex C: *The Action Plan for Implementing a Circular Strategy in Rijeka: Tool Supporting the Cultural Corridor*

Annex D: *Catalogue of Good Practices of the City of Rijeka: Tool Supporting the Cultural Corridor*

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Annex F: *CLIC - Local Action Plan: Circular Approach in Adaptive Reuse of Heritage Sites (Region Västra Götaland, Sweden)*



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.



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.



Deliverable D5.5 CLIC Pilot Local Actions Plans

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.



Introduction

European cities and regions have a strong cultural heritage preservation tradition that has been traditionally sustained by public management and support. However, the limited capacity and funding availability of the public sector has left a large inventory of cultural heritage assets abandoned, vacant and underused – particularly in cities, but also in small towns and in rural settlements. This, in conjunction with intergenerational and intercultural conflicts, the tensions related to climate change mitigation and adaptation, and a significant decrease in public engagement, has challenged cities/regions and their heritage communities to look for new collaborative approaches, financing methods, and governance models for cultural heritage and urban regeneration that transcend conventional ways and means – specifically through the lens of circularity.

The Horizon 2020 CLIC project explored how circular business models, circular financial tools and a circular governance approach could be used to integrate cultural heritage adaptive reuse in the perspective of the circular economy model and circular city implementation. Adaptively reusing cultural heritage sites is a fundamental component of the circular economy and circular city model that the European Union is adopting to replace current linear models. Cultural heritage is the entry point for implementing the circular city.

Adaptively reusing cultural heritage not only reduces waste, raw material consumption and energy use, but it also reuses knowledge, preserves tangible and intangible heritage elements (like traditional construction methods, materials, and processes), engages a wider support community for long-term custodianship, and fosters new synergistic business, finance and governance partnership models.

A unique approach to address adaptive reuse of cultural heritage in a circular way was developed and tested as part of the project. It brought together unlikely stakeholders in a structured process through local **Heritage Innovation Partnerships (HIP)** in four pilot areas, to harvest knowledge about local cultural assets, test project-developed tools and methods, and propose mutually-agreed upon pathways to transform a defunct cultural heritage asset into a new living system. This co-creation process resulted in a **Local Action Plan for Adaptive Reuse of Cultural Heritage**.

Conceived as part of the research and innovation agenda for the CLIC project, this approach went beyond single-building architectural and technical matters to encompass circular, environmental, cultural, social and economic considerations about cultural heritage sites and their settings. The HIP concept proved to be an essential element of an integrated planning approach for adaptive reuse of cultural heritage¹ that can be tailored to any sub-national scale (rural and urban). These multi-stakeholder partnerships ensure that a wide and diverse array of stakeholders (including unconventional actors) are included in the process, and advocate for a shared and circular governance model for cultural heritage, with a mix of bottom-up and top-down actions.

In the CLIC project, the HIPs were the primary forum for bringing together local stakeholders, municipal leaders, and research institutions to test and assess a variety of tools developed for the project², as well as to explore how the HIP functioned in diverse contexts and configurations. They also helped create new knowledge that could establish a basis for better, more effective adaptive reuse of cultural heritage, as well as inform the decision-making processes and governance structures that make it possible to implement and sustain it over time.

¹ CLIC Deliverable D5.2 “Local Action Guide: Collaborative Approaches to Adaptive Reuse of Cultural Heritage”

² CLIC Deliverable D1.6 “Report on Project-Long Assessment”



Each CLIC pilot produced a Local Action Plan (LAP) as part of the structured HIP process. The LAP was initially foreseen to be a co-created, politically-recognized document to guide future circular, cultural heritage adaptive reuse implementation actions in each pilot area. It was intended to document the key findings and outcomes of the HIP process in each pilot, as well as articulate a shared vision for local heritage assets and include mutually-agreed upon pathways (in the form of objectives and actions) to meet the plan's goals over a specific timeframe. Each CLIC pilot embarked on the same HIP process structure at the same time, however, as anticipated and, due to reasons elaborated on in the following section, the resulting "Local Action Plans" were as distinct from one another as the pilots themselves.

This report is a summary document organized into two parts: the first part briefly presents the Heritage Innovation Partnership / "Local Action Plan" development process in each CLIC pilot area by reflecting on the vision, primary objectives, and some critical actions that emerged from that process, as well as the key challenges, innovations, and outcomes. The second part reflects on the HIP process and the considerations needed to optimize it as a replicable collaboration model for adaptive reuse of cultural heritage throughout Europe – and beyond.

Part 1. Heritage Innovation Partnership process in CLIC

The HIPs in the context of the CLIC project were created to convene various stakeholders to co-create and test tools and methods for addressing adaptive reuse of cultural heritage as part of culturally, socially and economically inclusive societies in four city-region contexts. The four CLIC pilots include:

- Pakhuis de Zwijger cultural institution (Amsterdam, the Netherlands)
- the City of Rijeka (Croatia)
- the City of Salerno (Italy)
- Västra Götaland region (Sweden)



Figure 1. CLIC Pilot Areas

The HIPs were key for developing a coherent reference framework for existing adaptive reuse initiatives and creating new knowledge and tools for the project. They helped establish a basis for better, more effective adaptive reuse of cultural heritage, as well as better understand the decision-making processes that make it possible to implement adaptive reuse policies and projects. In particular, the HIPs were crucial for testing project-driven tools (See those particularly relevant for the LAP process in Table 1) and processes, and embedding findings at the local level to ensure their applicability.

Table 1. CLIC Tools

Tool	Description
Circular Business Model Workshop	Co-design process during which stakeholders propose reuse ideas/solutions in relation to their territorial needs and available resources; test their desirability; identify partnerships, users and beneficiaries and make sure that the social, environmental and economic impacts are sustainable.
Decision Support System	Aids to work in multi-actor decision-making environments to identify compatible and sustainable uses of cultural assets. Indeed, collecting and managing different kinds of information, CLIC DSS permits: considering diverse points of view, prioritisation, better directing available resources, better integration with other urban programs.
HUL Barriers & Bottlenecks Mapping	Workshop bringing together individuals and organizations with a diversity of disciplinary and cultural backgrounds, as well as, a variety of experiences in adaptive reuse of cultural heritage and heritage related practices in order to develop a comprehensive understanding of barriers and bottlenecks.
Perceptions Mapping	Participatory documentation process based on active listening, feedback, and reflection. It maps perceptions, feelings, and opinions about cultural heritage assets and their spatial integration within the lived environment, based on all five senses (sight, sound, taste, touch, smell). The purpose of mapping perceptions of cultural heritage is to design <i>with</i> the people, instead of <i>for</i> the people.
Urban Seeding	Co-design and co-implementation process of small, replicable and low-cost sustainable actions that enable attention, participation, stewardship, experimentation and sustainable aptitude. This tool is a versatile and dynamic process that acts as a catalyst for revitalisation following systematic step-by-step implementation of the urban low-cost and small-scale interventions, called <i>seeds</i> .

Source: Adapted by authors from CLIC Partner tool descriptions and D1.6 Project long assessment.

The HIPs utilized a structured Dialogue, Peer Review and Open Day process (Figure 2) that guided the work toward a co-created “Local Action Plan” in each pilot area and informed the CLIC *Local Action Guide: Collaborative Approaches to Adaptive Reuse of Cultural Heritage*. The latter document is a user-friendly instructional guide and tool catalogue developed for local leaders who would like to learn more about circular approaches to adaptive reuse of cultural heritage and how to implement a Local Action Plan for Adaptive Reuse of Cultural Heritage³.

Each CLIC pilot received a general annotated structure for the “Local Action Plan” to help guide the final documentation process. The “Local Action Plan” structure built on the Dialogue and Peer Review process and defined four distinct phases: Preparation and Analysis (mapping results), Elaboration (vision, objectives, and actions), Implementation, and Monitoring / Evaluation. The

³ It should be noted that the Heritage Innovation Partnership concept is an integral element in the approach described in the Local Action Guide, but it does not necessarily apply the same methodology or governance structure as employed by the HIPs in the CLIC project. The CLIC HIPs were specifically convened for research and innovation purposes as part of a European research programme; a HIP without an explicit research agenda may function a little differently.



“Local Action Plan” was intended to be adopted by the local/regional authority, or integrated into existing planning or policy processes.

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

Figure 2. Original HIP / LAP process roadmap

Six HIP Dialogues provided the convening structure to create and strengthen local multi-actor partnerships, and enhance local knowledge, ideas, capacities and cooperation. Peer Review visits gave the HIP leaders opportunities to share and exchange experiences across pilot areas during site visits. Finally, the HIP Open Days were foreseen to publically share the HIP results (primarily the “Local Action Plan”) with the wider local community at the end of the project.

A distinctive feature of the CLIC HIP is its leadership structure. Each HIP was led in tandem by a practice partner (city-region leader or organisation) and a research partner (academic leader) (see table below). It was anticipated that each partner would play an equal part in convening the HIPs, but in practice, the responsibilities transitioned over time as the individual HIP leadership teams learned more about one another’s strengths and capacities (time and skills).

Generally speaking (but not in all cases), the practice partner leader organised, hosted and facilitated the HIP meetings, and drafted the “Local Action Plan”. The research leader helped to broker the knowledge generated by the project, and recorded and kept track of the meetings’ outcomes and agreements in a summary report. ICLEI coordinated and supported the overall process by providing a meeting structure, guidance documents, facilitation of peer review process and coaching, as necessary, but the HIP leaders were responsible for leading and governing the individual processes.

Table 2. CLIC Partnerships

<i>City-Region Leader</i>	<i>Academic Leader</i>
<i>City of Salerno (Italy)</i>	<i>Italian National Research Council (CNR IRISS)</i>
<i>Västra Götaland region (Sweden)</i>	<i>Uppsala University</i>
<i>City of Rijeka (Croatia)</i>	<i>University of Nova Gorica</i>
<i>Pakhuis de Zwijger (Amsterdam, The Netherlands)</i>	<i>Technical University of Eindhoven</i>

The COVID-19 pandemic disrupted the project at the start of its final year in early 2020 and, despite a nine-month extension, many of the original HIP activities were significantly disrupted, reconfigured, or simply eliminated (Figure 3).

MEETINGS			OUTCOME	
2018	Sep-Oct	Dialogue 1 Heritage commons perceptions mapping workshop	Summary reports	Local Action Guide & Local Action Plans
	Nov	Peer Review visit 1 Salerno hosts Amsterdam and Rijeka		
2019	Jan-Mar	Dialogue 2 Defining shared vision and objectives	Summary reports	
	Mar	Peer Review visit 2 Rijeka hosts Västra Götaland and Salerno		
	May-Jul	Dialogue 3 Meeting with local decision-makers / On-site visit to neighboring success stories		
	Sep	Peer Review visit 3 Västra Götaland hosts Amsterdam and Rijeka		
2020	Jun-Dec	Dialogue 4 Generating new destinations and action proposals	Summary reports	
	Feb-Jun	Dialogue 5 ☑ online Business model workshop		
2021	May	Peer Review visit 4 ☑ online HIP Process assessment virtual workshop ICLEI Europe hosts the 4 pilots	Summary reports	
	tbc	Dialogue 6 ☑ online Financial model workshop (tbd)		
	tbc	Open Day ☑ Online (tbd)		

Figure 3. Updated HIP roadmap / process (reflecting COVID-19 pandemic)

The final Peer Review visit was cancelled and shifted to an online workshop, the Open Days format had to be completely restructured (becoming virtual events or one-way dissemination efforts), and the final Dialogues had to be conducted virtually, which were often shorter with fewer one-on-



one networking and discussion opportunities⁴. In addition, the project team had fewer opportunities to come together to work and share findings. The HIPs adapted their agendas to the challenging conditions as best as they could at the time. While the unforeseeable situation prevented the HIPs from fulfilling their actions as originally planned, it pushed them to reinvent themselves with the latest 'business as unusual' approach, including rapid digitalisation, re-imagined trainings through an advanced wave of tools and software, and new business models. However, it should not go without saying that the project's conclusive findings are irrevocably influenced by this unprecedented global event.

CLIC Pilot Local Action Plan Summaries

Though each CLIC pilot received the same HIP process roadmap and "Local Action Plan" structure for the project, it was still anticipated that each process – and resulting plan – would be unique. The pilots differed greatly in their geographical, political, structural / organisational, and governance contexts, and had different challenges while implementing the HIP process and developing the "Local Action Plan". As a result, each pilot crafted their HIP process and final "Local Action Plan" to best reflect and accommodate their local / individual needs instead of strictly following the prescribed structure. This proved to be an important lesson, and was necessary to ensure that the process was mutually-beneficial for both the pilots and the CLIC scientific team, and that the final document would serve a useful, place-based purpose beyond the life of the project.

Pakhuis de Zwijger is a non-profit cultural organisation in Amsterdam whose physical quarters sit within a cultural heritage monument that has already undergone an adaptive reuse transition. The organisation has limited influence over their physical space (they do not own the building) and their current business model is extremely vulnerable to larger economic forces, but they are an influential community convener and sustainability platform in the city. As such, their "Local Action Plan" is called the "*COVID-19 Circular Recovery and Resilience Action Plan – Pakhuis de Zwijger*" (Annex A) to reflect the immutable impact that the COVID-19 pandemic had on the organization during the project. It documents the pivot they made in 2020, using the HIP process and circularity principles to find a new post-COVID pathway forward to sustainably strengthen the organization's (and neighbourhood's) long-term resiliency.

Rijeka is one of two 2020 European Capitals of Culture, and was poised to capitalize on investments it had made and the community momentum for cultural heritage initiatives in the city, but its programmes and capacities were significantly impacted by the COVID-19 pandemic. Rijeka's "Local Action Plan" is, in fact, a three-document series (Annexes B-C-D): "*The Cultural Corridor: A Model for Historic Urban Landscape Regeneration in Rijeka, Croatia*", "*The Action Plan for Implementing a Circular Strategy in Rijeka: Tool Supporting the Cultural Corridor*", and "*Catalogue of Good Practices of the City of Rijeka: Tool Supporting the Cultural Corridor*". The document series presents the case for a new circular urban regeneration model (The Cultural Corridor) that was co-created as part of the HIP process, and supports the concept's implementation with a concise Action Plan and catalogue of good practices and projects that already have community acceptance and applicability in Rijeka. The series is intended to be an inspiring and "ready to implement" approach that could play an important role in the city's post-COVID recovery strategy.

Salerno had already cultivated a community-based shared governance model to revitalize the popular *Giardino della Minerva* in the city's historic core, and planned to bolster this community support with new partnerships to develop new policy processes, regulations, and other long-term

⁴ The final work programme for each HIP was not complete at the time of writing.



circular approaches for adaptive reuse of cultural heritage in the city. The main objectives addressed in the Local Action Plan of Salerno are related to: the development and adoption of a “Regulation for the shared management of cultural heritage as common good”, based on the experience of more than 250 experiments in Italian cities conducted by LabSus organization, including specific topics on the circular city model and circular governance aspects; the adaptive reuse of “Edifici Mondo”, a large complex of historic buildings in the city centre that have been abandoned for 30 years; the coordination between sectorial departments for enhanced urban regeneration; the enhancement of attractiveness for diverse types of potential investors in cultural heritage adaptive reuse; and the promotion of Salerno as an exemplary model of *Circular City* starting from the adaptive reuse of cultural heritage.

The Salerno pilot worked very closely with the municipality (project partner) throughout the HIP process to develop a Local Action Plan in Italian, which is foreseen to be adopted by the City Council in 2021. In this particular case, the municipality is required to check and integrate the information included in the plan (which may take more time than the project allows due to capacity issues), but it has already validated the actions and monitoring tools as part of the Local Action Plan co-creation process. An English-version summary document (Annex E) was prepared to complement the complete Local Action Plan to inform this report.

Region Västra Götaland, a regional planning agency serving rural southwest Sweden, had a strong overview of the regional policy processes and frameworks that could better connect circularity and cultural heritage, and could enable stakeholder connections (playing an important “convener-connector” role), but they struggled to adapt the project’s approach to the regional scale and the particular needs of rural communities without more support/capacity. The *CLIC - Local Action Plan: Circular Approach in Adaptive Reuse of Heritage Sites* (Annex F) was prepared in English by Region Västra Götaland to satisfy the project requirements, but a Swedish-language version was also integrated into the established governance plan of the Cultural Development Administration in parallel, linking up the new actions with existing processes, plans, and initiatives.

The following section explores each HIP/Local Action Plan process in a little more detail with respect to their individual context and challenges, and highlights the key outcomes and innovations from the “Local Action Plan”. Each plan is appended individually as an Annex to this document, either as an English-language summary or as a full plan⁵.

⁵ Some CLIC HIPs chose to work in their native local language with the local HIP community, particularly if the plan went through a local adoption process with the representative authority. In these cases, an English-summary document was developed to support this Deliverable. The full native-language plan can be found on the [CLIC website](#).

Pakhuis de Zwijger, Amsterdam, The Netherlands

Pivoting to Recovery and Resilience

Pakhuis de Zwijger (PdZ) is a non-governmental cultural organization located in the Eastern Docklands area of Amsterdam, and offers an independent platform for community gathering and public debates since 2006. The foundation sits in a former cooling warehouse that was constructed in 1933-34, which is representative of the Dutch modernism style. The building became redundant in the 1980s, and its adaptive reuse process was initiated through grassroots initiatives. The reuse project was developed with the building owner, Stadsherstel Amsterdam (a limited shareholder company with a historic preservation and architectural restoration mandate), the project architectural group, the project developers, municipality and the involved cultural organisations as the future users. This public-private-people partnership continued in the governance and funding of the project and its future operation where the Stadsherstel, Monumentenfonds, and the De Zwijger Foundation (under which diverse cultural organisations and creative industries are organised as future users) collaborated. The building was inaugurated as PdZ, a cultural centre and public debate house. Pre-COVID, Pakhuis de Zwijger was a rare example of a cultural heritage adaptive reuse with a working business model that functioned without any structural public subsidies.

The main aims of the HIP process were to place heritage values and cultural significance assigned to PdZ at the core of place branding, to create circular financial revenues and business models, to support sustainable building usage and operations, and to exchange knowledge with similar cultural institutions. To these aims, numerous meetings, workshops and programs were organized with a wide range of stakeholders, including the City of Amsterdam, the shareholders and supervisors of PdZ, private companies, experts, cultural institutions in Amsterdam, and building owners/users in the area.

While the overall aims remained largely the same throughout the process, the COVID-19 pandemic put some of the objectives into tighter focus as the organisation was forced to innovate in real-time to remain viable. These objectives included resilient business models, a Corporate Story and new governance arrangements, and strengthening collaboration networks with other institutions in the neighbourhood.



Figure 4. Pakhuis de Zwijger



PdZ Plan Objectives

Circularity objective 1: Long-term economic stability and resilience through new and diverse income streams

Creating a more resilient business model by diversifying the revenue streams. This will be realized by restructuring the governance of the organisation in order to open the door to new public funding and by extending our role as consultant and organiser of participatory projects.

Circularity objective 2: Strengthening circularity as an ambition in the programming of PdZ Foundation

Streamlining programming around 20 ambitions for futureproof cities (circularity being one) and creating a new website that represents the renewed focus of the programs.

Circularity objective 3: Integrate more circular principles into the business operations

Integrate more circular principles into the business operations.

Key Innovations and Outcomes

Some of the following innovative instruments and strategies evolved through the HIP Dialogue process, including composing a PdZ Corporate Story and using it for an online petition to receive public subsidies; hosting debates on how cultural institutions can recover from the impacts of the COVID-19 pandemic and future-proof their institutions with more resilient business and governance models; starting a circular heritage initiative in the neighbourhood; and creating a program series on circular Cultural Heritage in the Netherlands.

In addition, a number of cultural, administrative, financial and business-related findings and outputs were developed throughout the HIP process, including:

- Identifying challenges to adaptive reuse for the PdZ;
- Developing 31 measures to be implemented to make PdZ more sustainable, including establishing a sustainability team in the organisation;
- Local Impact Assessment of PdZ in its neighbourhood (pre- and post-COVID periods) and developing strategies to increase its local impact (i.e., neighbourhood meetings, open air cultural activities)
- PdZ Corporate Story document and its wider dissemination
- Identifying and assessing PdZ's business model with the support of CLIC-partner ICHEC Brussels Management School
- Restructuring the governance of PdZ in order for the PdZ foundation to be less dependent on the founders and owners, and to be eligible for more public funding;
- Sharing the story and experience of PdZ with public institutions, experts and local cultural institutions, and establishing a circular heritage initiative (along with livecasts and debates).

Rijeka, Croatia

A New Circular Urban Regeneration Model

Rijeka is Croatia's third largest city, situated at the Rječina River's delta on the northern Adriatic coast. The city's strategic location enabled it to develop Croatia's largest seaport. Yet, like many post-industrial cities, Rijeka has suffered from decline as its core economies transition. The most visible example of this shift is the number of vacant heritage buildings on the waterfront. Rijeka was one of two 2020 European Capitals of Culture with the theme "Port of Diversity", extended until the end of April 2021 due to the COVID-19 pandemic. Building on this achievement and drawing from a rich, multi-faceted history, the city prepared for the year by investing in "New Cultural Infrastructure" for a regeneration process that paid particular attention to the social dimension. The CLIC pilot in Rijeka, co-led by the City of Rijeka and the University of Nova Gorica, built on this framework for the participatory HIP process and implemented new forms of Historic Urban Landscape (HUL) valorisation inspired by the circular economy with a variety of stakeholders.

The HIP process initially focused on three primary cultural heritage assets that were dispersed through the city: the Galeb Ship, the modernist Energana power plant, and the RiHub collaborative incubator of the creative city. However, the revitalisation objectives evolved that after the early HIP Dialogues revealed the need for a holistic, integrated approach to urban revitalization. Inspired by the HUL approach, which emphasizes circularity and new economic opportunities, the objectives pivoted from the original dispersed assets to new targets related to the Rječina River and the Delta, building the Cultural Corridor area and its transverse connection with the Benčić Cultural Complex. The four objectives are:

- Regenerate the Rječina River, its urban area and the sea waterfront;
- Improve engagement with citizens and stakeholders to inspire new forms of circular businesses in heritage adaptive reuse;
- Enhance the tangible and intangible cultural heritage protection, valorisation and preservation.
- Improve the internal and external accessibility of the city to reduce pollution.

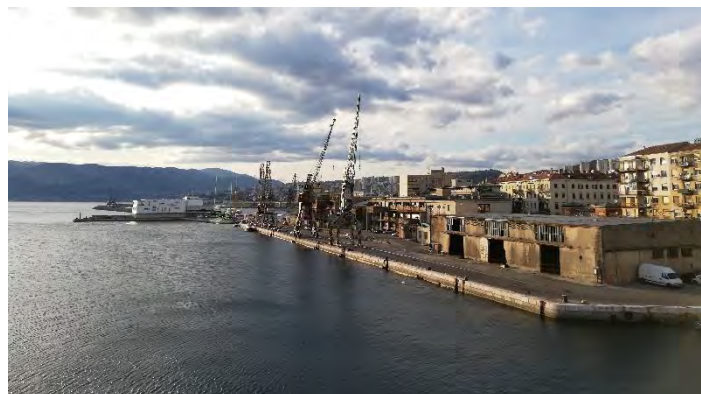


Figure 5. Rijeka port waterfront

Table 3. Rijeka LAP Objectives

<i>Rijeka Plan Objectives</i>
Objective 1: Environmental Revitalisation of Rječina River
<i>Restore the river bank, improve water quality, and provide access to the Rječina River to make it a focused leisure area and urban amenity for both residents and visitors.</i>
Objective 2: Create a Cultural Corridor through the Adaptive Reuse of Existing Cultural Assets
<i>Create possibilities for new destination uses of cultural heritage buildings and enable their adaptive reuse in the light of Historic Urban Landscape.</i>
Objective 3: Cultural Heritage Protection
<i>Establish a comprehensive public regeneration policy with attention to preservation quality to promote sustainable cultural tourism</i>
Objective 4: Objectives Synergies Urban Regeneration
<i>Improve internal urban accessibility and connectivity to improve inclusiveness and reduce pollution.</i>

Key Innovations and Outcomes

Social capital and innovation can be used to transform an area through co-creative, participatory processes, and cultural and social activities, with the overall goal of improving living conditions and citizen well-being through landscape enhancements. The HIP process in Rijeka generated two key innovative tools / outcomes to help integrate circular economy and HUL regeneration principles: the **Cultural Corridor** and **Urban Seeding**.

The Cultural Corridor is a new model for integrated urban planning that was co-created by the City of Rijeka and the University of Nova Gorica. It is designed to be a heritage valorisation activity incubator that is aligned with circular economy principles to promote cultural and natural heritage reuse, encourage innovative circular businesses and uses, and transform neglected urban spaces into active places. Inspired by theories from Dr. Elinor Ostrom, it applies the common-pool resources management concept, which is characterised by sustainability and cultural creativity. In Rijeka, this has been defined by almost precise boundaries, mapping cultural resources and underused assets, by sustainable objectives, and cooperative governance principles.



Figure 6. Cultural Corridor Area in Rijeka, Croatia (June 2019)

The Cultural Corridor can be achieved through conventional urban planning methods with expert-led guidance in an interdisciplinary process that utilizes various flexible tools. This multifaceted approach addresses the historic urban landscape through diverse approaches, methods, and tools, including workshops, education labs, participatory activities, bottom-up initiatives, urban seeding, and educational booklets.

Urban Seeding was designed to be an urban regeneration tool that uses spatially-based experimentation as a leading principle. It is a collaborative, participatory, inclusive, versatile, and dynamic process that aims to catalyse urban revitalisation by systematically implementing inspiring, low-cost, small-scale interventions in a step-by-step manner. The “urban seeds” should also educate and inspire citizens to learn more about Rijeka’s sustainable cultural potential.

Urban Seeding was tested during the HIP process, thanks to a collaboration with a mentored multidisciplinary work-study for students and young professionals. This group of collaborators was strategically selected to participate in the project for their learning capability, employment inspiration potential, and commitment to the city as their future professional and personal home. It also supported the valorisation of cultural heritage among young people, contributing to better chances of protection and longer-term sustainability. The proposals from the different groups were integrated on multiple scales (urban, building, and object) and matched the unused cultural heritage in existing and new programs/activities and upgraded the urban spatial and green system in both city axes of the Cultural Corridor, including the river and sea waterfronts. The integrated proposals were self-evaluated and prioritised based on circularity principles, cultural valorisation impacts, and feasibility (time and cost). As a follow-up, the Decision Support System designed with the University of Portsmouth was used to test the proposed projects/actions against different criteria, objectives, constraints, and potential synergies.

Västra Götaland, Sweden

A Regional Approach to Circular Adaptive Reuse

In Västra Götaland, Sweden, the region’s Cultural Development Department worked on the adaptive reuse of four industrial heritage sites located in four different rural areas: Fengersfors papermill, Gustavsfors workshop, Strömsfors workshop and Forsvik Bruk. The four sites were included for their ability to attract or have the potential to attract new groups to the areas through innovative use of their cultural heritage, despite dispersion and overall population decline, two characteristics of the region.

The main objective of the Local Action Plan (LAP) was to identify and develop methods and governance tools for adaptive reuse of industrial environments, which could specifically address how they contribute to and strengthen local development and attract new users. The plan addresses place-transformation rather than reusing specific buildings. The LAP was developed in close exchange with the local community and it starts from their own driving forces and initiatives. The local community was also essential for mapping existing barriers and bottlenecks (e.g., contaminated soil at industrial heritage sites, lack of connection between property owners and potential tenants, limited knowledge of circular business models...) and co-create a LAP that aims at tackling them. By building on existing local processes, the hope and aim is to continue the work initiated as part of the HIP process after the project is over. To ensure continuity with existing processes, the region used established methods from previous processes in the CLIC HIP, and also integrated new methods and tools from CLIC into existing regional processes to support local development.

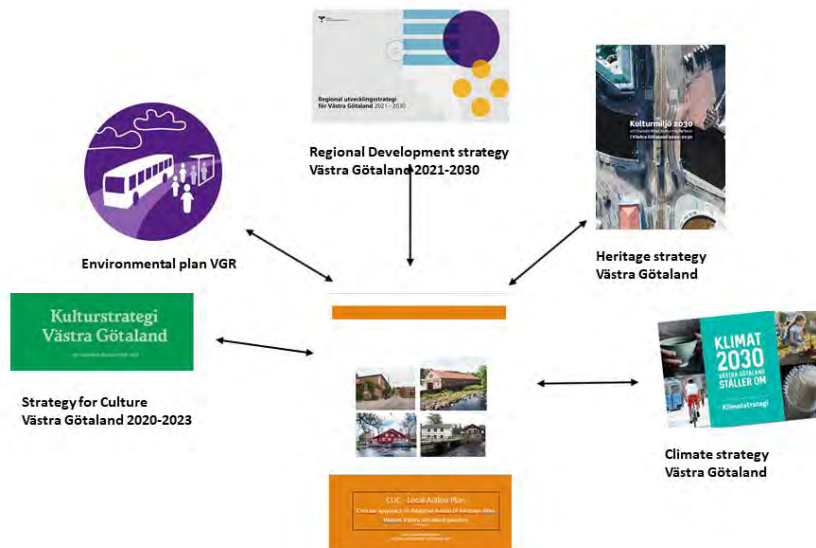


Figure 7. Västra Götaland Region LAP policy and planning integration



The LAP also has strong ties to other strategic plans in the region. Connecting CLIC results to already-implemented plans in the region links and strengthens opportunities for circular adaptive reuse in the region. The LAP will be included as a basis in the administration's annual activity planning and the follow-up of *Kulturmiljö 2030* (Cultural Environment 2030/Heritage Strategy 2030) in the regional heritage group.

Table 4. Västra Götaland LAP Objectives

<i>Västra Götaland LAP Objectives</i>
<i>Objective 1: Create a regional network for property owners on Management, development and adaptive reuse in heritage sites</i>
<i>Objective 2: Coordinate the County Administrative Board's financial support to heritage maintenance and restoration with the Region Västra Götaland's financial support for regional development</i>
<i>Objective 3: Increase knowledge of circular business models and adaptive reuse in the Regional Place development Team</i>
<i>Objective 4: Increase knowledge on financing instruments for Adaptive reuse at Regional, National and European level. Increase knowledge in blending capacity for complementary funding</i>
<i>Objective 5: Knowledge building and pilots on biological remediation of contaminated soil.</i>
<i>Objective 6: Policy influence - Disseminate knowledge and best practice about the value of adaptive reuse in circular economy</i>

Key Innovations and Outcomes

New working methods were developed through the HIP process by combining knowledge in the cultural heritage sector with knowledge from the circular economy sector(s). One of the key outcomes from this process is the adaptation of the circular business model canvas that can be applied to an entire building/site, and not just a single business. It is possible to use this process to find synergies between different businesses operating at the same site, which creates a more robust and circular business model for adaptive reuse of cultural heritage. This new way of using the business model canvas will continue to be used to coach organizations interested in developing a cultural heritage site.

Within the CLIC project, Västra-Götaland worked at two levels: regional and local. As such, the resulting Action Plan actions will be implemented at two levels. The regional Action Plan focuses on governance and how regional working methods can be improved to support places where local actors want to develop based on their cultural heritage. This Action Plan is owned and managed by the Cultural Development Department in the region and aims to strengthen the link between cultural heritage, circular economy, and local development in the coming years. The Plan contains specific

goals and activities and – importantly - how these relate to other existing regional strategies and governing documents. The LAP has eight objectives, which vary in scope and timeframe. Developing a regional network of property owners who want to develop a cultural environment on their site is one example. Another objective is to spread the use and knowledge of circular business models to more actors to stimulate adaptive reuse of cultural heritage sites in the Västra Götaland region.

In two of the Västra Götaland pilot sites - Forsvik and Fengersfors – it was possible to connect the HIP process to existing local processes and, in these places, the work continues through those Local Actions Plans and new European research projects. In Gustavsfors and Strömsfors, the HIP process stopped due to lack of interest from the local community.



Figure 8. Fengersfors, Västra Götaland



Salerno, Italy

A New Circular and Human-Centred City Model

The municipality of Salerno is located in southern Italy and covers an area of 59.22 km² with a population of about 130,000 inhabitants (2020). Salerno is home to the Salerno Medical School, the oldest and most illustrious medieval institution in Western Europe for teaching and practicing medicine. Most of Salerno's cultural heritage is located in the historical city centre but, unfortunately, some assets are in a state of abandonment/degradation/disuse.

The CLIC project supported a participatory process for adaptive reuse of cultural heritage through HIPs (Heritage Innovation Partnerships), which helped improve local knowledge, ideas, skills and cooperation, and provided tools to co-create Salerno's Local Action Plan (LAP) and its implementation strategies and projects. The participatory process revealed, also through the Historic Urban Landscape workshop, the major critical issues and opportunities for reuse processes at the different cultural, political, and regulatory levels. Some identified weaknesses were:

- Lack of interest and participation of the local community
- High level of cultural heritage asset degradation
- Political uncertainty
- Lack of communication
- Long and complex bureaucratic process
- Lack of interest of administrations
- Gaps in regulations
- Lack of funding

The Salerno LAP was developed by the Municipality with the support of CNR-IRISS through a participatory action carried out between October 2018 and June 2021. It involved more than 50 local organizations, including civic associations, entrepreneurs, startups, ethical banks, foundations, public institutions, researchers and activist groups.

The LAP of the city of Salerno is in line both with the objectives of the CLIC project and the UN Sustainable Development Goals (SDGs). The LAP also aims to achieve a circular city goal through circular solutions in the built environment (e.g., water recovery, renewable energy, material reuse and recycling, biomaterials, nature-based solutions, etc.), energy efficiency actions and positive energy balance for historic and modern buildings, green infrastructure (e.g., city renaturation, green mobility, etc.), reconnecting the city-port and circular port area, and fostering innovative business and financing model and circular startups. Moreover, the purpose is to implement the circular and human-centred city model by transforming the abandoned/degraded/underused cultural heritage in a "vital place", attracting new tourists and businesses and to enhance the quality of life for residents.

Its objectives are to co-develop and plan concrete actions for the adaptive reuse of abandoned and underused cultural heritage; build consensus on objectives and strategies; identify priorities for action/intervention; and activate public-private-social synergistic relations for cultural heritage adaptive reuse.

Table 5. Salerno LAP Objectives

<i>Salerno LAP Objectives</i>
<i>Objective 1: Enhance the dialogue and collaboration between citizens and Municipality, empowering the local community to take action for the care of cultural heritage through a shared and transparent circular governance model;</i>
<i>Objective 2: Co-develop and plan concrete actions for the adaptive reuse of abandoned and underused cultural heritage, especially related to large historic buildings abandoned in the city centre (Edifici Mondo);</i>
<i>Objective 3: Enhance the coordination of different municipal departments to promote heritage-led urban regeneration and facilitate public-private-people cooperation and partnerships;</i>
<i>Objective 4: Enhance the attractiveness of Salerno for potential public, private and social/impact investors in the adaptive reuse of cultural heritage;</i>
<i>Objective 5: Promote Salerno as exemplary Circular City in Southern Italy starting from the adaptive reuse of cultural heritage.</i>



Figure 9. Minerva's Gardens, Salerno



Key Innovations and Outcomes

The Salerno pilot elaborated an innovative **Regulation** that addresses shared management of cultural heritage as “common good” during the HIP process. The Regulation aims to establish a regulatory, transparent and impartial framework to define actions for care, shared management, and re-generation of urban common goods implementable through “Collaboration Pacts” between citizens and public administration. Through the “**Regulation for the Shared Management of Cultural Heritage as Common Good**”, critical issues related to heritage management and an often top-down approach may be overcome. The Regulation has been elaborated by the Municipality in collaboration with the research centre CNR-IRISS, based on best practices of similar municipal Regulations such as in Bologna, Torino and Milano, with the collaboration of the national organisation LabSus. The Regulation of Salerno has been drafted and shared with other Municipality departments, and will be discussed and agreed in the City Council assembly. It includes reference to the circular economy model, and in particular to the circular governance model able to include “people” in the process of ‘care’ for cultural heritage in the city.

The Regulation is a tool to guide the actions that make the objectives of the Local Action Plan operational, offering a concrete opportunity to guarantee the transparency and impartiality of the shared administration in the processes of adaptive reuse of cultural heritage in a state of disuse/decay/underuse. It defines and regulates forms of collaboration between citizens and the public administration for the care, shared management and regeneration of the urban commons.

The Regulation enables:

- to define rules to codify and control all the forms of "active citizenship";
- to recover abandoned/disused assets and spaces for which the municipality does not have sufficient resources (economic and human); it represents a guarantee for both public administration and citizens in defining their respective responsibilities.

Based on preliminary classification resulted by the participatory process, the administration identified three types of cultural assets and assigned for each the relevant procedure to be adopted:

- Small urban "commons" (small squares, urban gardens, small spaces, etc.);
- Medium-sized assets with a high potential for social impact and low market attractiveness;
- Large cultural heritage assets with high market attractiveness that require a large financial and technical capacity.

Moreover, the City of Salerno launched a **public consultation** to experiment with a potential circular governance tool that aimed to collect implementable proposals for the re-use of “Edifici Mondo” in the perspective of circular economy, through the collaboration between public administration, professionals and active citizens. Fourteen proposals were submitted; ten of them were selected by the City to participate in the Business Model Workshop (hosted by ICHEC - Brussels Management School, CNR-IRISS and the City of Salerno). Of the ten participating proposals, four went on to a pre-feasibility study phase.

The participatory process is a cross-cutting element in the LAP to build a shared vision for the definition of a strategic orientation plan for the transition towards “Salerno circular city” and provide spaces and resources to meet the plan’s goals. A CLIC **Permanent Laboratory** was established in October 2019 to provide an established forum to discuss bottom-up proposals from different stakeholders for the adaptive reuse of cultural heritage and heritage-led urban regeneration, towards the goal “Salerno circular city”. The forum could be formalised through the creation of a Circular City



/ Urban Regeneration Unit, which will be in charge of supervising the implementation of the Regulation for the shared management of cultural heritage for the common good through active and continuous dialogue with citizens and organisations willing to establish “Collaboration Pacts”. The Office is complemented by the CLIC **Knowledge Information Hub (KIH)**, which is a platform that was developed to encourage and inspire community members, funders, entrepreneurs and civil society organizations to co-create new ideas and projects. The CLIC KIH platform was developed in collaboration between the City of Salerno, CNR-IRISS and the project partner FacilityLive. It is an online database that aims to share information on cultural heritage in order to facilitate potential investors, active citizenship, social enterprises and other local actors to easily find information (plans, open calls, projects already in progress, etc.). The platform is useful to share, compare and encourage the exchange of knowledge and specific characteristics of the mapped assets as well as of the impacts of adaptive reuse of cultural heritage and landscape.

The LAP also identifies innovative actions, like the specific action for the valorisation of the ancient Medical School of Salerno to enhance its value as cultural identity and to “brand” Salerno as a city of health and wellbeing. “*Scuola Medica Salernitana*” is Europe’s oldest and most eminent medieval institution for medical education and practice. Linked to this, specific activities are planned, such as the application for the “European Cultural Routes” of the Council of Europe Programme and the UNESCO intangible heritage list. This action favours both cultural and tourist development offers based on the authenticity of “intrinsic values” and promotes heritage-led entrepreneurship for sustainable and circular development.

Finally, a dedicated action is related to promoting Salerno as an exemplary “Circular City”, taking the adaptive reuse of cultural heritage as an entry point. The circular city concept is derived from the circular economy model applied in the spatial dimension. It can be associated with the concept of a “self-sustaining” regenerative city, as stated in paragraph #71 of the United Nations New Urban Agenda. The action provides an overall strategy that also integrates diverse projects already in progress by the Municipality of Salerno, combining them in a systemic way to realize the first “Circular City” in Southern Italy. The prioritized objectives to implement “**Salerno Circular City**” in next years have been identified through a participatory process involving the Municipality, CLIC researchers, citizens and local organisations:

- Develop city-port urban connections and circular port area
- Realize energy efficiency interventions in heritage building
- Promote circular economy in the historic built environment, e.g. through water recovery, renewable energy, material reuse and recycling, biomaterials, Nature-based solutions
- Promote sustainable and green mobility
- Promote city re-naturalization (e.g. through the “Arborea project”)
- Promote business innovation, financing innovation and circular startups, also linking with the Blue Economy (e.g. Urbact BluAct project)

The LAP aspires to be an “action-oriented” plan, developed assessing the main feasibility and sustainability conditions during the participatory planning phase to implement the proposed actions. The Plan contains synoptic sheets to monitor the contribution of planned activities to the achievement of established objectives. Each action identifies the involved municipal sectors, the link with existing plans and programs, the human and financial resources, the involved stakeholders, the timeline and the monitoring indicators.

Part 2. Reflections on the HIP Process in CLIC

Multi-stakeholder co-creation processes can be challenging endeavours even in the best circumstances, and more so when there is an innovative research agenda **and** an unprecedented global pandemic to navigate. The CLIP HIPs were created to explore and experiment with a variety of new tools and processes to see how circular models (i.e. governance, financial, etc.) could effectively be applied to place-based adaptive reuse of cultural heritage. Some tools and processes were more successful than others⁶. Some partnerships were more successful than others. However, one clear conclusion from the CLIC HIP process across pilots is that the Heritage Innovation Partnership construct – that is, a collaborative partnership that includes a variety of different stakeholders from a Heritage Community who share the same values towards adaptive reuse of cultural heritage – is key to unlocking innovation. Its relative success and influence – particularly with regard to circularity – lies therein with its leadership and governance structure.⁷

Some CLIC pilots will continue to use the HIP framework as they continue on with their work after the project. For example, in Salerno, where the aim is to establish the Circular City/Urban Regeneration Unit that will build on the momentum created by the CLIC HIP process. Moreover, Salerno aims at going a step beyond with the shared governance of heritage with the approval of the Regulation that grants citizens and/or community groups the possibility not only to participate but to be responsible for the management of a dedicated adaptive reuse project. In Västra Götaland the experiences from CLIC will be applied by the cross-sectoral regional team for local development, in which the Culture Development Department is part. The region previously developed a tourism-cooperation platform (NGO and public partners) to coordinate the work on heritage tourism and support small actors in the sector. Specifically, the village of Forsvik aims to further strengthen its attractiveness and identity as a historic destination and create long-term conditions for the development of viable businesses, companies and “local entrepreneurship”.

All four CLIC pilots’ capacities were affected by the COVID-19 pandemic. Municipalities in particular had to scale back or shift resources, and/or prioritize other organizational matters related to the pandemic. It has also been especially difficult for Pakhuis de Zwijger, who experienced devastating financial and organizational impacts due to the pandemic. PdZ’s pre-pandemic business model relied heavily on revenue generated from venue rental and its commercial spaces (restaurant/cafe). The public health restrictions in 2020 and 2021 (to date) have almost completely eliminated its primary revenue streams. In response, PdZ sought alternative revenue sources and new ways to continue its cultural offer. The PdZ Corporate Story developed as part of the HIP process helped both inform its application for public pandemic relief aid from the Dutch government, and to brand and share its story/significance with a wider audience. In addition, the CLIC business model workshop focused on building resilience and creating alternative models, which helped PdZ develop new ideas and share them with similar cultural institutions in the neighbourhood.

The COVID-19 pandemic aside, there have been other challenges during the HIP process that affected the pilots, both geographical and subject-related. One challenge specific to Västra Götaland, but applicable to many other situations, was that the regional authority itself does not have ownership, and therefore, no jurisdiction or explicit decision-making power to influence local projects, and working on place-based adaptive reuse projects required cross-sectoral and multi-level collaboration across different governance levels. At the same time, they recognized that these

⁶ See CLIC Deliverable 1.6 “Report on Project-Long Assessment”

⁷ See CLIC Deliverable 3.4 “Circular Governance Models for Adaptive Reuse of Cultural Heritage”



challenges are some of the most important to work on and improve, because cultural heritage can be a cross-cutting theme that interacts with other policy areas. A holistic approach was adopted, for instance in Rijeka, with the Cultural Corridor concept, and also in Salerno, that embedded elements of other policy areas related to circular economy (water, renewable energy, NBS) into the HIP process and the LAP.

Another specific challenge highlighted by Västra Götaland has been the influence of the region's rural context. Heritage-based urban regeneration is often market driven or subsidized through established revitalization programs. Västra Götaland's experience revealed that the revitalization mechanisms are often developed to fit urban settings, and it can be difficult to translate or fit the processes into rural environments. Rural areas currently lack support systems and financing mechanisms to stimulate adaptive reuse of cultural heritage sites. However, during the pandemic remote areas of the region have appeared to be more attractive than before and felt "safer" and "healthier" to visitors. This might evolve into new business opportunities and reverse revitalization mechanisms and incentives.

Balancing expectations and capacities was another challenge faced by several pilots. Sustaining stakeholder engagement throughout the lifetime of the project and process was not always easy, particularly when there were no short-term results to be shared and enthusiasm could wane. The lack of staff continuity was also a drawback in some cases. However, overall, the HIP processes managed to foster multidisciplinary dialogue by deepening the support network to protect, valorise and reactivate heritage sites at the local/regional level and bring new and unconventional actors to the scene of cultural decision-making. This includes, for instance, the financial sector and ethical banks in Salerno, which can directly help address the barrier of financing adaptive reuse processes; or children and young people in Rijeka, whose participation and "buy-in" is essential for the longer-term sustainability of the projects.

The CLIC HIPs are characterized by the research-practice partners' dynamic and ability to lead the process at the local/regional level. Partnerships have proved to be effective only when visions were aligned from the beginning, priorities set, and roles and responsibilities clearly divided. Thus, efforts needed to be made in order to agree on a common language, both among the leading partners and towards involved stakeholders, particularly when discussing more complex or theoretical concepts (e.g., circularity or intrinsic value).

Peer learning was most useful as an instrument to exchange success stories from pilot areas regarding similar barriers and bottlenecks (e.g., biological remediation of contaminated heritage sites), and as a space to debate and develop innovative mechanisms to foster community participation at the local level that could be applied to different settings (e.g., launch of open call for ideas).

Although not all of the tools developed during the CLIC project were implemented in the time and form initially planned, the tools that were tested have enabled the pilots to develop more comprehensive Local Action Plans, that directly tackled barriers and bottlenecks raised by participants (HUL mapping approach), and addressed the cultural resources valued by the community (via perceptions mapping tool). An important finding from the project revealed that the tool's success was closely correlated to the degree of cooperation between the tool developers and the local partners during its implementation.

Innovative ideas and processes have also been a tangible result, for example urban seeding in Rijeka and the circular business model workshop in multiple pilots. The latter workshop was so effective, that its replication has been envisaged as an action in some of the Local Action Plans (e.g., Västra Götaland will re-create the business model workshop session for Forsvik site). Most

importantly, the findings from the HIP process have provided a wealth of co-created ideas and actions to present to local decision-makers (e.g., perceptions mapping of Salerno and Rijeka), triggering and/or reinforcing the political commitment to the HIP process and its outcomes.

Despite the challenges, the HIP process embodies a valuable multi-stakeholder and interdisciplinary dialogue platform and process that can strengthen local identity, valorise heritage, and harvest new knowledge. It is a model that has served to better understand local needs and priorities using collective intelligence to create tailor-made solutions that activate vacant cultural heritage sites to match them, and is worthy of replication in other applications throughout Europe – and beyond.



Figure 10. Pre-COVID-19 HIP meetings in Västra Götaland, Rijeka and Salerno

References

Scientific articles and other publications related to the Local Action Plans developed in CLIC can be found at: <https://www.clicproject.eu/scientific-publications/>



Annexes

Annex A: *COVID-19 Circular Recovery and Resilience Action Plan – Pakhuis de Zwijger (Amsterdam, The Netherlands)*

Annex B: *The Cultural Corridor: A Model for Historic Urban Landscape Regeneration in Rijeka, Croatia*

Annex C: *The Action Plan for Implementing a Circular Strategy in Rijeka: Tool Supporting the Cultural Corridor*

Annex D: *Catalogue of Good Practices of the City of Rijeka: Tool Supporting the Cultural Corridor*

Annex E: *CLIC Local Action Plan Salerno –Synthesis*

Annex F: *CLIC - Local Action Plan: Circular Approach in Adaptive Reuse of Heritage Sites (Västra Götaland, Sweden)*

COVID-19 CIRCULAR RECOVERY AND RESILIENCE ACTION PLAN PAKHUIS DE ZWIJGER

12 March 2021
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PREFACE

Pakhuis de Zwijger is a unique example of the adaptive reuse of cultural heritage, combining an approachable (free) public programming in a national monument with a successful commercial business model. In 2020, however, this has all been put to the test. In the midst of the Covid-19 pandemic we've had to re-invent ourselves. We pivoted from being a popular cultural event venue to a broadcasting house with almost no in-person participation. We had to close down the restaurant and lose co-workers. We had to quickly find new revenue streams to survive as an organization – and at the same time reconsider our strategies and operations, and think about a more robust business model.

This has also forced us to re-examine our core. What is it that we don't want to change? What defines us?

We have found that our deep roots within the city of Amsterdam are part of that core. In the 15 years of our existence, our home base – a former cooling warehouse in the Eastern Docklands – was given a new purpose in creating meaningful connections between people and organisations within the city. Now we are the main hotspot within the city where local and national government, big companies, financial organisations and academia meet with creative and innovative SME's, civil society organisations and citizens to discuss the urban future. We are the launching platform of young and diverse talents, a home to cultural and progressive communities within the city and a place where innovative ideas are grown and cultivated. Even though 2020 forced us close our doors to most visitors, our strong connection to local communities has allowed us to keep the public conversation going.

It has been interesting to work on the European Union's Horizon 2020 "Circular models Leveraging Investments in Cultural heritage adaptive reuse" (CLIC) project during this period. Amsterdam was one of four pilots within CLIC (together with Salerno city, Rijeka city and Västra Götaland region), with Pakhuis de Zwijger as its focal point. In a series of Heritage Innovation Partnership (HIP) meetings we sat down with internal and local stakeholders, representatives from academia and local and national governments in order to build an action plan for adaptive reuse of Pakhuis de Zwijger and strengthen the circular, adaptive reuse of cultural heritage in Amsterdam.

During the HIP-process we considered our business model and possible circular solutions even while the reality around us was changing. We built a community of local stakeholders on circular heritage, most of which were suddenly struggling for survival. This has brought an extra dimension and sense of urgency to the work we did, at the same time complicating the project.

This Local Action Plan builds on the six HIPs conducted during the CLIC project, sharing their most important learnings and outlining how they have influenced the strategy and action plan of Pakhuis de Zwijger.

Even though this report is a conclusion of Pakhuis de Zwijger's work on CLIC, the action plan is a living document, and it will be adapted and updated according to Pakhuis de Zwijger's needs. We plan to update the action plan on a yearly basis. Pakhuis de Zwijger has always adapted its strategy to the current circumstances and possibilities and the COVID-19 pandemic has underlined that we need to continue doing so.

“Pakhuis de Zwijger has become indispensable in the city”

André van Stigt – architect

1. INTRODUCTION AND CONTEXT

1.1. ADAPTIVE REUSE OF PAKHUIS DE ZWIJGER

Pakhuis de Zwijger was built in 1934 as a cooling warehouse for the storage of perishable goods in the Eastern Docklands of Amsterdam. The architects were J. de Bie Leuveling Tjeenk and K. Bakker and the original owner was N.V. Blauwhoedenveem-Vriesseveem. The building was named after the founding father of the Netherlands, William of Orange (nicknamed William the Silent, in Dutch Willem de Zwijger), who died 350 years before the building was officially opened. After the function of storage warehouse was no longer necessary, the building fell in disuse and was squatted for several years in the seventies and eighties. In the nineties the municipality assigned a cultural and public function to the building. However, many of the plans to develop a creative concept and connect a project developer to the initiative failed.



The Jan Schaefer Bridge was built through Pakhuis de Zwijger

Year	Ownership	Exploitation
1934	private: Blauwhoedenveem-Vriesseveem	In use as cooling warehouse
1970s-1980s	public: city of Amsterdam	In disuse, squatted and informally used as a rehearsal space for pop music
1997	public: city of Amsterdam	Plan for cultural re-use. Stichting Pakhuis de Zwijger (former informal users) in charge of developing plan and finding project developer
2000-2001	public: city of Amsterdam	Initial plans for re-use failed. Jan Schaeffer bridge built through the building. Plans for demolition of entire building approved by city council.
2001	public: city of Amsterdam	Successful application as a National Monument by members of the Cuypersgenootschap. Building saved.
2004	private: Stadsherstel	New re-development plan with owner Stadsherstel, architect André van Stigt and cultural entrepreneurs Egbert Fransen and Hester Tiggeloven
2006 - now	Private: Stadsherstel	In use as cultural hub with different stages, studios, offices and a restaurant and café.

History of ownership and adaptive reuse of Pakhuis de Zwijger

When the Java Island – an artificial island opposite the building – was converted to a residential area in the nineties, the municipal executive decided to create the Jan Schaefer Bridge, a direct connection between the Java Island and the Eastern Docklands. Pakhuis de Zwijger lay in the direct line of this development, and was under threat of being torn down. By this time a group of activists (most notably the members of the Cuypersgenootschap – a foundation for the preservation of cultural heritage) was already on a mission to save the building. They were successful, and Pakhuis de Zwijger was awarded the status of a National monument by the end of 2001.

By this time, the building was in quite a bad state. Many structural measures had been taken to make the construction of the bridge possible. Part of the ground floor and first floor had been removed, as well as part of the second floor on the north side. Ownership of the building passed from the municipality to Stadsherstel, a private organization that manages and restores cultural heritage. They took on the task of renovating the building and finding tenants. It was not until 2004, however, that a structural solution was found. Architect André van Stigt worked together with the promoters of the new cultural centre – led by Egbert Fransen and Hester Tiggeloven – to hammer out a renovation plan and approach Stadsherstel. The major difference between this and previous plans was that the size, outline and silhouette of the building were retained in every way. Instead of adapting the building to fit the requirements, the use was adapted to the building. The area with the missing floors was transformed into a high-ceilinged room containing the main stage. In 2006, entrepreneurs Egbert Fransen and Hester Tiggeloven opened the current platform for creation and innovation, bearing the same name as the building: Pakhuis de Zwijger (PdZ).



Exterior of Pakhuis de Zwijger today



The missing floors were incorporated in the main room

The organisation was made up of two business: café/catering (PdZ Catering) and room rental (PdZ Venue) and a foundation, creating independent programs (PdZ Foundation). The building now has a main room for around 350 people (seated) and two small rooms, for 150 and 100 people respectively, with associated (catering) facilities such as two foyers (also an exhibition space) and a café-restaurant on the ground floor.

PdZ Foundation, together with a large number of partners, makes about 650 programs on an annual basis, facilitating meaningful encounters on the future of cities. The central question is “what kind of city do we want to live in?” This main theme is divided into five pillars: the sustainable city, the creative city, the social city, the spatial city and the innovative city.

The team of programmers brings together stakeholders and builds communities of practice, sets up editorial content, places creatives in a central role, creates informative and inspiring programmes together with partners, identifies possible solutions and hosts initiatives from relevant social organizations that support our platform. PDZ foundation also participates in European projects, public procurement and organizes and moderates processes of co-creation in the city and region.

Before the COVID-19 pandemic, the different activities of the foundation involved on average 90,000 physical visitors each year. Thanks to the website, podcasts and other digital channels, the platform also reaches a substantial national and international audience. With the coming of Covid-19 a series of LIVECASTS was set up to strengthen the digital presence significantly.

The LIVECAST is a hybrid form of programming combining a livestream with a studio-recorded talk show look and feel. Speakers join the program either live in the studio or online, while the audience watches through different online channels or the local television station. Audience members logged in

online are able to ask questions that are answered live during the program. This has allowed Pakhuis de Zwijger to continue the public conversation on the future of cities.

Pakhuis de Zwijger is a unique monument; not just because the building is the only warehouse on the Eastern port quay that has retained its original silhouette, and not just because of the new creative function and innovative users, but also because of how the social activism and sense of place that were key to prevent the demolition of this historic building now take centre stage in the programs of PdZ Foundation. In this way the present and past of the building are intertwined.



The main room



Recording a LIVECAST

1.2. ORGANISATION AND BUSINESS MODEL

From its foundation until 2020, PDZ has been divided into three entities: two business entities and one foundation.

- PdZ venue rent for commercial congresses (PdZ Venue)
- PdZ café and catering (PdZ Catering)
- PdZ foundation for independent programming (PdZ Foundation)

The main mission – in today’s super-diverse and hyper-fragmented society – is to create meaningful connections between people and organisations. During the daytime, the venue is rented out to commercial parties that align with that mission. In the evening, the foundation organizes its own independent programs that are generally free to visit. The catering serves the commercial congresses during the day and visitors can eat and drink in the café. Before the COVID-19 pandemic, it was said “we earn money during the day and we spend it at night.”

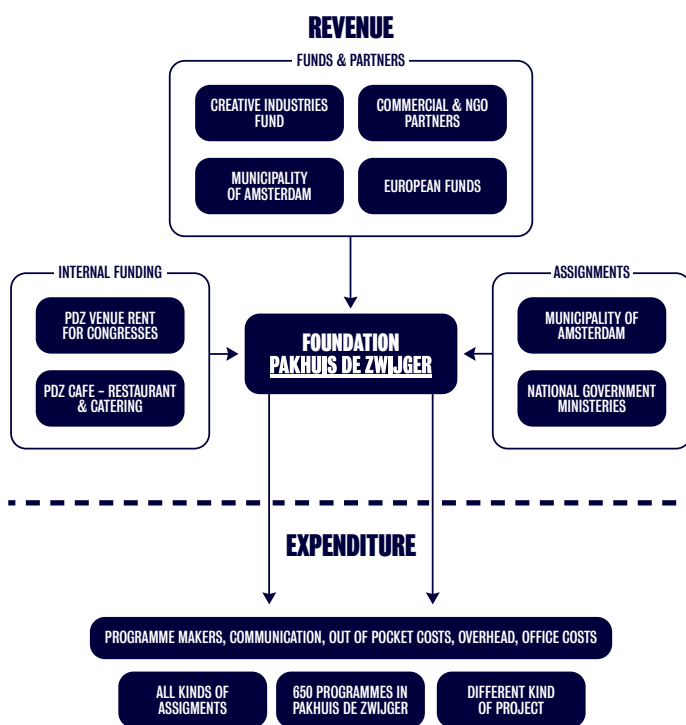
The holding is owned and managed by two entrepreneurs with a social mission (Egbert Fransen and Hester Tiggeoven). The combination of entrepreneurship and an independent foundation is the basis of a working business model without any structural subsidies from local or national government. The two business entities don’t operate independently from the foundation; both businesses donate a yearly contribution to the foundation, and can also use the venue for free.

The main revenues for the PdZ foundation before the COVID-19 pandemic were:

- **Assignments (59%):** Due to the in-house knowledge and expertise, Pakhuis de Zwijger is often commissioned to work on the basis of project assignments. Over the last years, the foundation has worked with the Municipality as well as the national government on social projects, such as creating a parking-free neighbourhood in Amsterdam (Frans Halsbuurt) through neighbourhood participation. Also, the foundation organized the WeMakeTheCity festival every two years.
- **Funds + Partners (38%):** Until 2020, the foundation was not included in a structural fund for long-term, sustained funding. However, it did receive a four year fund for programming on the Creative Industry and funding from the Municipality to be applied on a project basis. The Foundation also received financial contributions from commercial and non-commercial partners, as well as European Horizon 2020 funding for its participation in the CLIC and REFLOW projects. The European funding contributed to 32% of the income from funds & partners (so 12% of total funds for PdZ Foundation).

- **Internal Funding (4% plus in-kind contribution):** PdZ Catering and PdZ Venue supported the foundation each year with a cash contribution of 100.000 euro. In addition to the cash contribution, the venue rental and restaurant & catering companies provide in-kind contributions through the use of the venue and technical equipment, technical support, floor management, production, reception and facility management.

Due to the Covid-19 pandemic, revenue from both PDZ catering and venue rental have unfortunately been reduced to zero. In 2020, the PdZ café and catering was liquidated as a business, losing all of its employees. That also means that PdZ Foundation has been forced to stand on its own, without the financial and in-kind support from the business entities.



Pre-Covid-19 Business model of Pakhuis de Zwijger



Nieuw Amsterdam Dinner 2019

1.3. PARTNERS

Pakhuis de Zwijger works with the “Amsterdam approach”, an approach that brought Amsterdam the title of European Capital of Innovation 2016. It entails expanding the traditional triple helix (government, large businesses, and knowledge institutes) to a “double triple helix”, also including innovative and creative SME’s, grassroots organizations and citizen initiatives.

The approach has brought Pakhuis de Zwijger to a wide variety of commercial and non-commercial partners, like the Amsterdam Municipality, the Port Company, different banks and financial institutions, architecture centre ARCAM, housing corporations, construction companies AMS Institute of Advanced Metropolitan Studies, but also civil society organisations like Dutch Culture (promoting international cooperation in arts, culture and heritage) and Groene Grachten (for sustainable monuments) and bottom up initiatives such as Doughnut Deals (local initiatives based on Kate Raworth’s “doughnut economics”) and Hart voor de K-Buurt (a local neighbourhood initiative).

List of partners

ABN Amro: bank; **AEB:** city-owned company processing and burning the city waste for energy; **AM:** area developer; **AMC:** academic hospital of the University of Amsterdam; **AMEC:** Amsterdam Economic Board; **AMS:** Institute of Advanced Metropolitan Studies, formed by Wageningen University, TU Delft and MIT; **Federatie van Woningcorporaties:** Amsterdam Federation of Housing Associations; **Amsterdam Museum:** showing the history, current times and future of Amsterdam; **Aob:** trade union for teaching professionals; **ARCAM:** architecture centre; **Amsterdam Smart City:** urban open innovation platform for change makers; **BAM:** building company; **BNA:** industry association of architects; **Bouwend Nederland:** association of building companies; **BPD:** building fund, property development company; **BYGS:** social enterprise on bicycle based city mobility; **CBRE:** property developer; **Centre for Urban Studies:** part of the University of Amsterdam; **Comité 21 maart:** organization of anti-racism demonstration; **GTO:** Chief Technology Office of the municipality; **De Alliantie:** housing corporation; **De Groene Amsterdamer:** media organization; **De Key:** housing corporation; **DeBuren:** Belgian/Dutch home for dialogue; **Diversions:** bureau for societal innovation; **Doniger Urban Developments:** urban developer; **DutchCulture:** stimulating international cooperation in arts, culture and heritage; **Eigen Haard:** housing corporation; **Equinix:** data centre; **Follow The Money:** media organization; **Future Factor:** brands advisor; **Municipality of Amsterdam:** contact within all departments; **GGD:** Area health authority; **GVB:** Amsterdam public transport company; **Hart voor de K-Buurt:** Local neighbourhood initiative; **HvA:** university of applied sciences; **HVO Querido:** care organization; **IISG:** International Institute of Social History; **InHolland:** university of applied sciences; **IZI Solutions:** social organization against social injustice; **Johan Cruyff Arena:** football stadium and innovation centre; **Kennisland:** research organization on society; **Kick Out Zwarte Piet:** anti-racism collective; **Leger des Heils:** Salvation Army; **M-ODE:** responsible fashion foundation; **Martijn de Waal:** writer and researcher on media and public space; **Mendo:** publishing house; **MOVE Amsterdam:** mobility experience; **Movisie:** knowledge institute for social issues; **NG:** Organizing foundation for the Museum Night; **Nai10:** publishing house; **NetDem:** network on democracy; **De Verenigde Straten van Amsterdam:** initiative for citizen’s assemblies; **NieuwWij:** online platform on inclusivity; **OBA:** public library Amsterdam; **OMC (UID):** project developer; **OneWorld:** media organization; **ORAM:** business network; **Port of Amsterdam:** port company; **Prorail:** national rail operator; **RAI:** congress centre; **Renewi:** waste recycling company; **Rochdale:** housing corporation; **Royal HaskoningDHV:** engineering firm; **World Press Photo:** non-profit organization on press photography; **Urgenda:** Citizen initiative on climate action; **Publieke Omroep Amsterdam:** local broadcasting station; **mgmc:** green consultancy firm; **Landelijke Cliëntenraad:** advocacy organisation for social security; **Salto:** local broadcasting station; **Spot-on Consulting:** consultancy on urban development; **Staatsbosbeheer:** national forestry commission; **Stadgenoot:** housing corporation; **Stichting Hondsrugpark:** resident interest foundation; **Stimuleringsfonds Creatieve Industrie:** fund for creative industry; **Tertium:** strategic communication and participation agency; **Triodos:** green bank; **Trouw:** media organization; **Universiteit Utrecht:** University of Utrecht; **University College Amsterdam:** co-operation of the Amsterdam universities VU and UvA; **Vervoerregio:** connecting municipalities on mobility issues; **Vice Versa:** foundation for the empowerment of African immigrants; **VNG:** national association of municipalities; **VPRO:** national broadcaster; **VU:** university; **VU Medical Center:** academic hospital of VU; **Wag:** research institution on technology as an instrument of social change; **Waternet:** water services for the Amsterdam area; **Wonam:** housing corporation; **Ymere:** housing corporation; **Meesters met Dromen:** bottom-up initiative on education; **IDFA –** international documentary film festival Amsterdam.

1.4 DESCRIPTION OF THE HIP-PROCESS

In the context of the CLIC project, Pakhuis de Zwijger worked together with research partner TU Eindhoven to organise six so-called Heritage Innovation Partnership meetings to connect relevant internal and external stakeholders on the circular adaptive reuse of cultural heritage. In the HIPs PdZ has assessed its business model, its impact within the neighbourhood and on a national level, its corporate story, sustainable and circular operations and relationship with other cultural heritage sites in the city, and considered strategies and actions for the future.

HIP	Period	description
HIP 1	June-Oct 2018	Involving a network of local Amsterdam stakeholders in the field of sustainable heritage
HIP 2	Jan-Feb 2019	Setting up an internal Green Team within PDZ in order to evaluate the business operations and applying more circular principles.
HIP 3	July 2019 –April 2020	Connecting with existing PDZ partners and ICHEC management school to evaluate the PDZ business model and make it more resilient in the wake of COVID-19.
HIP 4	Set-Nov 2020	Connecting to local stakeholders in the Eastern Docklands area to evaluate and improve the local impact of Pakhuis de Zwijger.
HIP 5	Nov 2019 – June 2020	Involving internal PDZ stakeholders to construct a corporate story and use this for subsidy application to the Dutch Culture Council.
HIP 6	Jan-May 2020	Involving the local Amsterdam stakeholders on sustainable heritage in a discussion on challenges linked to COVID-19.

Overview of Pakhuis de Zwijger HIPs

HIP 1 – Heritage commons perception mapping

The objective of the first HIP meeting in October 2018 was to collaborate with local stakeholders in the field of sustainable heritage in order to create a local network, exchange knowledge in the field of making heritage more sustainable and achieving circular urban development. Stakeholders involved in the meeting included some high profile sustainability experts, area developers in the Amsterdam region, policy makers, academics, building companies, advisors and banks.

HIP 2 – Internal sustainability and circular measures and setting up green team

In February 2019 an internal meeting with representatives from every business unit within PDZ charted how decision-making takes place in the organization in the area of sustainability. A common outline of ambitions in the area of sustainability was made, along with an action plan for measures on sustainability for the short term. These included the use of LED-lights in all offices and event rooms (energy savings), using recycled non-plastic disposables and no straws (reducing single use plastics), using only rechargeable batteries, appealing to commercial users of the venue to minimize their waste, separating plastic, organic and fat wastes and investigating the possible use of a worm hotel (minimizing waste and reusing waste streams). Additionally, an internal green team was set up to keep working on sustainable operations and seeing the action plan through.

HIP 3 – Business model analysis

An assessment of the current business model for Pakhuis de Zwijger was performed in July 2019 and presented to the organization's staff members and all business and content partners during the annual partner meeting in November 2019. In the wake of the national COVID-19 measures, representatives of the different business units of Pakhuis de Zwijger were involved in an online business model workshop by ICHEC (Brussels Management School), focused on resilience of the business model. A lot of ideas were generated during the workshop to diversifying the revenue streams of PDZ and it was decided to move forward with three of them: extending the consulting activities of PDZ Foundation, extending the role as organizer of participatory events and creating more options for crowdfunding and paid memberships.

HIP 4 – Local impact assessment

In order to evaluate the impact of Pakhuis de Zwijger on the Eastern Docklands area, local stakeholders were asked to participate in a survey conducted by PDZ Foundation in November 2020. Stakeholders included local businesses, local government representatives, active residents within the area, city brokers, hotels and cultural organisations in the area such as the public library. The participants to the survey praise the accessibility of Pakhuis de Zwijger, with all of its programs being free of charge and the possibility to visit the restaurant, bar and terrace. Also the respondents are happy with the nature of the programs, with their involvement in city developments, giving the opportunities to citizens to voice their opinions. A lot of citizens share the fact that Pakhuis de Zwijger is in the neighbourhood in order to promote their homes. The respondents also mention a pull effect for involved citizens visiting the neighbourhood for PdZ

Foundation programs and the education function of the institute. The fact that Pakhuis de Zwijger had to close its doors for a general audience during the COVID-19 pandemic and discontinued its restaurant and bar has had a big influence on the local impact, most respondents agree. Because people can't go to the building anymore the attraction of the physical site has mostly disappeared. The local stakeholders are impressed with the continued online presence of PdZ and the relevant programming in the LIVECASTS.

HIP 5 – Review of the corporate story

In November 2019, PDZ Foundation started constructing a corporate story around its adaptive reuse of cultural heritage and its plans for both programming and using the building in the next four years. In internal meetings with the management board, supervisory board, and all programmers, this corporate story was reviewed and adapted. The corporate story was also used as a starting point for our subsidy application to the Dutch Culture Council.

HIP 6 – Expert session sustainable cultural heritage in Amsterdam

Following a stakeholder mapping on sustainable and circular adaptive reuse in the Amsterdam region, Pakhuis de Zwijger organised an online expert meeting in May 2020 to discuss the consequences of the Covid-19 crisis on the stakeholders' sustainable goals. Thirteen cultural heritage sites in the city (including the Rijksmuseum, Artis Zoo, Paradiso, Westergas area and Concertgebouw) met online with nine expert organizations and policy makers to discuss current challenges on sustainable heritage linked to Covid-19. These challenges include the loss of focus on sustainability while the cultural sector is in a struggle for survival, reserving budget for sustainability measures in long term maintenance plans, how to invest in sustainability and circularity when you only have a temporary use lease and how to keep a sense of collectivity within the sector. Analysis & lessons learned from the HIP process



PlaceMaking Week 2017

2. ANALYSIS & LESSONS LEARNED FROM THE HIP PROCESS

2.1. ASSETS AND CHALLENGES

During the HIP 3 business model workshop with ICHEC, the main assets and challenges were identified in order to make the business model more sustainable:

Assets

- A purpose driven organization with young, creative and smart employees, a strong ground for innovation
- A communal space, that is open & participatory
- A very large community of former speakers and visitors that support the organisation and its goals for the city
- The heritage value of the building and location
- The combination of public programming, bar and restaurant, catering and venue hire
- A wide variety of partnerships (working with government, large businesses and knowledge institutes as well as SMEs, grassroots organisations and citizen initiatives)
- An established name for new partnerships
- Locally represented through sites in the South East and New West of Amsterdam. The buildings for the sites are not considered cultural heritage, but for the building in the South East adaptive reuse is applied by using an old abandoned shop in a local shopping centre (that used to be an Intertoys toy shop).

Challenges

- How to incorporate more social and sustainable functions within the business model
- How to make the organization less dependent of the two founders and sustain the continuity of employees, knowledge and experience
- How to build a loyal, diverse community, connected to our mission and “why”
- How to keep connection with the history of the place and the role Pakhuis de Zwijger played in keeping the sense of place and transforming the urban landscape
- How to deal with the loss of commercial activities during lockdown: how can PdZ continue on the current path with a combination of public, private and commercial revenue streams?

2.2. IMPACT COVID-19 ON THE BUSINESS MODEL

Pakhuis de Zwijger has been a rare example of the adaptive reuse of cultural heritage, with a working business model without any structural public subsidies. However, this makes it more dependent on two entrepreneurs bringing in their own capital and taking a risk.

Until now, PdZ Foundation has not only been dependent on the cash contribution (only 4% of its revenues) by PdZ Venue and PdZ Catering, but also on its continued free use of the venue and on projects and assignments and partner funds, all of which have been under pressure due to COVID-19.

In order to make the business model more sustainable, it is important to make the activities of PdZ Foundation less dependent on the commercial activities and creating more revenue streams for itself.



Recording a LIVECAST in the Pakhuis de Zwijger main room



Switch board for the online broadcast

2.3. INTERNAL PRACTICES ON CIRCULARITY

When the building was renovated between 2004 and 2006, special attention was paid to insulate the building in order to reduce energy use for heating. In the 15 years of operation, Pakhuis de Zwijger has worked together with the owner Stadsherstel to make additional building improvements that help achieve other sustainability goals, such as a separately operated air treatment for the offices and the event rooms, and solar panels on the roof.

The commercial kitchen has embraced circular principles by minimizing food waste, choosing local suppliers, buying excess harvests and working with products such as locust burgers, or mushrooms grown on coffee grounds. When used, meat is locally and organically grown, and crew and speaker dinners are vegan by standard. Vegetables are bought from Instock, which sells excess food from the supermarket Albert Heijn. Food remains from catering jobs is used in the restaurant, for crew catering, or pickled for later use.

The main way Pakhuis de Zwijger embraces circularity is in its programming. Since 2013 PdZ Foundation has produced the series “the Circular City” that now counts 57 separate programs.

During that time, PdZ Foundation has built a large community of policy makers, large businesses, researchers, entrepreneurs and local initiatives that aim to move forward with a circular economy. People like British economist Kate Raworth were first seen on a podium in the Netherlands at Pakhuis de Zwijger. Meanwhile, the City of Amsterdam has launched an internationally acclaimed circular strategy, embracing the principles of Kate Raworth’s doughnut economy, and presented this strategy in Pakhuis de Zwijger in 2020. PdZ Foundation is also active in the Amsterdam Doughnut Coalition, a bottom up community that aims to stimulate the conditions needed to really work towards a city doughnut. During the HIP process, it was concluded that although Pakhuis de Zwijger already achieved a lot in the area of waste reduction, energy savings, the use of biological and local food, and its programming around circularity, the decisions on sustainability were being taken organically, not policy-based. Individual employees were for a large part responsible for the decision making. In order to have a better coordination on the decision-making process, monitor the progress and embed this within the organization, a “Green Team” was set up in Februari 2019 with representatives from the different departments.

The Green Team subsequently developed a list of further measures, several of which have been already realized, such as applying LED-lighting in

the offices and event rooms, minimizing the use of plastics (no straws, using recycled non-plastic disposables when possible), appealing to commercial users of the venue to minimize their waste, and separating plastic, organic and fat wastes.

A measure that still hasn’t been realized, due to negotiation issues with intermediaries, is connecting to a collective waste collection with Expeditie Oosterdok, a collective of cultural organizations in the Eastern Docklands. Pakhuis de Zwijger’s managing director, Egbert Fransen, stated his intention to accomplish this collective waste collection in 2021.

Because of the effects of Covid-19, including time constraints and budget cuts, some of the efforts mentioned above have been hampered. The Green Team has stopped its periodic meetings and Pakhuis de Zwijger terminated its membership with Expeditie Oosterdok. When normal operations restart, the foundation will re-evaluate whether it should take up these activities again.

2.4. LOCAL STAKEHOLDERS ON CIRCULAR ADAPTIVE REUSE OF CULTURAL HERITAGE

During the HIP-process a local stakeholder analysis was made to identify the main organizations in the Amsterdam area involved in the circular adaptive reuse of cultural heritage, making a distinction between owners/users of the built heritage, expert organizations and policy makers.

On the owner/user side, four locations in the Amsterdam area stand out: De Ceuvel on the north side of Amsterdam, the Eastern Docklands (including Pakhuis de Zwijger) and the Sustainable Plantage (coordinated by De Hortus) in the eastern part of town, and the Westergas area in the West.

De Ceuvel is a sustainable office park built on the site of a former shipyard in Amsterdam North. A collective of architects, city researchers and artists transitioned what was a dilapidated and polluted zone into what is now a sustainable community hub. They upcycled 17 old houseboats into buildings, planted soil-cleaning plants, and installed low-cost clean technologies to make the development's resource management as circular as possible. De Ceuvel is a blueprint for circular experimentation, showcasing urban, closed-loop thinking in action. It houses around 30 companies, Café De Ceuvel, an aquaponics greenhouse and Metabolic Lab – a learning hub for workshops and masterclasses. The site has won numerous awards for sustainability innovation.

The **Eastern Docklands** is an area around the water in the heart of Amsterdam that is home to several cultural organizations, such as the National Maritime Museum, NEMO Science Museum, the Amsterdam Conservatory, and a former navy terrain, turned into an innovative, international city quarter. The cultural institutions within the area work together within "Expeditie Oosterdok" to promote the area and collaborate on programming. Within this collective a conversation has started on collective energy purchasing and waste collection. Pakhuis de Zwijger was a member of Expeditie Oosterdok, but has terminated its membership due to budget cuts. However, it still aims to bring about a local waste collective.

The **Sustainable Plantage** is an example of what the Eastern Docklands is attempting to achieve with regards to sustainability. Fourteen cultural organisations (e.g. Hortus, Hermitage, Carré theatre and the Jewish Cultural quarter) cooperate on sustainability issues. They signed a covenant with the municipality of Amsterdam in 2011 to work together on:

- a collective waste agreement (with 45 less truck movements a week and a better waste separation)
- collective purchasing of energy
- a common green team to look at each organisation
- knowledge sharing on sustainable issues

The **Westergas terrain** in Amsterdam West is a former gas factory, turned into a cultural hotspot, containing, amongst others, an event venue, music and theatre podium, tv studios, a couple of restaurants, a cinema, night club, artist studios and exhibition areas. It has put considerable effort into transforming from a contaminated brownfield to a sustainable creative quarter. An especially founded waste and raw materials specialist company called Oscar Circulair has organised a central materials and waste hub on the terrain to drastically reduce truck movements and differentiate on waste prices. It organizes "zero waste expeditions" with all tenants on the Westergas terrain, so that everybody is motivated to improve waste separation.

In the HIP-process three key points were identified to have a better chance of success for a long term sustainability plan.

Key learnings from successful long term sustainability plans

1. collective purchasing
2. collective goals, focusing on what to give back to local stakeholders
3. new sustainable business models, generating development budget in the business case.

However, not many practical examples of these business models have been identified.

In their collective approaches, both Sustainable Plantage and Oscar Circulair have improved the purchasing power of the individual organisations, their mutual knowledge, connection to the neighbourhood, and the continuity of their efforts in energy and waste approach.



The four main locations involved in the HIP-process



Eastern Docklands

LOCAL AND NATIONAL EXPERTS AND POLICY MAKERS INVOLVED IN THE HIP-PROCESSES.

Policy makers

Rijksdienst Cultureel Erfgoed: national cultural heritage service; **Provincie Noord-Holland:** provincial government; **Municipality of Amsterdam:** cluster Space & Economy & the monuments department.

Expert and enabling organisations

TU Eindhoven: research partner for CLIC, technical university; **AMS:** Institute of Advanced Metropolitan Studies; **Bureau 8080:** consultancy on sustainability in the cultural sector; **De Groene Grachten:** consultancy agency on sustainable monuments; **Metabolic:** consultancy and research company on circularity; **DutchCulture:** knowledge and network organization for international cultural cooperation; **Circle Economy:** business, city and government consultant on the circular economy; **Dutch Green Building Council:** network organization for sustainable building & real estate **Rooftop Revolution:** foundation for green rooftops in cities; **SuperUse Studios:** architectural firm working with circular principles; **FABRICations:** architectural firm working with circular principles **SLIM Architects:** architectural firm working with circular principles; **Ki Culture:** non-profit organization for sustainability in cultural institutions **ABN AMRO:** bank, initiator and owner of the circular pavilion **CIRCL;** **Achmea:** insurance company; **BPD:** area developer; **BAM:** building company, **VORM:** building company.



Aerial photograph and picture of the café at De Ceuveil



Different buildings of the former gas factory at the Westergas terrain

3. MOVING FORWARD: A FOCUS ON RECOVERY AND RESILIENCE

3.1. PRIORITY AREAS FOR ACTION

As mentioned previously, the Covid-19 pandemic has significantly affected the business model of Pakhuis de Zwijger. Since audiences were no longer allowed within the venue, the revenue streams from the PdZ café and venue rent dried up and the café and catering has been liquidated as a business. The focus in 2020 for the remaining part of the organization, the PdZ foundation, shifted to survival and generating new revenue streams to bridge the crisis.

The struggle for survival will continue into 2021 and beyond, but there's also room to look beyond the crisis and shift the focus to recovery and building a more resilient business model for long-term sustainability. The organisation will also make circularity an integrated part of this recovery and resilience strategy.

Concerning this, Pakhuis de Zwijger has identified three priority areas for action.

3.2. RESTRUCTURING GOVERNANCE

In order for the foundation to be eligible to more public funding, PdZ has set in motion a process to restructure its governance and make PdZ Foundation 100% owner of PDZ Catering and PdZ Venue, with managing director Egbert Fransen employed by the Foundation.

This will help PdZ foundation to diversify its revenue streams and create a more resilient business model for the future.

In this construction the continuity of PdZ Foundation is also less dependent on the two founders Egbert Fransen and Hester Tiggeloven, as the PdZ Foundation is the direct owner of the two business entities and the board of directors is authorized to appoint a new general manager if necessary.

Circularity objectives by Pakhuis de Zwijger

1. Creating a more resilient business model by diversifying the revenue streams. This will be realized by restructuring the governance of the organisation in order to open the door to new public funding and by extending our role as consultant and organiser of participatory projects.
2. Streamlining its programming around 20 ambitions for futureproof cities, circularity being one of those, and creating a new website that represents the renewed focus of the programs.
3. Integrate more circular principles into the business operations.



In the future PdZ aims to combine the online quality of the LIVECASTS with live audiences

3.3. RESILIENT BUSINESS MODEL

PdZ Foundation is working very hard to create more sources of income, from commercial partners as well as government and independent funds.

For 2021 a number of significant partnerships and funds have already been secured. Pakhuis de Zwijger is building a broad partnership stakeholder program, with organizations like the Port Company, Waternet, VU University, Sustainable Finance Lab and Triodos Bank on board for 2021. Together with a range of universities and schools in the Amsterdam area, PdZ will start a five year long program on inclusivity in education. The foundation is also negotiating with Amsterdam and Almere to produce a two year program for the Floriade Expo 2022 on the subject of “growing green cities”.

On the funding side, Pakhuis de Zwijger has been awarded a structural four-year subsidy from 2021–2024 from the Amsterdam Culture Council. The national incentive fund for the creative industry awarded PdZ a two-year subsidy for a program series on “designing cities for all”. Pakhuis de Zwijger will also join a group of research parties, led by the Amsterdam University of Applied Sciences, in the application for an eight-year subsidy for the circular transition in the Amsterdam Metropolitan Region.

During the business model workshop with ICHEC, three other activities were identified to diversify the revenue streams:

- Extend the consultancy activities to generate revenue on knowledge sharing. Pakhuis de Zwijger’s partnership manager has started to roll this out with the existing partners. With the current demand to organize meaningful livestreams, this has resulted in several assignments already.
- Extend the role as organizer of participatory projects. The LIVECAST setting is ideal for hosting online participatory sessions while people can’t be present at live meetings. Therefore the municipality has asked PdZ to host its online participation meetings as long as they have to be held online. Pakhuis de Zwijger has also extended its role in the participatory project for the Frans Hals neighbourhood redevelopment . In co-design with the neighbourhood, a plan will be drawn up to create the “Gardens of Frans Hals”.
- Creating more options for crowdfunding and paid memberships. As part of the organization’s philosophy, all programs will remain free to watch for everybody. On the new website, however, the communications team is creating an “on demand” membership option. Furthermore, the existing “pay-as-you-like” system has been upgraded with QR-codes to a 5 euro Tikkie pay, shown during and after every program.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Restructuring governance	Owners	Becoming eligible for more public funding	Finished in February 2021	No extra resources needed	Supervisory Board
Connecting to Floriade on growing green cities	Managing director, program team sustainability, communications team	Programming around the green cities ambition	From one year before till one year after the Floriade in 2022	Funding from municipalities of Amsterdam and Almere and the MRA	Floriade, MRA, international cities
Extending consultancy activities	Partnership manager	The consultancy has to link to the 20 ambitions in the New Amsterdam manifesto	Acquisition program using all programmers in 2021	No extra resources needed	Existing & new partners, the programmers that do the consultancy work
Participatory project “Gardens of Frans Hals”	Partnership manager	Programming around the green cities ambition	Neighbourhood participation will be held in 2021	Funding from the city of Amsterdam	Residents of the Frans Hals neighbourhood, program team special development
Creating more crowdfunding & membership options	Communications manager	New website development	Introduction of membership in 1st quarter of 2021	Investment in website, internal funding	“Friends of PdZ” & first visitors

Circularity objective 1: Long-term economic stability and resilience through new and diverse income streams

3.4. NEW AMBITIONS

For the first half of 2021, Pakhuis de Zwijger plans to continue its programming in the form of LIVECASTS. Depending on the development of the COVID-19 measures, it is projected to gradually allow more people into the venue as a live audience. The foundation has already invested in extra cameras and is planning to keep the same high-quality of the livestream after the venue rooms are full again. The LIVECASTS have disrupted the business operations, but they have also opened up a door to new audiences – e.g. international stakeholders – and to host online participation meetings. All LIVECASTS organised by PdZ Foundation can be attended free of charge.

Programmers and management board have agreed to produce less independent programs, but applying a better focus. Together, they have drawn up 20 ambitions to which all programs must connect. They are that futureproof cities should be just, inclusive, democratic, thriving, liveable, safe, healthy, caring, affordable, connected, skilled, entrepreneurial,

circular, green, climate neutral, climate proof, smart, creative, vibrant and beautiful.

Pakhuis de Zwijger has produced a “New Amsterdam” manifesto in which all of these ambitions are shared. On the new website, the 20 ambitions will take a central place and all programs will be connected to at least one of them. Visitors can personalize their accounts by selecting the ambitions they want to connect to. This makes it easier to build communities around each ambition.

With regards to the circular ambition, Pakhuis de Zwijger will rebuild a former Program Council on the circular economy with frontrunners and stakeholders (which stopped meeting during the COVID-19 pandemic period) to discuss the most urgent themes. In addition to the continuing general circularity programming, a new series is planned on circular heritage together with Rijksdienst Cultureel Erfgoed.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Setting up program council on the circular economy	Program team sustainability	Programming around the circularity ambition, new community building	Finished in February 2021	No extra resources needed	Supervisory Board
New series on circular cultural heritage	Program team spatial development	Programming around the circularity ambition	Setup in 2021, initially a series of six programs, possibly extra tours	Resources needed for organizing the programs. Talks with Rijksdienst Cultureel Erfgoed for funding from Erfgoeddeal	Local stakeholders from the HIP- process

Circularity objective 2: Strengthening circularity as an ambition in the programming of PdZ Foundation

3.5. CIRCULAR BUSINESS PRACTICES

In earlier conversations with the Expeditie Oosterdok collective in the Eastern Docklands, the National Maritime Museum brought up the idea of creating a waste collective. This initiative, however, has stalled in the negotiations with intermediate parties. In 2021, Pakhuis de Zwijger intends to pick up this idea again and negotiate directly with the waste recycling company Renewi. The waste collective can either be started from within the Expeditie Oosterdok or using

other direct contacts with neighbouring institutions. PdZ Foundation also intends to reinstall the Green Team, that has stopped meeting in 2020. The program team on sustainability has chosen new members to join the Green Team from all different business units and will plan a meeting every six months in order to keep updating the sustainability and circular objectives of PdZ Foundation in the business operations and monitoring the outcomes.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Creating a waste collective	Managing director	Green team objectives	Initial gathering of collective and meeting with collective in first half of 2021, negotiations closed before 2022	Time investment in setting up collective and negotiations	Neighbouring institutions, Renewi, possibly Bureau 8080
Re-installing Green Team	Program team sustainability	Green Team Objectives	Installing new members in March 2021. Meeting every half year to renew objectives and review current status	Internal funding, possible funding for sustainable investments	Stadsherstel, tenants office spaces

Circularity objective 3: integrate more circular principles into the business operations

4. MONITORING AND EVALUATION

Given the tenuous financial situation of Pakhuis de Zwijger, the proposed actions do not require large capital investments, except for the new website, for which the budget had already been reserved. Most of the proposed actions actually save money or generate extra revenue.

The real challenge to a successful implementation is the time investment and priority that the individual teams can give to the work. It has therefore been decided to organise fewer programs by the foundation but retain the same number of programmers, so that the programmers can spend more time (20% for a full time equivalent) on “business development” purposes.

The local action plan will be presented to all internal employees during one of the monthly company meetings in the first quarter of 2021. The program teams responsible for specific actions will set up their own planning to carry out the activities. This will be monitored and evaluated during the teams’ biweekly meetings with the general manager. In order to assess whether the circularity objectives within the local action plan will still be achievable or new objectives and actions emerge, the program team on sustainability will re-address the local action plan with the general manager in the fourth quarter of 2021. After that PdZ plans to update the action plan on a yearly basis.

In order to remain in close contact with the local stakeholders on circular adaptive reuse of cultural heritage, several steps will be taken. An abstract

of the finalized action plan will be shared in March 2021 with all local stakeholders involved in the HIP-process. They will also be invited to join the new series on circular cultural heritage (connecting to circularity objective 2: strengthening circularity within the programming of PdZ Foundation). Moreover, the program team on sustainability will consider one or two people involved in the HIP-process to join the program council on the circular economy.

The new program series on cultural heritage will also be used internally to examine whether additional actions in terms of business operations or building modifications could be taken by Pakhuis de Zwijger to stimulate its own circular processes (practice what you preach).

The program teams on sustainability and spatial development will be responsible for this evaluation. The original members of the green team will re-evaluate in the first quarter of 2021 whether the green team needs to be re-instated to coordinate the sustainable efforts of the whole organization.

With these measures, Pakhuis de Zwijger aims to institutionalize this action plan and embed the proposed actions within existing processes. During the period the organization was involved in CLIC, it has taken significant steps in minimizing waste, reducing energy use and bringing more focus to its programming on circularity. In agreement with its own ambitions for futureproof cities, it is important to ensure continuous efforts in this regard.

“Pakhuis de Zwijger is an essential institution for debate and civic engagement - not just within Amsterdam or the Netherlands, but even internationally.”

Eva Gladek – Metabolic



Circular models Leveraging Investments
in Cultural heritage adaptive reuse

THE CULTURAL CORRIDOR: A MODEL FOR HISTORIC URBAN LANDSCAPE REGENERATION IN RIJEKA, CROATIA





THE CULTURAL CORRIDOR: A MODEL FOR HISTORIC URBAN LANDSCAPE REGENERATION IN RIJEKA, CROATIA

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Abstract

The **Cultural Corridor for Rijeka** is a model for regeneration designed to guide the transformation of Rijeka towards a **Circular City** through the **Historic Urban Landscape** Approach.

The Cultural Corridor Concept was defined through a **Heritage Innovation Partnership (HIPs)** process, which commended well accepted and previously implemented or current on-going projects, aligned with the CLIC project. The meetings with stakeholders focused on perception mapping (HIP 1), drafting the action plan (HIP 2) and formulating the governance of the city's heritage adaptive reuse (HIP 3). These meetings highlighted the potential to implement initiatives **merging the circular economy and heritage revitalisation** of the city. Considering the main assets proposed by the City of Rijeka as case studies (i.e., Galeb Ship, RiHub and Energana) the HIP meetings activities produced **Cultural Corridor Concept** thus including the potential of the urbanscape and area marked by the Rječina River.

Based on the vision of the Cultural Corridor and the starting points developed during the previous three HIP's, the two participatory workshops were organised as part of the HIP process, by capitalising the **citizens' vision on the revitalisation potential of the area**.

The **Urban Seeding Workshop** (HIP 4) was designed as semester work of the students of the *University of Rijeka* and young professionals of the Architectural Association of Rijeka (*DAR – Društvo Arhitekata Rijeka*) in cooperation with stakeholders and the City of Rijeka. The main goal of the workshop was to test the **Urban Seeding tool**, and to create the Urban Seeds, focusing on the revitalisation through experimentation in the previously identified **Cultural Corridor Area** and **transverse connection to the Benčić Complex**. The workshop encouraged a multidisciplinary approach, giving students and other participants from various fields the opportunity to work together to design and partly develop the corridor.

The **Circular Business Workshop** (HIP5) was organised by the CLIC Partner ICHEC Business School. The main objectives of the workshop were the preparation of a **sustainable circular business model** for the **Children's House in Benčić Complex**, identifying the main activities to be held in the Children's House and to promote the incubation of the proposed models. Beforehand, the **Open Call for Dječja Kuća** (Children's House) was organised by the City of Rijeka and ArtKino, focusing on the children's and youth vision on the program of *Dječja Kuća*.

The stakeholders and city actors contribution in the pilot project process in Rijeka is integrated into several documents presenting the CLIC Rijeka Pilot case solutions. This document, which includes a general vision for the circular city, a model for cultural corridor regeneration, and operational tools for implementation, is a **leading document**. Simultaneously, the document **The Action Plan for implementing a circular strategy in Rijeka** elaborates more on the implementation tool supporting The Cultural Corridor. Additionally, **The City**





of Rijeka's Catalogue of good practices collected the city best practices aligned with the CLIC project and was used as an inspirational repository supporting The Cultural Corridor and Urban Seeding Workshop. The three documents can be used together to integrate The Cultural Corridor Concept's vision better or can be used individually, while gradually assembling through various initiatives and implementations a puzzle of actions that manifest itself as a Cultural Corridor revitalising the area.



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1 Description of the Project

The overarching goal of the 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", whose 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

2.1 Background for the CLIC Rijeka's pilot project

The City of Rijeka is the third largest Croatian city, located on the Delta of Rječina River, of which the city carries the name Rijeka, or Rika/Reka in local Čakavian dialect.

Its strategical position by the Kvarner Bay of the Northern Adriatic Sea and two topographically suitable mountain passes over the Dinaric Alps enabled the development of two important routes already in antiquity. Through these mountain passes, the Adriatic is connected with the Pannonian plain to the east and Pre-alpine hills to the north. In the same area, the river formed its way towards the sea through the canyon, forming a Delta in the effluvium, giving suitable conditions for the early development of transportation routes and port, today the country's biggest. Throughout history, Rijeka has developed as one of the primary transport nodes in the area, which gave a strong momentum to industrial development from the early 19th century until recently. As a post-industrial city, Rijeka looking at its rich historical stratigraphy and diverse cultural capital of centuries of coexistence, is reinventing itself as a **cultural and creative city** based on the city's strong social capital that is characterised by tolerance and cultural diversity valorisation. In addition, Rijeka is also benefiting from the important tourism industry, which has been characterising the gulf for two centuries. The tourism sector is mostly seasonal, linked to the presence of the sea and historic bathing infrastructures, although efforts of the entire region are made to attract cultural tourism all year round. Being aware of this richness, the City of Rijeka successfully applied for the **European Capital of Culture 2020** by choosing the slogan **Port of Diversity**, investing in **new cultural infrastructure** and building upon its best practices through international collaboration.



The Heritage Innovation Partnership process

The City of Rijeka proposed **four cultural assets** (*figure 1*) as a case study for the CLIC pilot project in Rijeka:

- the **RiHUB** - a collaborative incubator of the creative city;
- The **Galeb Ship** – a key symbol of Tito and Yugoslavia's Socialism;
- The modernist **Energana** power plant, to become a startup incubator for ICT and CCI, and lately added
- The former industrial Benčić Complex, currently under renovation, with a proposal for a **The Children's House** (*Dječja Kuća*).

All of them in detail described in *The Catalogue of good practices of the City of Rijeka*.



Figure 1: Selected cultural assets collage: Children's House, RiHub, Galeb Ship and Energana

The proposed assets were a starting point for initiating the **Heritage Innovation Partnerships** (HIPs) process, which was organised on three meetings with the City of Rijeka, University of Nova Gorica and invited actors and stakeholders.

- HIP 1 - focused on gathering the consensus on the CLIC HIP process and assessment of the city and its Historic Urban Landscape through the perception mapping methodology to assess the present situation in Rijeka regarding the ownership, knowledge of the site, perceived ongoing developments and potential desires, forming aim and goals for the new planning phase leveraging the built heritage and landscape (Rječina River and Dead Channel revitalisation; transformation of Breakwater Molo Longo into a pleasant waterfront, docking of the Galeb Ship, introducing new greenery in the city centre, valorisation and protection of tangible and intangible heritage; transition to sustainable tourism, boosting the artistic and creative industries production including rich social capital of Rijeka).

- HIP2 - focused on drafting the action plan and setting the general objectives of the revitalisation process. Moreover, a connection between adaptive reuse, circular and economy and the Historic Urban Landscape preservation was reconsidered as more transparent and sustainable, resulting in area expansion connecting all mapped assets, extending from Port Barros harbour, through the historic centre, following the Rječina River and Dead Channel towards Energana Power-plant and Rječina Canyon (figure 2).
- HIP 3 – focused on the governance of the city adaptive reuse process through circular models, endorsing and amending the outcomes of previous HIP meetings. Capitalizing on the earlier examples, the city actors and stakeholders were encouraged to consider the implementation of the circular approach of the city's urban regeneration on three levels:
 - *building site oriented* – aiming to create better conditions for adaptive reuse of cultural heritage through the circular principles awhile protecting the authenticity and integrity of the historical substance;
 - *urban scale oriented* – aiming to readapt and reactivate use of vacant public and private buildings within the urban tissue as well as reclamation of public space;
 - *policy level oriented* – focusing on the spatial process and instruments for easier integration of circular economy and urban regeneration process.

The proposed solution is the shared vision of the participants, **defining the Cultural Corridor Area**, encompassing the cultural and natural assets, possible local connections and networks, programmatic focuses, as well as embracing the implemented programs and interventions of the City of Rijeka and its partners. Based on the vision of Cultural Corridor, the following two participatory workshops focused on the citizens vision on the area potential.

- HIP 4 – **The Urban Seeding Workshop** was designed as a semestral work in the academic year 2019/20 of the University of Rijeka students and Architectural Association of Rijeka (*DAR – Društvo Arhitekata Rijeka*) young professionals in cooperation with stakeholders and the City of Rijeka. The workshop's main goal was to create **Urban Seeds** with potential for revitalisation through spatial experimentation of the Cultural Corridor Area and create a transverse connection to the newly renovated Benčić Complex. The Urban Seeding is in detail described in *chapter 5.2 Urban Seeding Tool*.
- HIP 5 - The CLIC Partner ICHEC organised **The Circular Business Workshop**. The workshop prepared a **sustainable circular business model** for the **Children's House in Benčić Complex**, identifying the main activities to be held in the Children's House and promoting the proposed models' incubation. The participants proposed three complementary solutions, giving the possibility of developing a diverse program for children and youth from different age periods, not only within the new complex but capitalising on the vacant (industrial) heritage of Rijeka, enabling more opportunities for local organisations.

Taking into account the city's proposed assets, the results of participatory HIP meetings, and including the potential of the urbanscape and area marked by the Rječina River, the local actors and stakeholders, with CLIC consortium partners, co-designed the vision for future actions leading to Rijeka's transition to a more sustainable and circular city in the light of Historic Urban Landscape and formed **The Cultural Corridor Concept**. This work also permitted the mapping of all potential stakeholders in the city, which beyond the municipality and the general public could have contributed to the plan. The model's dynamic character permits a formulation of a stakeholders map to be complemented along the process, as actors may enter in the process at any time. In *figure 2* the stakeholders who participated in the HIP process are framed with a bold solid line.

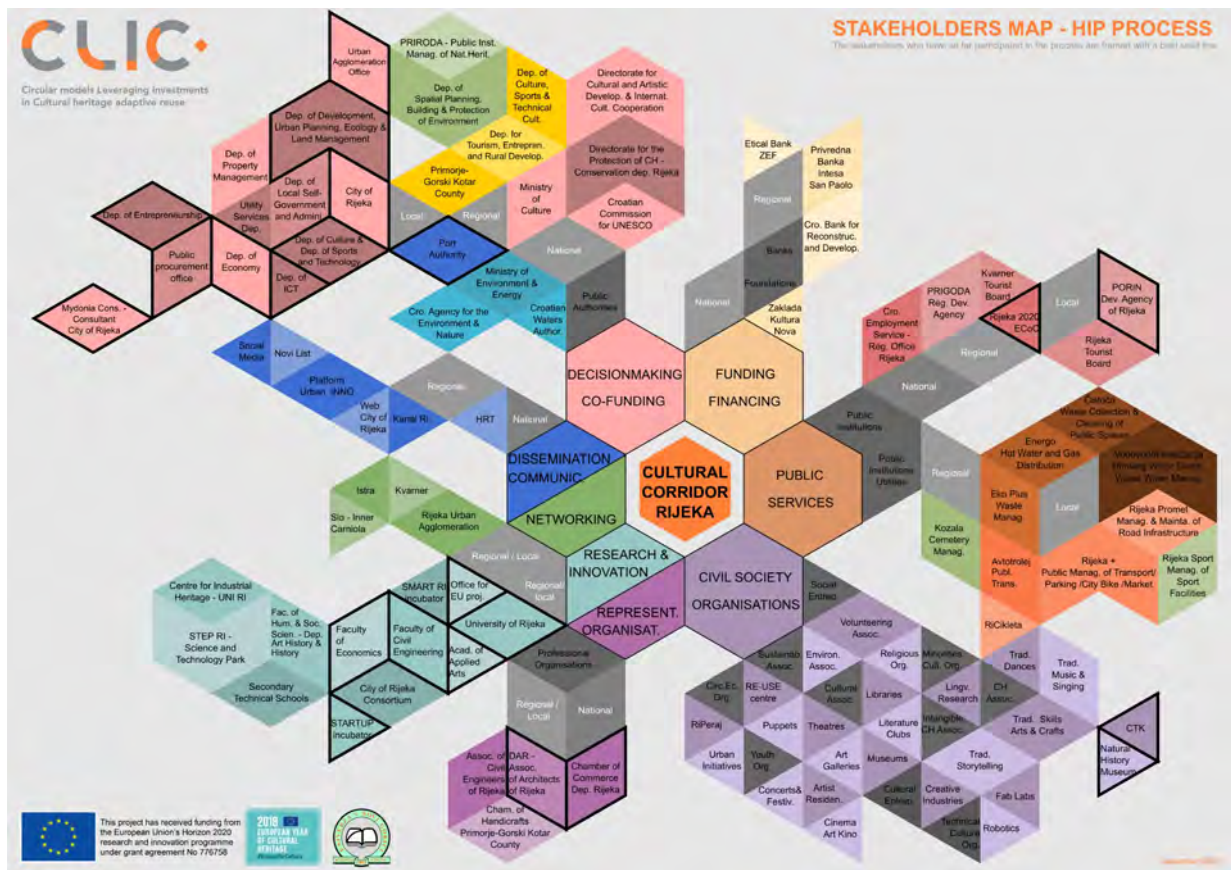


Figure 2: The Stakeholders map shows the state of collaboration after the fourth HIP, which opened up the scenarios of cooperation in the rich third sphere in Rijeka's cultural development.



The Cultural Corridor Elaboration

The Cultural Corridor revitalisation concept stems from existing cultural heritage stock and natural assets with local initiatives as actors in the process. Therefore, a fundamental step of mapping, documentation and valorisation of existing assets and their spatial integration was taken, collected in ***The Catalogue of good practices of the City of Rijeka***, a document acting as an inspirational repository supporting The Cultural Corridor implementation.

The preparation phase identified the tangible and intangible heritage resources, conditions, challenges and possible cross-integrations and opportunities for better coordination of the revitalisation process with existing practices in the City of Rijeka. All mapped cultural or natural resources, which the HIP process participants perceived as their heritage, should serve as a priority list for its preservation and finding opportunities for its adaptive reuse, be it temporary, recurring or permanent.

The elaboration phase **formulated the circular city's general vision, a model for Cultural Corridor and a set of tools**, which could help in the **implementation phase**, based on the facilitation process of incubation and revitalisation by identified and appropriate city society initiatives. Adherence to the **circular economy principles** in the implementation process is essential for the CLIC project.



2.2 Purpose of the document

This document, *The Cultural Corridor: A model for Historic Urban Landscape Regeneration in Rijeka, Croatia*, is a **leading document**, which is including a general vision for the circular city strategy, and a model for cultural corridor regeneration **summarising strategic focus and solutions developed** ("why and what") in the CLIC pilot project in Rijeka. Since the Cultural Corridor is imagined as a dynamic process, it can be in the long term achieved through regular urban planning, city spatial management and the use of different flexible tools, which should be used interrelatedly across; available city tools, tools developed within the CLIC consortium or in other international collaboration projects. This is how the leading document also includes an **overview of the operational tools** ("how-to and with what") **supporting the Cultural Corridor implementation** developed for and tested in Rijeka (figure 3).

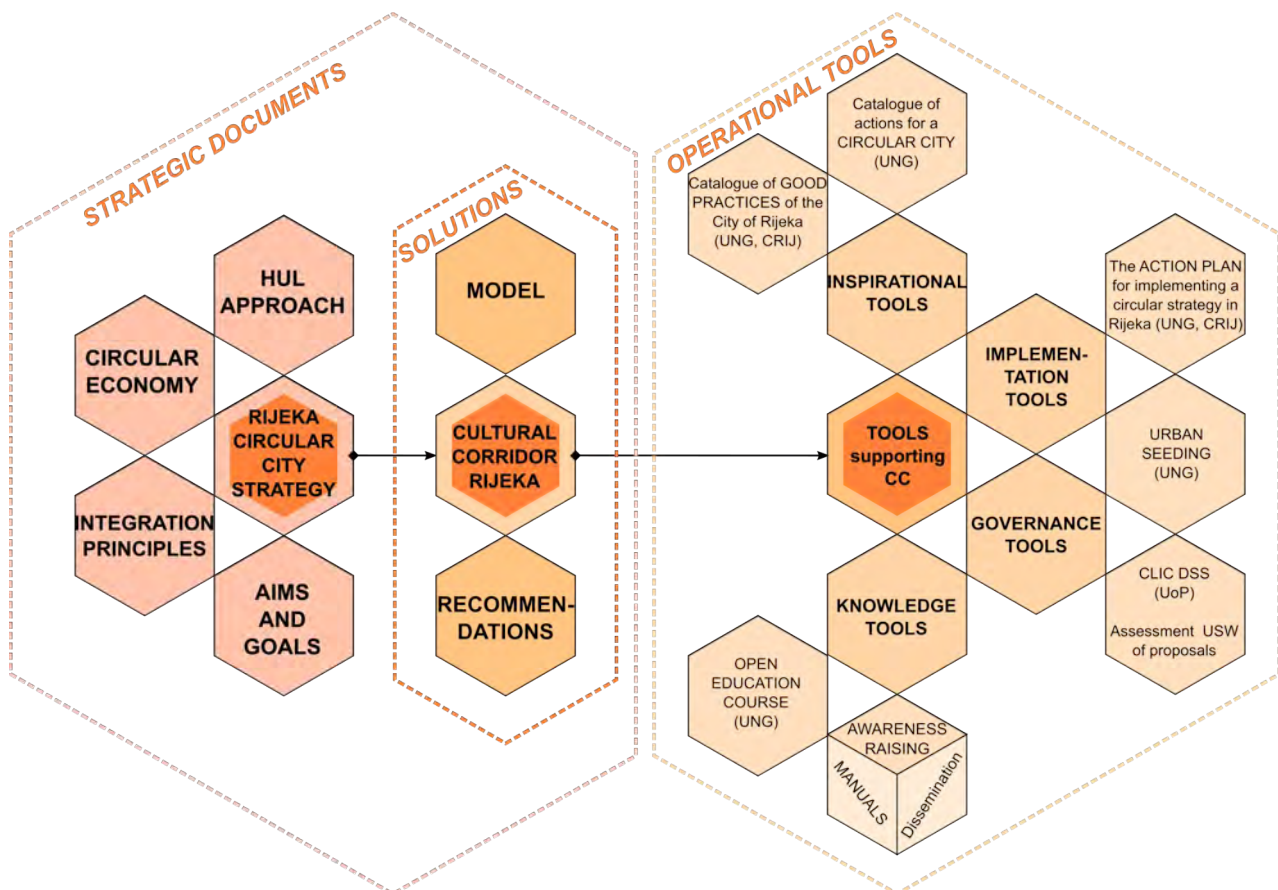


Figure 3: CLIC Rijeka pilot project scheme

The tools can be adapted to the specific spatial situation and the citizen's needs. The process facilitators can choose among them to easier achieve the overall co-vision formulated. The results of intermediate steps are used further as starting points of the continuous process, cross-pollinating and thus capturing broader scope. Such a multidisciplinary process should be led by a professional in the field of urban management/development, cultural/urban heritage preservation, natural conservation, The idea is to co-create space with users, experiment, and transfer good practices as much as possible to create new vital urban places.

Additionally, the leading document can be used together with other documents, summarising specific stages of the process, to integrate The Cultural Corridor vision better; or each of them can be used individually and therefore gradually assemble through differentiated initiatives a puzzle of actions which would manifest themselves in time as a revitalised Cultural Corridor.

- The document ***The Action Plan for implementing a circular strategy in Rijeka*** elaborates more on the implementation tool supporting The Cultural Corridor, which presents the measures and associated potential actions for each defined general objective, incorporating the wider aims and goals of HIP Process in Rijeka.
- The document ***The Catalogue of good practices of the City of Rijeka***, collected the best City of Rijeka's practices aligned with the CLIC project and therefore acted through the process as an inspirational repository of transferable actions, supporting The Cultural Corridor implementation.

Additionally to these three documents, the HIP process in Rijeka formed tools or resources used throughout the project, which can be included further, and will be finalised by the end of the CLIC Project:

- ***Catalogue of actions for a circular city*** – in the form of six big-format printable posters, which is in preparation to be published in textual form.
- ***Booklet*** about the ***Urban Seeding Workshop***, including the presentation of groups proposals, which spatial implementation was hampered by the restrictions of COVID-19 pandemic, and could be further facilitated by the respective associations and local organisations beyond the CLIC project.
- Open Education Course (OE4BW) on ***Circular Models for Cultural heritage adaptive reuse*** by University of Nova Gorica, available online on <https://oe4bw.org/>.

2.3 Document structure

This document is structured as follows:

- **General Vision for Rijeka's transition towards a formal Circular City Strategy** – describing the Rijeka's background and the considerations on implementing the Historic Urban Landscape approach and testing the circular city approach, by The Ellen MacArthur Foundation's The ReSOLVE Framework. Moreover, the chapter assesses the challenges and opportunities of Rijeka on a territorial and urban scale and describes the CLIC Rijeka's Pilot project aims, goals and principles for the process integration.
- **Cultural Corridor: A Model for Regeneration** - describing the Cultural Corridor model for regeneration, by circular principles application in the urban context, specifically the model implementation in Rijeka. Furthermore, the Cultural Corridor area and assets mapped within are in detail described.
- **Tools to support The Cultural Corridor implementation** - describing the special tools supporting the Cultural Corridor implementation process in spatial, social, and cultural contexts by providing inspiration, offering collaborative spatial experimentation and co-design, and selecting proper actions collected in the co-creative process and tools for transferring the knowledge.
- **Recommendations**

3 GENERAL VISION

3.1 Rijeka as a sustainable city – towards a formal circular city strategy

Due to its strategic location in the Northern Adriatic and its naval way towards the Southern Balkans, Rijeka had always been characterised by intense intercultural exchanges shaping the city's image and its inner dynamics. The city's urban, economic, and cultural development has fastened since the industrialisation of the late 19th and early 20th-century Austro-Hungarian period, which took important infrastructural works, such as the harbour and the railway, both important facilities for consolidation of the Austro-Hungarian Empire on the Adriatic and the Mediterranean. Such infrastructures permitted the city's heavy industrial development in the following 20th century, before and after both World Wars, shaping half of the present urban agglomeration. The former Yugoslavian socialist period took innovations and additional soil occupation through the characteristically typical socialist and modernist architecture, giving the city an essential industrial imprint connected to the harbour as the federal republic's principal naval pole. With Yugoslavia's end in the 1990s, from the important harbour and industrial hub, Rijeka has slowly lost its strategic importance, needing to reinvent and find new economies for its wealth. Cleverly the city, aware of its dense cultural past made of diversity and coexistence, has decided to promote culture and sustainable tourism, taking advantage of its outstanding location and environmental assets.

Being situated on a mild slope, with a narrow shore zone, abundant freshwater sources, and a sheltered bay (characteristics that made it a strategical industrial and port site), the city holds outstanding characteristics for healthy citizenship, combining rich cultural offer with extremely high environmental potentials. The urban dynamism can be witnessed in everyday life in the inner city core, on the central (although presently too short) promenade named *Korzo*. Nevertheless, most of the attractiveness of the city in terms of culture and nature, with their potential impacts on the quality of life, relies at the moment, on a very small urban strip, the above mentioned *Korzo*, lacking the historical relationships with nature, the sea and the river that had shaped the city since its foundations.

Rijeka thus needs to implement actions improving the quality of life, actions ranging from the regeneration of the inner city and its harbour (or waterfront), re-greening actions, viability infrastructure to reduce congestion and pollution, facilitate the accessibility to beneficial services. All these needs and lacks were highlighted in the preliminary HIPs (1 and 2) of the CLIC project. In this light, strategies to approach citizens and future generations were adopted in different contexts. Amidst such strategies, we should include the cultural programming that culminated in the (unfortunate due to COVID-19 pandemics) 2020 European Capital of Culture year and a new form of sustainability planning inspired by the circular principles economy in the built environment.

In this respect, *The ReSOLVE framework*, proposed by the *Ellen MacArthur Foundation*, was taken as a key reference since the beginning of the CLIC project, trying to understand whether the City of Rijeka could have adapted. *The ReSOLVE* outlines six actions to guide local authorities and local actors to the transition towards a circular economy:

- **Regenerate** – refers to the regeneration of the natural capital, which is in Rijeka's case in desperate need of interventions. The most valuable natural resources in the city, especially in the centre, are under stress and strongly limited by urban pressures. We talk about the city's green-scape, river and channel banks, seafront. The biodiversity is pretty limited despite the potentials of the area.
- **Share** – refers to the maximisation of resources and the way they are utilised. The inner city has many potentials from the built environment, with numerous buildings presently entirely or partly vacant to be reused. Also, the urban space is underused or used for single purposes, as the parking area in the Delta, the most attractive place of the new sustainable open city;
- **Optimise** – refers to the overall system performance, which may be read both for specific assets, as buildings and their retrofitting, and for systemic urban tissues able to have integrated multi functionalities. This latter characteristic is typical of a resilient city focused on the satisfaction of all citizens' needs.
- **Loop** – namely keeping products and materials in cycles, that is, introducing and promoting all creative activities able to guarantee the limitation of new material uses and waste, giving priority to local productions, to the so-called 0 km approach. A loop is possible in Rijeka by optimising the use of the existing assets as exemplary objects and boxes, promoting a creative aptitude through examples and incentives, given that unemployment is an important depressing factor of the city.
- **Virtualise** – thus substituting physical services with virtual ones, mostly employing new technologies. This is indeed an important challenge for Rijeka for the amount of public services still in place during the transition, with a consequent high number of public employees (or related to the public sector), but also to the ICT education for the elderly population. Not irrelevant in this regard is the difficult logistics of Rijeka due to its topology and associated morphological development, which may ask for a reduction of useless traffic is substituted by virtual transactions.
- **Exchange** – selecting resources and technology wisely, permitting so, better utilisation of natural resources. This is probably the most evident action in the green and circular economy in general, but still very important and immediately considered by Rijeka through many projects.

In the CLIC project, which has a focus on Cultural Heritage and Historic Urban Landscape, these six elements could be applied to movable products, buildings, as well as neighbourhoods, the region and possible to a larger scale considering the particular socio-economic context of Rijeka as a city in a transition towards a market-oriented economy.

Before and during the CLIC Project, other strategic ideas have been developed in different fields and thanks to the international cooperation in several thematic projects, namely:

- The City of Rijeka has prepared the **Sustainable Energy Action Plan of the City of Rijeka (SEAP)**, defining energy efficiency as one of its primary tasks. The SEAP Action plan was adopted in 2010. The *Review of the Sustainable Energy Action Plan of the City of Rijeka* was adopted in 2016. Rijeka was the first Croatian city to become a member of the *European association "Energie Cites"*. Aligned with this, several pilot initiatives have been taken, as retrofitting urban transportation, public buildings, etc.
- Owing to its ecological projects, the City of Rijeka endeavours to raise citizens' awareness, in particular of young people, about the importance of protecting the environment. **The European Mobility Week** is marked every year in cooperation with numerous partners; while on the beaches boasting Blue Flag, an eco-friendly stamp promoting ecological and quality living standards, **Blue Flag Project Days** are held.
- A practice of leasing urban land to citizens for agricultural production has been put in place in Rijeka for many years already. In cooperation with the Association for the promotion of family quality "*Šarolija*" in the suburban part of the city, the City of Rijeka implements the *project "Green zone"*, i.e. the **first urban garden** in Rijeka. The land is assigned free of charge; vegetable beds are assigned to citizens through a public invitation. One of the key preconditions for using individual vegetable beds is the obligation of organic/ecological/biological gardening and the prohibition of synthetic fertilisers and chemical preparations for suppressing weeds, pests etc.
- **The e-Government** bench-learning project was implemented at the *Knowledge Society Forum* organised within *Eurocities*. The project goal was to gain knowledge on the application of electronic public services in local administration activities.
- **"E-government for you"** that, owing to ICT use, namely due to education and improving internet accessibility and IT equipment, aims to reduce social exclusion.
- **The Urban Inno project** maximises the innovation of urban ecosystems by establishing quadruple helix clusters/networks in the partner regions and developing and implementing new participatory methods and tools for including end-users in innovation processes.
- Moreover, the **CircPack project** transforms plastic packaging waste into a resource. The project will develop more sustainable, bio-based and recyclable plastics used to manufacture a wide range of products: trays, bottles, coffee capsules, jars, car parts, pallets, and new types of multi-layer and multi-material packaging.
- Among the many international cooperation initiatives, we should list the following in accordance with the vision of CLIC:
 - **Forget Heritage**, which aims to promote cooperation between central European cities and provide other cities, through their associations, with recommendations on improving hidden cultural heritage potentials and influencing the quality of life of citizens and cultural and creative industries actors.



- **RESTART_4Danube** – Boosting cREative induSTries in urbAn Regeneration for a stronger Danube region;
- **The revitalisation of the Benčić complex** – Šećerana Palace, Brick and T-buildings.
- **The Greener sites** - project to improve the environmental management of unused or underused industrial areas to make functional urban areas more liveable places.

These initiatives helped the City of Rijeka to establish already some focal points for the transition to a resilient and circular city, launching during the CLIC:

1. **RiHub Centre** aimed at favouring better cooperation between the citizens and the local government. We wish to remove any doubts about the success of this relationship. Co-working space also meant to offer room for local debate on city development and enhancement through sustainable actions;
2. **The RiCikleta initiative**, offering smart e-bikes for rent to explore the city;
3. **The Riperaj - repair cafe centre**, a place where citizens can repair defective small household appliances, broken and damaged furniture, clothes, toys, and the like, with artisans and craftsmen who have the necessary skill sets. Riperaj is the first project of its kind in the Republic of Croatia.



3.2 The Historic Urban Landscape Approach: considerations from Rijeka

As we have mentioned in *The ReSOLVE framework* actions (Ellen MacArthur Foundation), creating a circular city or region asks for different spatial dimensions.

The conservation of historic urban areas became the key issues in Europe in different countries already in the 60': the Bologna typological approach, that was considering the historic urban morphology as interconnected with the historic housing typology, as well as serious concerns about inserting new architectures in historic areas started a long debate that had international recognition in the 1975 European Architectural Heritage Year. This was further discussed by UNESCO, who also adopted an international *Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas* (1976). This new planning approach was based on the already existing planning methodology. However, with a fundamental difference: while modern urban planning often targeted newly built areas, the conservation approach was aimed at identifying the significance and qualities of an existing urban area, therefore, while the planning norms for modern areas would be based on new design ideas, the planning of existing historic areas needed to be based on the identification and recognition of all the types of buildings and spaces that together formed the urban ensemble.

Furthermore, along with the international concerns on the environmental changes, it became necessary to understand such traditional historic areas within the environmental context, involving both nature and, more recently, other urbanised areas. Lately, thanks to other investigations and documents' contributions, as the *Council of Europe's Landscape Convention* of 2000, the concerns included other intangible aspects, such as citizens' perceptions and daily lives. Such an approach developed recently into the Historic Urban Landscape (HUL) approach, as developed by many international actors and organisations, merging the tangible and the intangible components of urban built environments.

UNESCO's approach to managing historic urban landscapes is holistic by integrating urban heritage conservation goals and those of social and economic development. This method sees urban heritage as a social, cultural and economic asset for the development of cities. The Historic Urban Landscape approach moves beyond preserving the physical environment and focuses on the entire human environment with all of its tangible and intangible qualities. It seeks to increase the sustainability of planning and design interventions by considering the existing built environment, intangible heritage, cultural diversity, socio-economic and environmental factors, along with local community values. (UNESCO, 2013).

Rijeka was in need to create the conceptual glue between the historic city, made of the medieval settlements and the Austro-Hungarian urbanisation, and the new modernist city with the industrial additions from the socialist period, giving value to the very dense cultural intangible capital deriving from centuries of coexistences and diversities. Considering the circular economy's principles and the actions to achieve circularity in built environments, the HUL approach seems the perfect ally, and Rijeka is a clear demonstration of this.

The traditional preservation, including the planning and management categories, have to step back and give place to those approaches that can embrace the multiple residuals of history and reactivate them again in the process of reuse, where producing is not separate from learning and co-designing with, rather than against, nature. Rijeka was not only able to reinforce its historic areas protection tools, namely absorbing the international experiences for cultural and natural heritage conservation and valorisation, but also finding new synergies to tell this new narrative as extremely sustainable. All the efforts of Rijeka to regenerate its cultural heritage, offering to the CLIC project the initial three outstanding assets as the Galeb Ship, Energana and the RiHUB, could find additional support in the idea of the Historic Urban Landscape approach, that could create virtuous loops and generate new job opportunities. In this light, looking at Rijeka with experts eyes, it seemed obvious to have a holistic, integrated urban approach than the traditional monuments oriented one as, for example, applied in other CLIC contexts. Following the first HIP based on Perception Mapping for HUL and organised by ICHEC, the CLIC HIP series had developed keeping the urban perspective over the monument oriented one. In fact:

1. HIP1 on Perception mapping **highlighted several cultural assets of the city**, both tangible and intangible, both cultural and natural, with an important contribution from historical knowledge:
2. HIP2 developed the first basis of the action planning, generating **four main objectives** matching the main assets from the perception mapping. From this meeting, an important part of the city came up as in strong need for interventions, the Rječina canyon and basin towards the Delta.
3. HIP3 developed the objectives and related actions establishing **the Cultural Corridor Concept**, where the approach of HUL and the principles of circular economy meet in an experimental form. The mainline of actions were accessibility, re-greening, pollution reduction, cultural heritage valorisation.
4. HIP4 and HIP5 defined the corridor and some of the potential tools to implement it, as **the Urban Seeding**, cross-cutting the museums and cultural institutions of **the Benčić Complex**, where a business model for **Children house (Dječja kuća)** and multifunctional cultural use was developed.

3.3 Challenges & Opportunities

Rijeka is a very challenging city with many potentials to become an excellent example as a sustainable, resilient and circular city for south-east Europe and the Mediterranean. The experiences done in the CLIC through the HIPs as well as other experiences in other project highlights some important line of actions for the future, at a different scale:

Territorial Scale

- **Accessibility** towards the city and within the city is an issue to be solved. Participants indeed stressed the difficulty of moving in the city by car due to the limited access to the centre (for the geomorphology) and the heavy traffic. Additionally, participants reported that the distribution of public transport lines or schedules of *Autrotrolej* might not match specific areas' needs and connections to the city centre. Moving by bicycle is also a problem for the lack of dedicated lanes and the heavy traffic reducing safety and matching high pollution.
- Governance of actors for the proper **implementation** of a **circular economy strategy** is needed. To implement it is necessary to include partners able to promote the transition and making it possible by producing what is needed precisely, reducing the waste related to the linear economy;
- The **city's internal policies** must be somehow supported by the region *Primorje-Gorski Kotar County (PGŽ)*, favouring a sustainable territory providing sustainable services. For instance, the neighbouring cities, very much depending on tourism, should create synergies for a sustainable cultural territorial system;
- **Education** is also important, and it was noticed that in Rijeka, there are neither specialisations in heritage preservation nor in sustainability with a look to circularity.

Urban scale:

- The present tools for cultural heritage preservation need to be improved, especially to face the free market's potential challenges that offer globalised solutions to local problems. In particular, we refer to the:
 - coordinated protection of HUL, merging the competencies of protection bodies with the ones of the municipalities;
 - guidelines for cultural heritage protection and preservation, in different forms;
 - awareness-raising initiative for proper cultural heritage adaptive reuse
 - financial mechanisms to favour cultural heritage adaptive reuse;
- New mechanisms for the reuse of public spaces are needed, favouring low-cost exemplary interventions for regeneration;

- Increase the pedestrianisation of the central area and provide bicycle and other personal transportation¹ infrastructure and policies to increase safety. RiCikleta is not yet enough, being the accessibility by bicycle in the centre is very hard;
- The greening policies in the city centre still lack a general plan which would target, in particular, biodiversity, the health of old/tall trees and the preservation and maintenance of other existing green infrastructure, recreation and the introduction of re-greening solutions, all together impacting on the citizens quality of life.

3.4 The CLIC Rijeka Pilot project's Aims, Goals and Principles for the process integration

The **main aims** of the CLIC Pilot project in Rijeka were developed through a cooperative process of CLIC consortium at the city level and participation of different stakeholders, such as representatives of Port Authority, University of Rijeka, various cultural institutions, associations, professional organisations, .. to:

- introduce the **UNESCO Historic Urban Landscape Approach** in the South Eastern Europe;
- **reuse of fundamental cultural heritage assets** and embracing the topographical and morphological uniqueness of the **city urbanscape**, developing strong territorial links with the urban agglomeration;
- create a space for coexistence of **Circular Economy** activities and development of business initiatives focusing on the sustainability and resilience of the territory;
- boosting the **sustainability of the city**, by improving its inner urban accessibility and introducing the re-greening solutions to bring more green into dense urban landscape of Rijeka.

The **main goals** were defined through initial HIP process meetings in Rijeka merging the citizens needs and desires for **enhanced urban space and quality of life**, thus focusing on:

- the improvement of Rijeka's city river Rječina and its old basin Dead Channel;
- improvement of the urban accessibility and safety by addressing the traffic situation in the city centre, focusing on improving the crossroads and difficult nodes lowering the pedestrian and slow mobility safety, improving a barrier-free public space adopting universal design, which due to the city topography is challenging, increasing cycle paths and creating non-commercial resting areas;
- creation, maintenance and revitalisation of the sports facilities for leisure opportunities in the city centre; connecting the existing Rijeka Trails and Bike Trails into an Urban Trim Trail, equipped with rest areas, water fountains and other facilities; revitalisation of Školjić Pool; continuation of Children's playground improvements through ongoing city programs;

¹ Personal transporters: micro-mobility vehicles (scooters and electrified scooters, Segway, skates, rollers, skateboards and electrified skateboards, hoverboards, unicycles, bicycles, ...) and personal assistive mobility devices (wheelchairs, electrified wheelchairs, ...)



- preservation, valorisation and revitalisation of cultural heritage and urban heritage for strengthening the city's multicultural and diversity identity telling the Rijeka Story;
- continuation of diverse social, cultural and educational programs, that create a vital and flourishing happening scene in the city.

Principles for the process integration:

Recognition of local knowledge, diversity and practices, stories, history, needs, assets, identity ... as key elements of co-creative process.

Engagement – encourage citizens and stakeholders to engage in the processes on multi-level: the collection of ideas, understating of space, experimentation and help with future facilitation of shared vision for the place.

Acknowledge the results of experimental engagement processes and integrate them in the long term urban planning and spatial improvements.

Inclusiveness – give the possibility for wide collaboration offering different channels to participate. Encourage local initiatives to work with local city boards to improve districts and participate in spatial planning decision-making, environmental impacts studies, and regulatory frameworks.

Collaboration – invite citizens to co-design and co-create space, together with civil society organizations, cultural institutions and NGO's in the area, facilitating the change, capitalising as well the ECoc 2020. The City of Rijeka offers a platform and a HUB for co-creating the city – RiHUB.

Commitment – foster the spatial implementation transparently and create conditions for long-term community maintenance (good practices of Rijeka: Rijeka Local Partnership - RLP, Small Municipal Actions).



4 CULTURAL CORRIDOR: A Model for Regeneration

The Cultural Corridor is **an integrated urban spatial system**, designed to turn underused inner spaces into vibrant and comfortable cultural places through intense social and cultural capital preservation, creation and valorisation, in line with the Historic Urban Landscape approach. **The Cultural Corridor revitalisation model** is meant to generate a paradigm for a new sustainable use of inner cities and deprived urban areas, adopting the culture and cultural heritage enhancement as a cross-leading principle for the adaptive reuse of infrastructures, buildings, empty spots and all related traditional or innovative uses.

The model emerged from the local action planning, carried out in the HIP Process, with the stakeholders' recognition of the potentials and weaknesses in the City of Rijeka. This way it is focusing on bridging the adaptive reuse of cultural heritage and the Historic Urban Landscape by taking into account the initially selected heritage assets (Galeb, Rihub and Energana) and the urban tissue of the urban spaces in-between, incorporating the circular economy principles.

The concept of a corridor implementation was introduced with cooperation in a "task force" sister project URBiNAT, implemented under the Horizon 2020 financing framework (www.urbinat.eu).

4.1 The Application Of Circular Economy Principles In Urban Context

The complex character of the cities, their territorial and historical stratification, economic landscape, cultural and social capital creates a place-specific identity and community, which has to be taken into account in the circular economy transition. *The Cultural Corridor model*, therefore, considers different scales of circular principles application: **urban/territorial scale, building/object scale, social/ community scale**; aiming to regenerate an underused and deprived area in the inner city, where several cultural and historic stratifications are not made available for the sustainable regeneration process.

The transformation is achieved by fostering adaptive reuse of cultural heritage buildings, redesign and revitalisation of the urban depleted areas, which enhance the use-cycles maximisation of building stock and continuity of settlement while protecting the local identity and community. The social capital and innovation can be used as a motor for the transformation and co-creation of the area through the participatory process, cultural and social activities. The model of the corridor consists in the definition of a working regeneration area entirely dedicated to the cultural life of citizens, fully available, usable and characterised additionally by co-design, co-creation and integration of uses.

4.2 The Implementation Process Of The Cultural Corridor Model In Rijeka

Designed as a **field practice**, implementing and testing the circular models, connecting them with good practices of the City of Rijeka, would be acting as a **systematic step-by-step intervention** regenerating of the area. The revitalisation of the area within the Historic Urban Landscape of Rijeka through a cultural corridor is therefore allowing community-led and planned micro-urban actions and interventions in line with circular models, addressing public urban and green areas as well as vacant business premises on *the City Parterre* (vacant ground floors revitalisation) – replanning deprived urban areas and redesigning depleted cultural objects in the urban landscape.

The practical activities of the CLIC project in the City of Rijeka focused on the distinctive urban area right on the edge of the city centre, backboned by the River Rječina and its canyon. The closeness to the city centre on one side, the natural features and cultural heritage assets on the other side presented a unique development opportunity for the creation of *The Cultural Corridor*.

The multi-faceted approach addressed **The Historic Urban Landscape of The City of Rijeka** with innovative initiatives and diverse approaches (workshops, education, labs), methods and tools (participatory activities and bottom-up initiatives inclusiveness, urban seeding, testing and implementing) aiming **to manifest The Cultural Corridor as a dynamic spatial, cultural and social revival**, embracing cultural, urban and natural heritage and fostering active citizenship.

The overall goal is the improvement of living conditions and well-being of the citizens, as well as accessibility and walkability of the area, thus improving the urbanscape of Rijeka.

For its implementation, *The Cultural Corridor* inspired the **Urban Seeding** as a **tool** for its regeneration. A collaborative and participatory process that would map cultural and natural assets, identify the main heritage assets to be regenerated, enhance urban accessibility and connectivity, and map the potentials along with the connections to integrate adaptive reuses better. *The Urban Seeding is in detail described in chapter 5.2 Urban Seeding Tool*.

The prerequisite of *The Cultural Corridor* model is **defining the area** of possible co-design and co-implementation through low-medium cost interventions and it is mostly depending on the multifunctionality of spaces and integration of diverse uses for successful reconnection of urban heritage and sustainable urban investments.

Furthermore, the model needs development of **tools for implementation** of uses and **tools for appropriate decision making-prioritisation** of uses or actions. In the case of pilot City of Rijeka, the **Urban Seeding tool** developed by University of Nova Gorica and the **Decision Support System** developed by the University of Portsmouth are being tested. Other tools developed within the CLIC Case Study in Rijeka by University of Nova Gorica and its partners are described in the overview of the application tools, while more elaborated versions are available as separate documents.

STEPS TO FOLLOW:

- Mapping of Assets (territorial, cultural, natural, tangible, intangible), their prioritisation and potentials.
- Enhancement of urban accessibility and connectivity to the selected heritage places.
- Co-Design and co-creation with the stakeholders and local community for the integrated regeneration.
- Supporting the social and cultural creative activities and initiatives within the area of revitalisation.



Figure 4: HIP 3 Meeting, City of Rijeka & University of Nova Gorica in June 2019.

4.3 Urbanscape of the City of Rijeka

Rijeka is spatially dominated by the topographic situation, being situated on the Dinaric hills' mild slope, a river canyon and a narrow shore zone, which conditioned the development of port and settlement city morphology.

The town's historical part consists of medieval densely-built urban substance with narrowed streets on the right bank of Rječina and Dead Channel to the south-east and is marked by the Korzo – main city promenade, to the south-west. Here the medieval part was expanded in the late 19th century and early 20th century predominately industrial urbanisation towards the waterfronts, thus forming the Riva, Ports, Školjić, Dead Channel, and Delta. Following the topography, at the south and north, the early "garden city" settlement is terraced up the hill with roads parallel to the coast, climbing septennially to the hills like Trsat, Grobnik, Kozala, ... The Rijeka's historic urban staircases offered shortcuts and easier to overcome altitude differences.

The more significant parts of Rijeka's urbanisation is a result of post II. World War industrial and port expansion and expansion of settlements in the forms of larger neighbourhoods, predominantly marking Rijeka as a city of Skyscrapers.

4.4 Regeneration area definition (mapping of cultural and environmental resources)

The City of Rijeka initially proposed three cultural assets for the case study of CLIC Project: *The Galeb Ship*, *The Energana Power Plant* and *RiHub* (figure 1). Through the HIP Process, the City of Rijeka and University of Nova Gorica together with the stakeholders, considering the UNESCO Historic Urban Landscape concept (HUL), matched the urban context with nature and culture along the Rječina River. Additionally, following the process, the city proposed a building currently under reconstruction and located outside of the corridor area in *Benčić Complex – The Brick Building* (future Children's House) (figure 1).

Field research during the CLIC Project revealed additional cultural assets in the focus area, complementing the proposed Case studies, which should be integrated into the urban regeneration through creation of the Cultural Corridor (Port Baross – *Harbour customs office and warehouse*, *Exportdrvo warehouse*, *Ex IVEX – ECoC 2020 headquarters*, *Školjić Pool*, *Aqueduct in Hartera*, *Teatrino in Benčić Area*,...).

The City of Rijeka's vacant business premises, offered monthly through the open call, were observed to facilitate faster lease to potential actors within the area. **The Cultural Corridor Area** is therefore connecting **the mapped assets through investigated public spaces and environmental features** (*Rječina River* as a backbone of Cultural Corridor, together with *Dead Channel [Mrtvi Kanal]*; *Riva and Riva Bodulli*, *Port of Rijeka and Port Baross*; *Autotrolej Area*; *Plodine-Zvir-Energana Area*, "Hartera"; *Delta*) (figure 5).



Figure 5: Cultural Corridor Area Map; prepared for HIP 3 meeting in June 2019.

4.5 Spatial context of Cultural Corridor Area

In this chapter, the spatial characteristics and their connections within the *Cultural Corridor Area* are described. Additional assets found in this setting and mapped during HIP process, are described in tables. The predefined assets are in detail described in the document: ***Catalogue of Good practices of The City of Rijeka***.

Waterfront and Delta

The specificity of Rijeka is the city built by the water but having very little access to it, which is mostly visual. The entire seafront is occupied with the port facilities, warehouses and docks. The connection to the River Rječina is vague, thus having little space in perception of citizens. Addressing the connection of the city centre with the waterfront of less busy docks of the harbour and access to the river is necessary and would create a great leisure area for the citizens in the city centre.

The “*Detailed development plan of the central Delta City public park*”² was adopted in 2011, showing an intention of removing cars in the Delta parking area underground in the southern part. Above ground the creation of the new City park as a main green area of the city centre shows potential to redevelop river banks of Rječina connecting into an integrated leisure area. The park with new vegetation, park pavilions, sculptures, playgrounds and urban equipment is intended for the rest and recreation of citizens, children play and public outdoor events in scope of entertainment, healthy living and environmental protection.

The Port Baross area is envisaged for a nautical tourism marina³ with accompanying facilities, transforming it into attractive zone with free access for everyone. The area is being redeveloped under the changes of the “*General Urban Plan of the City of Rijeka*” adopted in July 2019⁴. The same document envisages the Dead Channel as a sport port with the access path through Port Baross. The Port Baross area is considered as special architectural and urban unit including the protected buildings of Free Customs area and associated warehouses. According to the document the material substance, authenticity and the spatial articulation of the port have to be preserved, though the warehouse no. 41 can be reconstructed, changed or removed. The Movable bridge use to give bigger boats access to the Dead channel's waters and connected the warehouses in Exportdrvo/Delta with the Port Baross on the other side.

2 [DPU – *Detaljni plan uređenja središnjeg gradskog parka Delta*, Službene novine Primorsko-Goranske Županije 6/12, 29. 02. 2012] <https://www.rijeka.hr/teme-za-gradane/stanovanje-i-gradnja/urbanisticko-planiranje/prostorni-planovi/detaljni-planovi-uredenja/dpu-sredisnjeg-gradskog-parka-delta/> (23 June 2020)

3 <https://www.rijeka.hr/teme-za-gradane/stanovanje-i-gradnja/urbanisticko-planiranje/prostorni-planovi/detaljni-planovi-uredenja/dpu-sredisnjeg-gradskog-parka-delta/> (23 June 2020)

4 [GPU – *Izjeme I dopune Generalnog Urbanističkog plana Grada Rijeke*, Službene novine Primorsko-Goranske Županije 21/19] <https://www.rijeka.hr/wp-content/uploads/2019/09/Kona%C4%8Dni-prijedlog-izmjena-i-dopuna-Generalnog-urbanist%C4%8Dkog-plana-grada-Rijeke.pdf> https://www.rijeka.hr/wp-content/uploads/2019/07/GUP_ID_JR_2019_Prezentacija.pdf (23 June 2020)

Port Baross [Sušačka Luka, Luka Baroš]



Figure 6: Free Customs warehouses, Customs House and Harbour Master's Office

The **New Customs warehouses, customs house and Harbour Master's Office** ^{5 6} were built in 1931 to secure an independent economic boom of the *Port of Sušak*, after its separation from the Rijeka in the early 1920s.

The modernistic load-bearing brick and reinforced concrete building was designed by engineer Milan Čalogović, a pioneer of reinforced concrete structures in the region. The building shows clear functionalist style, with the string of balconies and windows with squared glazing. The prominent elevated ramp on the street side was designed for receiving cargo. The area is not accessible for unauthorised personnel.

Today the complex is in the state of disrepair and needs thorough restoration. The building is not listed in *Croatian register of Cultural Goods*⁷, but the *Rijeka Heritage Project*⁸ valorised it as a first category immovable material heritage.

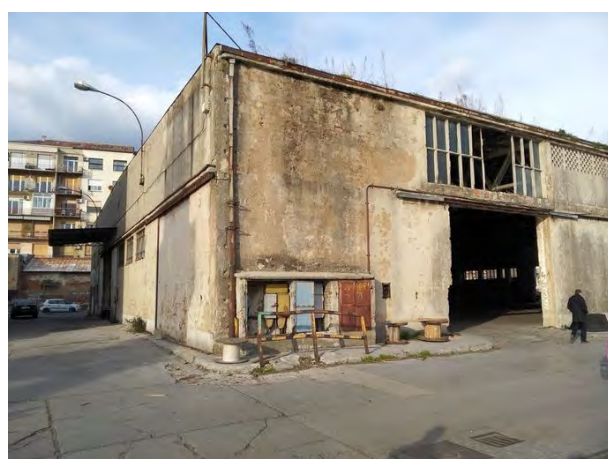


Figure 7: Port Warehouse No.41, Senj Dock in Port Baross

The hangar type **Warehouse no. 41** is located east of the Free Customs Complex in Port Baross. It was built in early 20th century for the storage of wood, thus forming a volume of one single space and having large openings for easier loading and unloading of timber. The building shows functionalistic character with simple plastered exterior. The area is not accessible for unauthorised personnel.

The building is in state of disrepair. Though not listed in *Croatian register of Cultural goods*, the *Rijeka Heritage Project* valorised it as a third category immovable material heritage.

As the building together with the Free Customs Complex forms an urban unit of the Port Baross the comprehensive regeneration process of both together is recommended.

5 <https://rijekaheritage.org/en/kj/carinakapetanija> (June 2019)

6 <https://muzejmalabarka.com/?pr=iiif.v.a&id=10867> (June 2020)

7 [Croatian register of Cultural Goods – Registar kulturnih dobara] <https://www.min-kulture.hr/default.aspx?id=6212> (23 June 2020)

8 [Rijeka Heritage] <https://rijekaheritage.org/en/p/about-us/4> – The project of valorisation of Rijeka Heritage coordinated by the Centre for Industrial Heritage of The University of Rijeka in cooperation with the Office for the Protection of Cultural Goods and Department of Culture of the City of Rijeka. (June 2019)

Dead Channel [Mrtvi Kanal]



Figure 8: Movable Railway Bridge over Dead Channel

The **Movable Railway Bridge**⁹, with the small utilitarian building housing the engine machinery, was built in 1896, showing the late 19th-century cast ironwork. The bridge and the moving mechanism needs restoration, as it is not in movable condition for decades. Even so, it has a significant technical, architectural and urban value bridging the Dead Channel and connecting Port Baross with Delta Area.

Though the bridge has initially been railway bridge, it could be used for pedestrians, but is currently not accessible permanently.

The movable iron bridge is not listed in *Croatian register of Cultural Goods*, but the *Rijeka Heritage Project* valorized it as a protected cultural monument - immovable material heritage.

Delta



Figure 9: Exportdrvo

The **Exportdrvo** building is a longitudinal building, designed in a later modernist style and built in 1961. Located in Delta, parallel with Dead Channel, shows a very perceivable building volume on the edge of the city centre. The building clearly shows the functionality based form of a warehouse (5400 m²). Along the line, it is highlighted with the big Exportdrvo signs.

The original design is slightly diminished, the volume articulation is preserved. The building is accessible from the Delta, and on temporary occasions via *Movable Railway Bridge* connecting with Port Baross Area. Currently is underused, temporary used, or warehouse-mix used. The owner is Port Authority but transferred to the operation for the purposes of the Rijeka 2020 EcoC.

The building is one of the most important industrial heritage buildings in Rijeka, but it does not have any valorisation or official heritage recognition. In May 2020 The City of Rijeka received under the concession agreement the building of Exportdrvo for five years. The adaptive reuse destination is **a new cultural hub** and venue for festivals, music and performing arts and exhibitions.¹⁰

⁹ <https://rijekaheritage.org/en/kj/zakretnimost> (June 2019)

¹⁰ <https://www.rijeka.hr/prostor-exportdrva-na-delti-narednih-pet-godina-novo-kulturno-srediste-rijeke/> (23 June 2020)



Figure 10: Ex Ivex

Ivex was designed by prominent Croatian architect Lavoslav Horvat, one of the most productive designer of industrial buildings in Croatia. The building was built in early 1960 and designed in late modernist style, simple rectangular and functionality dependant volume with strip of window openings on the street side. After the dissolution of the IVEX (Istra Vino Export) in the 1990s, the building was reused for mixed businesses and creative initiatives, today housing various associations and organisations in creative sector, as well as the headquarters of Rijeka ECoC 2020.

The original design is slightly diminished, the volume articulation is preserved. The building is accessible by car from Delta, with difficult/dangerous access for pedestrians. The building does not have any valorisation or official heritage recognition.

City Centre

The City of Rijeka has recently pedestrianized and refurbished several old city centre squares and streets, connecting archaeological heritage and improving the centre's accessibility and circulation, by using design of local Kastav grey stone uniformly in a combination of granite, but giving each square its thematic directive (Square of Saint Barbara – children's square; Square of Matija Vlačić – Tea Square; Theatre Square with the Park...).



Figure 11: Square of M. Vlačić F. - Tea Sqaure; Foto: City of Rijeka¹¹



Figure 12: Archaeological park Principium; Foto: City of Rijeka¹²

¹¹<https://www.rijeka.hr/wp-content/uploads/2018/08/Otvoren-%C4%8Cajni-trg-2-1000x563.jpg>

¹²<https://www.rijeka.hr/gradska-uprava/gradski-projekti/realizirani-projekti/arheoloski-park/>

Rječina

Rječina river springs approximately 18km north of Rijeka and flows through the canyon reaching Rijeka in the Hartera Area, bypassing the city centre and draining into the Adriatic sea in Delta area. The old basin of Rječina is today's Dead Channel. Rječina in the Rijeka has two different characters: in the upper part, the river has a strong and powerful torrent-like stream, while reaching the lower part, being regulated into a slower-moving urban river towards its effluvium. Here the Rječina has the potential to be further developed.



Figure 13: Rječina Urban Character in Delta Area



Figure 14: Rječina Upper stream Character in Hartera Area



Figure 15: Dead Channel in the City Centre Area

Školjić¹³ – Hartera – Sušak

Školjić is one of the oldest names in Rijeka. The area used to be a bay and early port, where Rječina exit the canyon and drained into the sea. Here the river deposits formed smaller islands, creating swells, which slowed the river. The river island of alluvium, called Školjić or *Scoglietto*, was approximately today's *Autotrolej* parking area, which still holds the same name (*figure 16*).

Gradually, the alluvium islands were backfilled, and the city area expanded towards today's *Delta*. In the 19th century, the main course of Rječina was diverted and regulated at the south of the area. The old course of Rječina has limited river inflow, as most of the water coming into *Dead Channel* is from the sea.

Today, the upper part from Školjić towards the canyon is defined by two streets: *Vodovodna street*, at the right river bank and the *Ružičeva* at the left river bank. The industrial development of the late 19th century and early 20th century, as well as political situation, when Rječina was state border, resulted in the almost mirrored image of the industrial facilities, belonging to *Fiume* and the other to *Sušak*. At the end of *Vodovodna street*, the main drinking water facility is located and a hydropower plant; on the *Ružičeva street*, the Former *Hartera Paper Mill Facilities*, together with *Energana* power plant and *Aqueduct* dominant the area. The railway overpass separates the upper Školjić area, from the lower Školjić, which unnoticeably joins with the old city centre nearby *Klobučarić square* (the old city walls).



Figure 16: Rječina Canyon and Paper Mill in Školjić in early 19th century; above Trsat Castle. Image Credits: City Museum of Rijeka

¹³<https://www.rijeka.hr/mjesni-odbori/skoljic-stari-grad/zanimljivosti/upoznajte-mo-skoljic/> (November 2020)

Školjić Pool



One of the first public baths with fresh and sea water, as well as steam bath, were offered in the Školjić area, already in the 19th century. The Školjić pools complex buildings, of approximately 2400 m² in total, dates from different periods, while the last extension was finished in 1965. The modernist extension was designed by architect Duško Marčeta, who incorporated the existing baths, service and changing rooms into one architectonic unit with Olympic sized pool and smaller-sized pools. The main area of the pool with tribunes is illuminated with natural light through big glazed facade.

After the construction of bigger pool Complex in Kantrida in 1974, the Školjić pool was becoming less and less interesting for the visitors, falling in disrepair and closing in late 1980s. The original modernist design is slightly diminished, the volume articulation is preserved, the reinforced concrete-brick building is not maintained properly. The 19th century baths are in the poor state with vegetation overgrow.

The building complex is accessible to some extent, as it is still offering a public bath service few hours per week. The building does not have any valorisation or official heritage recognition.

Figure 17: Školjić Pool

Hartera Area



Figure 18: Aqueduct of Hartera Paper Mill

The aqueduct of Hartera used to channel the Rječina water to the turbines of the Paper Mill Hartera. Approximately 220m long stone and brick arched structure replaced the wooden channel carried away by the Rječina flood in the early 19th century. In its most productive period, the Hartera's power plant supplied electricity to its factory and the nearby Sušak.

Today, as with the other Hartera facilities, the aqueduct is not in use.



Figure 19: Hartera Staircases¹⁵;Foto: Reno 4 (Wikiloc)

Hartera Staircases¹⁴, leading from former Hartera Paper Mill in Ružičeva Street up to Račkega Street was built in the second part of 19th century when this area was flourishing industrial area of Sušak. Workers were mostly locals from Sušak and Trsat above the area. Since most of the people came to work on foot, they constructed the steepest Rijeka staircases. This shortcut was for generations the shortest and fastest way to jobs for citizens of Trsat and Grobnica.

Today, Hartera Staircases are marked as one of the Rijeka Trails leading towards Trsat Fortress.

¹⁴Viktor Matijašić - <https://viktorm.pgsri.hr/rad/harterske-stube/> (August 2020)

¹⁵https://s2.wklcdn.com/image_3/91933/5783941/3096281Master.jpg (November 2020)

Benčić Area as part of transverse connection

The new cultural complex in Benčić will concentrate the various cultural institutions, now being scattered through the city, in a relatively small area on the north-western edge of the city centre.

The program intensity in the Benčić complex will have a positive mutual benefit and encourage an exciting offer of permanent and occasional services (library, museums, children's program, festivals, events) for residents and visitors.

However, the programmatic intensification will become a strong magnet, which could desertify the city centre of cultural institutions. Therefore, in the axis, **Benčić - City Centre - Cultural Corridor**, the transversal corridor is a necessity, offering a safe, economically and culturally prosperous place. The city has already pedestrianized *Ciottina Street*, as an extension of *Korzo* through *Jadranski Square* towards Benčić. The further pedestrianization of the gapped area could be sensible to bypass the *Brajda Market*. The transverse axis's connection must be permanent and reciprocal, where the diverse programs supplement and exchange in an integrated spatial concept (*figure 21*).

Also, despite the many ongoing renovation processes in the Benčić complex, the public space between them is still undefined, and the smaller Teatrino building is not yet in the process of revitalization (*figure 20*).

Benčić Area



Figure 20: Teatrino in Benčić behind Šećerana palace; Foto: City of Rijeka¹⁸

The small building is listed building, protected as part of the Benčić Complex (Z-102). It is a free-standing ground story structure of approximately 527m².¹⁶ Situated behind the Šećerana Palace (new Museum of The City of Rijeka) it was built for the cultural and community needs (Dopo Lavoro).

Based on the conservation plan, the material structure of the building need consolidation, reconstruction of degraded structures, and re-establishment of original use.¹⁷

The revitalisation project of the Benčić Cultural Complex purposes the Teatrino building for commercial services for the users of the Cultural Complex Area. The Interested investor winning the concession will have to restore the building respecting the guidelines for the protection and preservation of cultural heritage assets.

¹⁶<https://www.rijeka.hr/councillor-question/koji-su-planovi-za-teatrino-postoji-li-mogucnost-njegovog-uredenja/> (6 July 2020)

¹⁷<http://www.intrados-projekt.hr/index.php?page=teatrino> (7 July 2020)

¹⁸<https://www.rijeka.hr/wp-content/uploads/2017/04/Objekt-Teatrino-kompleksa-Rikard-Ben%C4%8Di%C4%87.jpg> (September 2020)

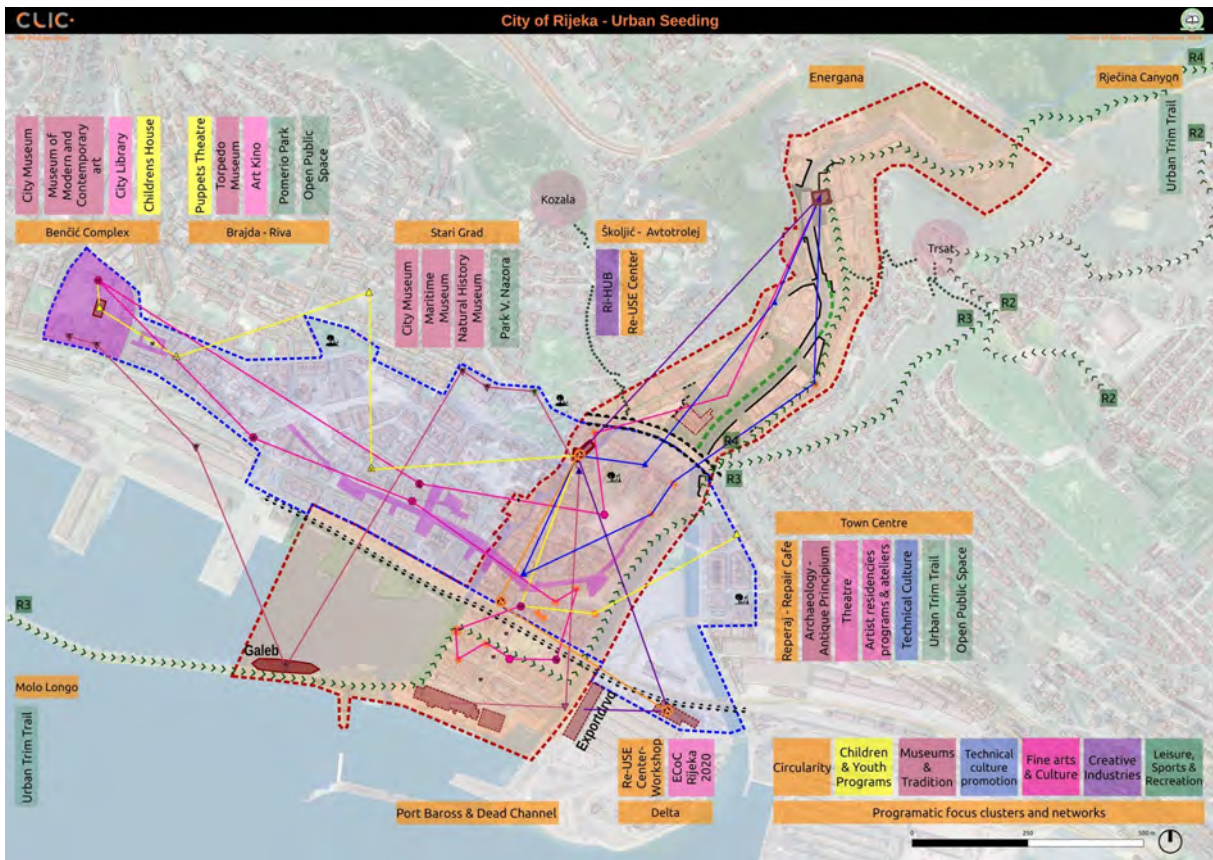


Figure 21: Cultural Corridor Map with transverse connection to the Benčić Cultural Complex: Synthesis map of HIP 3 Proposals & Preparation for HIP 4 Urban Seeding, November 2019

5 TOOLS TO SUPPORT THE CULTURAL CORRIDOR

The concept of Cultural Corridor emerged as a broad vision, during HIP meetings with stakeholders, leading them to think outside of their “silos” and collaborate on the **local action planning** of shared resources and creating a strategy for creative corridor, connecting cultural, natural and urban heritage, fostering actions leading towards the circular city. The draft for local action plan – **The Action Plan for implementing a circular strategy in Rijeka: tool supporting The Cultural Corridor** thus became an instrument to achieve these sheared aspirations. The concept was further developed into the **Cultural Corridor Model**, when the need for the parallel development of special tools to facilitate implementation in spatial context became apparent. This is how another implementation tool was developed in the case study in Rijeka - **The Urban Seeding tool**, designed by the University of Nova Gorica, which was tested through architectural-urbanist workshop methodology for local students and young professionals. The number of proposals produced in the **Urban Seeding Workshop** showed the necessity to include an appropriate tool for the assessment of prioritisation and feasibility of implementation. Therefore, the **Decision Support System** designed by the University of Portsmouth was used for the assessment.

The Cultural Corridor can be in the long term achieved through regular urban planning and use of various and flexible tools, developed by the consortium partners of CLIC project or City of Rijeka existing and future tools, which due to their different outcomes and observations on spatial challenges, need to be **used interrelatedely across**. This is why an expert-led interdisciplinary process for implementation of the tools solving spatial challenges and development of specific areas is proposed.

Diversity of tools offers different outcomes and observations on the specific spatial problems.

Tools to **collect** ideas, needs and challenges from citizens and stakeholders, provide an understanding on how users use the space and what kind of challenges they meet in daily life. Such tools (thematic walks; platforms (physical or digital) could test recurrently their observations and align them with the city yearly plans. City of Rijeka offers several such services: *Active Citizenship* program (consultations with public, web portal *ReciGlasno*¹⁹, participation at the city council meetings, *Urban Inno Portal*, ...).

Inspirational tools provide repositories of good practices from the city and elsewhere, giving an opportunity to cross-pollinate ideas, change and adapt to local needs and test through implementation tools. This is how the catalogues embracing circular actions, as well as, acknowledgement of local best practices, aiming to encourage their further transfer were formed.

¹⁹<https://www.mojarijeka.hr/reciglasno> (November 2020)



Implementation tools aims to work with citizens and stakeholders, growing their **spatial awareness and understanding**, as well as **co-designing** and **experimenting in space**. As people better understand the space in which they live, through play, entertainment and critical use, they will adopt the space thus becoming their place. This is how the conditions will begin to improve, as they will make a better use of space even when they are not required to think about it. Such tools can be workshops (Urban Seeding Workshop), thematic walks, street festivals, temporary co-creation of spaces through traffic closures... Currently active semi-professional civil initiatives operating in the Cultural Corridor Area: *Kvart za 5²⁰*, *Urbani Separe²¹*, *MO Hartera²²* and many more in their network.

Decision making tools aids the selection of proper actions, collected in co-design process, to assess and align with the general spatial planning and feasibility.

Knowledge tools can be transferring the knowledge and skills in capacity building, but at the same time can be working bidirectional, unveiling and gathering local stories, knowledge, curiosities needed to be included in the future spatial solutions. An interesting project culmination from different initiatives, needs and historical acknowledgment, emerged through ECoC 2020, incorporating multilingual signs of street naming systems from previous periods²³. Furthermore, the University of Nova Gorica developed tools for the **transfer of knowledge** on the circular economy in the cultural heritage adaptive reuse.

²⁰<https://www.facebook.com/kvartza5/> (September 2020)

²¹<https://www.facebook.com/urbanisepare/> (September 2020)

²²<https://www.mohartera.org/> (September 2020)

²³<https://rijeka2020.eu/en/the-first-signs-with-the-historical-names-of-streets-and-squares-unveiled-in-downtown-rijeka/> (November 2020)



Overview of the operational tools supporting the The Cultural Corridor

Tool Typology	Tool Name	Tool Description:
Implementation tool	The Action Plan for implementing a circular strategy in Rijeka (UNG, City of Rijeka)	Tool for application of HUL and Circular City principles acting on recognized Objectives and prioritization of identified actions in the participatory process.
Implementation tool	Urban Seeding Tool (UNG)	A socio-cultural and planning tool, based on spatial experimentation and participatory co-creation to act as a revitalisation catalyst. In Rijeka tested as an architectural-urbanist workshop methodology, acting as well as a knowledge tool for future planners.
Decision making-prioritisation tool	Decisions Support System (UoP)	Decision-making tool supporting the assessment of possible projects/actions while taking into consideration criteria, objectives, constraints and potential synergies among them, was tested to asses the Urban Seeding proposals.
Inspiration tool	Catalogue of actions for a circular city (UNG)	A collection of actions to be offered to test and implement in the regeneration process, acting as a reference and inspiration in the creation of new actions.
Inspiration tool	Catalogue of good practices of the City of Rijeka (UNG, City of Rijeka)	Resource repository of good practices and implemented projects in the City of Rijeka, with positive experience and citizens perception, as well as, good transferability and repeatability to be used as an inspiration in creation of new actions.
Transfer of Knowledge tool	Open Education Course (UNG)	Different tools for raising awareness, capacity building, and knowledge transfer, focusing on the acquisition of specific skills for the collaborative and participatory co-creation of circular city. Specifically the UNG offered Open Education Course on Circular Models for Cultural heritage adaptive reuse

5.1 The Action Plan for Implementing a circular strategy in Rijeka

The Action plan for implementing a circular strategy in Rijeka is a tool supporting the Cultural Corridor implementation. Focusing on cultural and urban heritage revitalisation through circular economy principles implementation, the action plan integrates the common vision, objectives, and measure packages with associated potential actions drafted during the co-creative HIP Process. The actions are linked within the implementation priority based on short (one to two years), medium (two to five years) and long term (more than five years) time frame, noting as well the responsible actors and those stakeholders mapped through the HIP process, that should be involved in the implementation process.

The action plan drafting was based on the city's commitment to defined areas' revitalisation by extending their social and cultural strengthening programmes, developing a knowledge-based economy, and strong stakeholders' collaboration. The collaborative process's main outcome is an extended knowledge of local heritage perception and valorisation; a set of successful governance and social programmes; common vision on the integration of existing cultural or natural, tangible or intangible assets new solutions integrated with CLIC Rijeka pilot case solutions (Cultural Corridor Model and tools supporting its implementation, experimentation with Urban Seeding, introducing the HUL concept and Circular Economy in Southeastern Europe).

Four general objectives defined as a framework for the revitalisation of the CLIC Rijeka pilot case defined area creating a Cultural Corridor were adopted as well for the action plan. Each objective addresses the defined area in different aspect: environmental, socio-economic, cultural heritage oriented and urban accessibility. Objectives one and four, addressing environmental, spatial and urban connectivity and accessibility, create a safer urban space for the development of potential actions associated with general objectives two and three, focusing on socio-economic activation and cultural heritage protection.

The actions in Rijeka are formulated to integrate with the City of Rijeka current strategies and programmatic directions: *Development Strategy of the City of Rijeka 2014-2020*; *The Cultural Development Strategy 2013-2020* and *European Capital of Culture 2020*; *Technical Culture Public program* direction; international collaboration projects aligned with the CLIC vision, such as: *Forget Heritage, For Heritage, Urban Inno Project, Greener Sites*.

The **Action plan for implementing a circular strategy in Rijeka** is formulated as a separate document in detail describing the integration system, objectives definition and action plan.

5.2 Urban seeding Tool

The Urban Seeding is a socio-cultural and planning tool, based on **spatial experimentation**, targeting local public and private sector, non-governmental and civil society organisations, as well as, knowledge and research sector, to participate in the co-creative revitalisation process.

The process is envisaged as a versatile and dynamic process acting as a **catalyst** for revitalisation by the systematic step-by-step implementation of the urban low-cost and small scale interventions called **seeds**. Densification of urban seeds and diversification of offered programs would aim to **attract people to settle in the area**.

The Urban Seeds are **small local urban interventions** or actions providing the community's activation through a diversity of use, programs, actions, events or things to do. Based on the idea of continuity, through temporary initiatives, gradually becoming recurrent or permanent installations, actions or events in the urban and green areas and vacant business premises of the *City Parterre* (ground floors).

The concept is focusing on sprouting these micro-interventions from the **local needs**. Though the urban seeds address the spatial context and its heritage through the circular economy's principles, the generalised idea is **to be inspirational and replicable** elsewhere, focusing on the landscape (urbanscape) approach. The urban seeding process is in its core spatial-experimentation, aiming to inspire the urban space users about the potentials of sustainable and inclusive practices. The overall density of activities would impact the need to slow down urban mobility, thus increasing the area's walkability and safety.

The Urban Seeding Tool Implementation in Rijeka followed the **architectural-urbanist workshop methodology**, designed as a multidisciplinary mentored study-work for the students in their later stages of their academic education and young professionals of different disciplines to design the *Urban Seeds*, acting as a catalyst for the revitalisation. The involvement of local youngsters, winning the academic or professional credits, not only guaranteed their commitment in the process, but grasped their spatial perception and experience of the city areas, furthermore, collecting expectations, needs, and aspirations for the city's future life centre.

By bridging the local knowledge gap on sustainability and circularity, stressing as well the importance of **local heritage preservation and integration into urban development**, the workshop aimed at capacity building of future spatial planners, designers, managers and builders, being able to introduce them in their future employment opportunities and commitments.

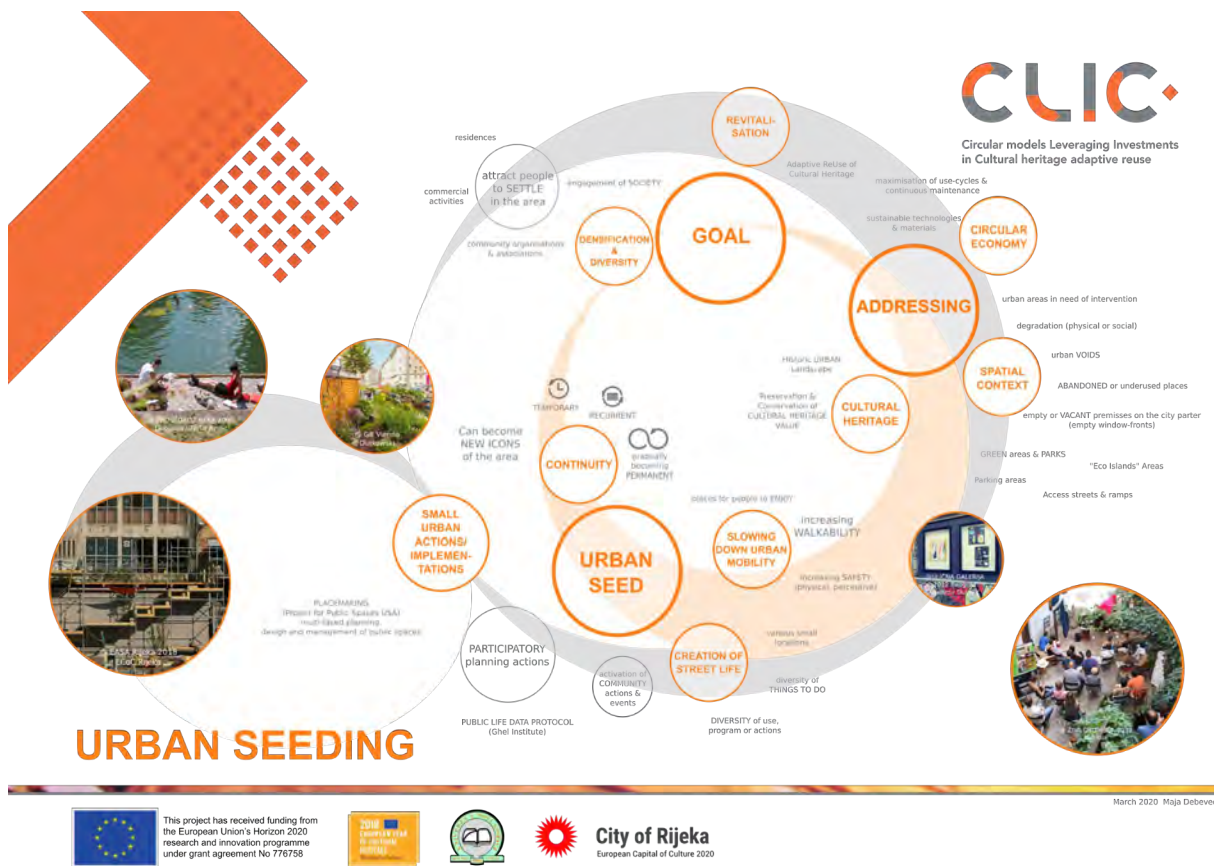


Figure 22: Urban Seeding Workshop Inspiration Poster

The participants prepared several proposals for five identified areas within the Cultural Corridor and its transverse connection towards the new Benčić Cultural Quarter. The proposals integrated on multi-level, and within groups, a selection of solutions (urban seeds) characterised by those already implemented in the city, which are low cost, replicable, and respecting the city centre's urban heritage. Overall, the proposals matched the vacant cultural heritage with existing and new programs or actions, upgrading as well the spatial and green urban system, and natural assets in both Cultural and Transverse Corridor.

The participants self-evaluated on prioritisation of the proposals based on the impact on the circularity and cultural valorisation and on the feasibility of implementation in terms of available skills, time-frame (short/mid/long term) and costs, as well as mapped possible stakeholders (actors), which could take on the facilitation of the process, considering the main services they offer.

The descriptions of groups proposals are listed below, though the booklet about the Urban Seeding Workshop and its final proposals is in preparation to be published.

Group 1 Benčić Art Kvart

The first groups working area was Benčić Complex's assets, which are currently not under the revitalisation process, addressing as well the complex' connection to the city centre.

The leading idea of their proposal is connecting the public space with an existing and future program of Benčić Complex, through activation of public space with a rich spatial program of workshops for the revitalisation of Teatrino building and exterior plateau of the Benčić Complex, thus creating a new identity of the attractive cultural area: Benčić Art Kvart.

The main direction of Benčić Art Kvart is, therefore, a social-strengthening through various social activities, such as the promotion of sharing economies (book-sharing houses; plants/Seedlings swapping, ...) and providing raising-awareness opportunities through workshops on self-sustainability (food growing/sowing, socialising, reuse/recycle/upcycle, building urban furniture, re-greening, planting, colouring, ...), exchange of goods and flea-markets (share&swap), studying spaces for students and do-it-together workshops for revitalisation.

The Teatrino building would become a multi-purpose place for creative uses, connected to the puppets theatre and future Children's house. The workshops for puppets creation, puppets shows, performances and seminars would become the main programme. The exterior facade's revitalisation focused on greening solutions and creating art murals while respecting the building's material substance but allowing the facade's upgrade and decoration through participatory community workshops.

The Public Open Spaces in the Benčić Complex would be repaved reusing the stones removed in the renovations of nearby Šečerana palace and amended with the traditional children's games provided with the instruction panels about the gameplay and rules (for example, Cip-Cop Game¹) connecting the area between Šečerana, Teatrino, Children's House, The City Library. Additionally, the wooden rest areas and urban furniture would form a Central Park of Benčić Complex (*figure 23*).

BENČIĆ ART KVART

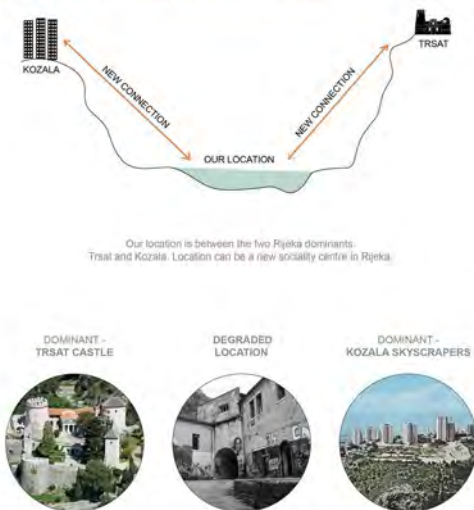


PROPOSALS



Figure 23: Section of the Group 1 proposal: Benčić Art Kwart revitalisation through social and cultural strengthening. Presentation Credits: Dora Gabrijel.

RJEČINA & DEAD CHANNEL WATERFRONT AREA



PROPOSALS

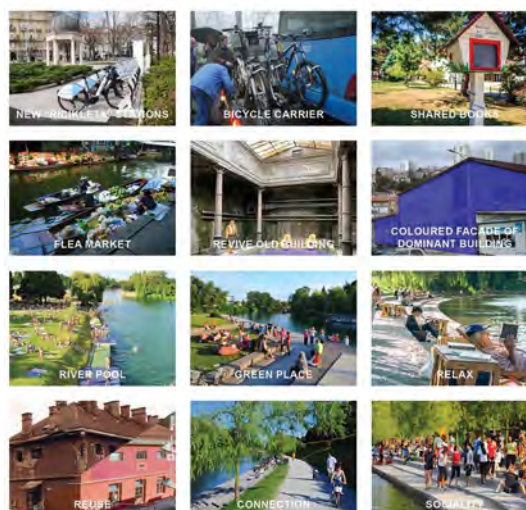


Figure 24: Section of the Group 2 proposal: Rječina and Dead Channel Waterfront Area revitalisation through sports infrastructure upgrade. Presentation Credits: Tin Komadina.

Group 2 Rječina & Dead Channel Waterfront Area

The second group was working on Rječina and Dead Channel waterfront area, addressing as well both streets on each bank: Ružičeva and Vodovodna and including natural and cultural assets, such as the historic staircases connecting the canyon with the hills behind. The groups' main idea was area revitalisation through an infrastructural upgrade of sports and recreation infrastructure, promoting a healthier lifestyle and creating historical connections with traditional Rječina uses.

Commencing from local activities, such as a new rock climbing school in the area, the group proposed reconnecting the Trsat and Kozala hills above the Rječina Canyon through sports, reusing natural cliffs and heritage stairs of Hartera for rock climbing development.

The new cycling paths for leisure and recreation by the Rječina, using the rare feature of the flat terrain in Rijeka, would connect the higher elevation city districts by upgrading the transportation buses with bike-rack/carriers and offering services for coming to the city by bike and returning by bus.

The river waterfront development with new infrastructure and riverbanks regulation would create access to the water, and terraced river green beach, connected with the before-mentioned cycling path would provide the diverse possibility of uses and a new leisure destination in the Rijeka city centre, offering fun, sport, recreation and reading (book-sharing houses).

The city's historic urban landscape and cultural heritage preservation encompass the creation of the River Market on the Dead Channel and the revitalisation of Školjić city pool. The flea market on the boat reminiscences of the Dead Channel's history, as in the early 20th century, fishermen sold their fresh fish directly from the boats.

The Školjić city pool needs a complete renovation and, in some parts, even reconstruction. The group, therefore, proposed a colouring facade in a bright blue colour, imitating the Rijeka's Museum of Modern and Contemporary Art's action, to stimulate broader interest for a consequential complete renovation of the pool facilities (*figure 24*).

Group 3 Urban Green Scape

The third group developed the topic of urban green spaces along the Rječina river, from its canyon, towards the Dead Channel and Delta, focusing on the traffic situation and abandoned or underused industrial sites.

The leading idea of the third group is based on solving the areas traffic situation. With traffic reorganisation of turning the Ružičeva and Vodovodna Streets into one direction streets, with entering in Ružičeva and exiting in Vodovodna, the traffic burden would be relieved, and therefore facilitate safer area for pedestrianised users and contribute to the possibility of new uses of space. The cars currently occupying the area would be removed to the new green parking garage in the Školjić Autorolej area, being emptied of public buses garage, and redeveloped as a new park counting the current Tree Alley by the Rječina.

The new pedestrianised area would connect to the pedestrianised city centre more effortlessly and allow the introduction of simple and small scale solutions, offering a new interpretation of Rijeka's cultural heritage. The History window, made of recycled glass or plexiglass, displaying historic scenery outlined by the current view, would offer Rijeka's hindsight and, together with implemented QR codes linked to more information to raise heritage awareness. The greening solutions of planted upcycled pots would be introduced in new pedestrianised areas, with reusing light poles and other public infrastructural fixtures, thus spreading simple, sustainable solutions that bring more vegetation to the area.

The former Hartera factory area revitalisation focuses on creating urban green gardens on the flat roofs of Hartera buildings, providing the vegetables for the restaurant and culinary workshops in Energana power-plant, where craft beer would also be produced. Hartera's Aqueduct area would be revitalised through art bazaars, galleries and exhibition spaces for Rijeka's young artist and Art Schools, accompanied by recurring social and cultural activities, creating murals and 3D graffiti, promoting natural and cultural heritage under the tag name #RIJEKATEDRŽI.

The group proposed a connection to the group four proposal of repair shops and reuse activities in Vitezovićeve Street. On the newly pedestrianised squares and streets in the city centre (Kobler Square, St. Barbara Square, Paulines Square, Klobučarić Square, Jelačić Square, Theatre Square), exchange/swap/share events of various items (books, clothes, furniture, ...) would be organised, where proposed reuse/repair/upgrade services of group four would help prolong the materials lifecycle (*figure 25*).

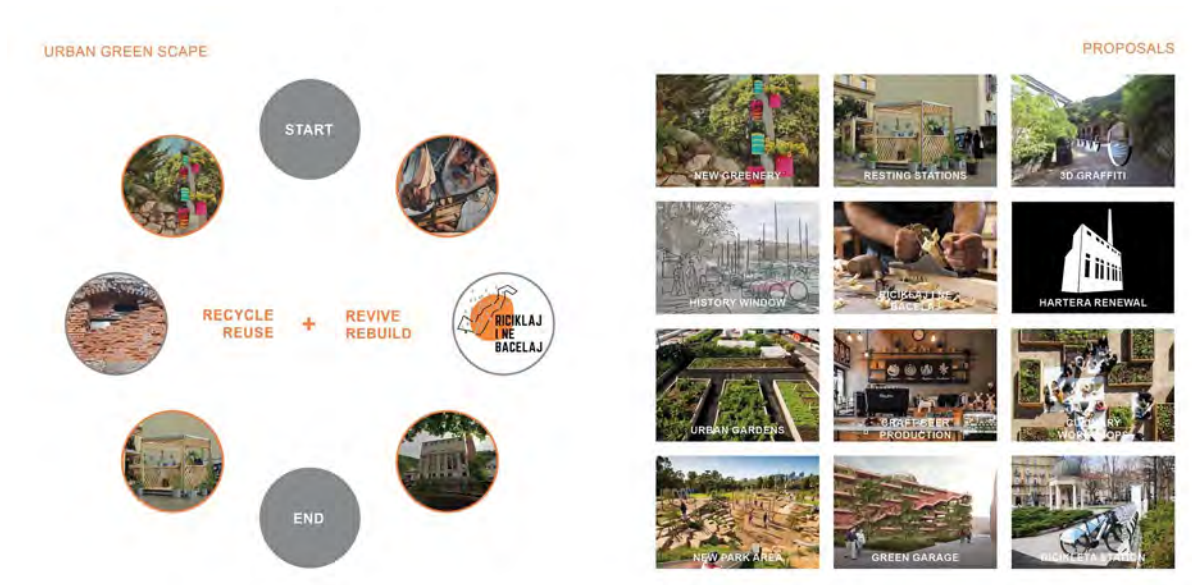


Figure 25: Section of the Group 3 Urban Green Scape proposal revitalisation through green actions
Presentation Credits: Katarina Sinković.



Figure 26: Section of the Group 4 proposal for City Centre thematic Vitezović Street (reuse/repair/recycle) and Klobučarić Sq. urban upgrade. Presentation Credits: Ivan Petrašević

Group 4 City Centre

The fourth group worked on the historic city centre, trying to integrate cultural and natural assets within a dense historic urban area. In their Urban vision, connecting the narrow streets, antique mosaics, and medieval walls remains would be lead by the idea of adaptive reuse of cultural heritage through circular economy practices and addressing HUL principles.

This is how the group proposed reusing abandoned ground floors business premises in The Pavel Ritter Vitezović Street for second-hand shops, workshops for furniture repairs and production of recycled glass objects. Additionally, the thematic street would be provided with NBS Cloud above-ground floors, introducing greenery lacking in the city centre.

The group also worked on the nearby Ivan Klobučarić square, redesigning the en-caged children playground into a more friendlier and welcoming area and extending the RiCikleta network providing a new station on the square, thus directing the inner city centre urban connectivity adjoining the existing underground garage. Above it, reusing the abandoned building site's of concrete foundation slabs as bases for the exhibition showrooms made of recycled glass and exhibiting the City of Rijeka's history would also connect Rijeka's past and future area's programme in the HUL context. Following this idea, the historic medieval city walls, stored nearby behind advertisement boards, would be reused, partly enclosing the rest area with the city model and providing shade. Moreover, the conservation and exhibition of the Ancient Tarsatica mosaic in front of the former Christian Basilica was considered.

Contributing to the implementation of Circular Economic principles, the group developed Vitezović street's programmatic focus, creating a local loop of reuse/recycle/upcycle/restore/resell activities the socio-economic situation of the area. The growing demand for refurbishing old apartments with rustic or original furniture and decoration opens an opportunity to develop the restoration of old furniture. Allowing citizens to restore, sell or buy restored furniture or other products in one place, instead of throwing them away, references the city recently established service Riperaj - the repair cafe. The group considered that repurposing materials, such as old clothes, textiles and the reuse of waste glass, reduces the environmental impact; for example, each tonne of reused glass in the production of new glass emits 315kg less carbon dioxide emissions (*figure 26*).

Group 5 Lower waterfront

The fifth group worked on the lower waterfront and highlighted the area's tangible and intangible sources and potentials. The overall idea works on raising awareness for cultural heritage and bridge the secluded area gap by attracting people to the area, enabling access and repurposing the area through preservation and area co-creation, turning the location itself into attraction (instagrammable). Moreover, the project works on the area's activation for locals before opening the future Marina in Port Baross to avoid gentrification as a consequence of yachts, shops and expensive restaurants.

The area's attraction would be a new light installation on the heritage Movable railway bridge crossing the Dead Channel, and its subsequent opening would create the area more accessible, reorganising its movement flow into a new corridor from Molo Longo towards Hartera. The idea is transferred from the nearby Port Cranes installation, connecting via bridge the further transfer to other historic Industrial Heritage City Landmarks, such as Energana Chimney. Installed QR Codes on Cultural Heritage assets would additionally make synergy with the University of Rijeka's www.rijekaheritage.org project.

For Exportdrvo, the group proposed adaptive reuse as a multipurpose event venue, providing events focusing on social sustainability, alternating weekly/monthly, gradually taking over space (different flea markets and events, book fairs, ...) Prototyping and creating urban furniture and providing workshops would link the new and original use of the building (export timber warehouse) and Ri:Use centre.

Following the idea of Rijeka Green City, the exterior of Exportdrvo would be enhanced with the implementation of climbing greenery on steel wire support, following the facade openings pattern, thus bringing more greenery in build lower city centre.

Connecting the nearby historical market on the other side of Dead Channel, including the social component, reducing food waste and generate a local loop, the Food Outlet/Street Food Market preparing meals based on daily market surplus, offering healthy food at affordable prices in front of the Exportdrvo building was proposed. In reference to the existing yearly event of the PortoEtno Festival, the outlets would be recurring daily and weekly base, encompassed by the yearly event (*figure27*).



Figure 27: Section of the Group 5 presentation for The Lower Waterfront Circular Logic of the proposed actions. Presentation credits: Mia Bečirević

5.3 Decision Support System implementation in Rijeka

The CLIC Decision Support System (CLIC DSS)²⁴, developed by the University of Portsmouth team, is a **governance model** which aids municipalities in making decisions on complex urban regeneration policies. The possibility of testing the **CLIC DSS in Rijeka** is a consequence of comprehensive research across different working groups within the project CLIC.

Starting from the concept of the Cultural Corridor developed during the CLIC Heritage Innovative Partnerships (HIP) meetings and the reuse ideas developed in the **Urban Seeding Workshop (USW)**, the CLIC DSS aids the **identification of a satisfying set of actions** for the development of a **circular regeneration strategy** of the historical industrial area of Rijeka.

The CLIC DSS methodology has been tested in Rijeka thanks to the exchange among the experts from the University of Portsmouth, the University of Nova Gorica and the University of Rijeka.

Examining in-depth the issues explored during the HIPs and reuse ideas of the Urban Seeding workshop, the CLIC DSS has generated a structured knowledge to find solutions able to take into account all the issues identified by local actors:

- to improve the liveability and accessibility of the area,
- to preserve and reuse the (industrial) heritage of the city,
- to improve citizens and stakeholders engagement, and
- to adopt circular economy principles.
-

In the implementation of the CLIC DSS, these issues have been considered **the decision problem's objectives**. More in-depth, the CLIC DSS implementation has been conducted in the following steps:

1 Description of the problem

This step has requested structured interactions with the local experts in order to model the specific problem and create a common information platform: the list of criteria to be used, the description and assessment of the reuse ideas, constraints and potential synergies among reuse actions, and with the urban context. A more accurate description of the work conducted in defining the local problem's key elements has been reported below.

- **Criteria Formulation**

One of the principal issues in defining the criteria was related to their number and coherence with the problem and information available. Indeed, the aim was to identify a small set of criteria that included

²⁴ For more information, see "Deliverable D3.1 - CLIC Decision Support System" available at [\[https://www.clicproject.eu/files/D3-1.pdf\]](https://www.clicproject.eu/files/D3-1.pdf)

all needed topics (city and services accessibility, heritage preservation, different target groups engagement, circular principles). The first list of criteria identified with the local experts included thirty-two criteria, which have been tested, and their redundancy has been reduced. In this way, a smaller number of criteria has been identified, and the final list has included eleven criteria on a qualitative scale:

- **Feasibility** – ease of implementation (materials and practical skills availability and management);
 - **Impact** – attractiveness (place visual attractiveness and comfortable uses for different users);
 - **Circularity** - degree of respecting circularity principles in material and territorial issue (preserve material value, prevent destroying and prolonging life-cycle, respecting territorial proximity of material sources);
 - **Sustainability** - degree of raising sustainability awareness (by different approaches involving different target groups for transferring the local and sustainability knowledge);
 - **Socio-cultural** - degree of fostering collaboration (multi-level collaboration and promotion of circular loops and local partnerships);
 - **cultural** - degree of raising city cultural and territorial identity awareness (improving accessibility to cultural contents, assets and productions based on Rijeka regional historic stratification);
 - **Cultural and Urban Heritage** - degree of respecting authenticity and integrity and Historic Urban Landscape preservation (valorise and preserve material substance in the conservation of cultural heritage within the spatial context ensuring its flourishing based on the HUL principles);
 - **Environmental** - degree of maintaining and creating a new green and natural-based urban infrastructure, improving their accessibility to different users and improving living conditions;
 - **Environmental** - degree of addressing the waterfronts' condition (river, riverbanks, channel banks, ports, Riva, beaches, etc.) and the quality of surface waters, supporting biodiversity, natural context, and accessibility to the waters;
 - **Urban** - degree of upgrading urban infrastructure for a pedestrianised city and its safety (slow mobility, pedestrian lanes, bike lanes and stations, rest areas and urban furniture, water fountains, ...);
 - **Economic** - degree of new opportunities for businesses and job creation in the context of circular principles (Cultural heritage preservation, protection and maintenance, cultural and creative industries production, environmental practices and solutions, ...).
- **Proposed Reuse Actions**

The reuse ideas developed in the Urban Seeding Workshop included very different typologies of actions: small and temporary physical interventions, but also big interventions at the city level; in addition, events, performances, and marketing/branding activities were also included. In order to take into account the different nature of the reuse proposals, compare and assess them in the right

way, they have been classified into two different groups: Urban Seeding interventions (small and temporary projects aimed to test different uses of urban space and regenerate degraded or underused corners/areas/green spaces, etc.) and City interventions (projects that need a formal design, consultations with experts and implementation process managed by the authorities, e.g. building restorations, park, etc.). The two different groups of interventions have been assessed separately using the same list of criteria.

- **Synergies and constraints**

The presence of synergies among the reuse actions has been explored within the Urban Seeding Workshops interventions, within City interventions, and among both groups. Basically, the following situations have been explored:

- actions able to generate more benefit if implemented together,
- actions actions excluding themselves
- actions with different urgency
- actions to be distributed in different urban areas,
- actions to be concentrated in the same urban area.

2 **Processing Information**

The information collected in the previous step is processed to generate one or more portfolios of reuse actions taking into account the priority of the projects, the synergies, and the constraints identified.

3 **Discussion of the results and identification of a satisfying solution**

A selection of portfolios of reuse actions is shown to the stakeholders to explore different budget and urban situations and identify a satisfying set of actions. During the exchange with the participants, all the doubts expressed by them are collected and used in the robustness analysis, modifying some parameters and verifying if the solution is consistent and the participants can be still agreed with it.

The overall process is configurated as a familiarisation process that generates different solutions. It supports identifying a **satisfying portfolio of actions** to develop a **circular regeneration strategy** of the city's historic industrial area.

5.4 Catalogue of actions for circular city

The Catalogue of actions to achieve the Circular City Strategy and to act as one of the tools to co-create the Cultural Corridor is a collection of actions to be available/offered to test and implement in the urban regeneration process following the logic framework of the design and implementation phase, developed by the University of Nova Gorica.

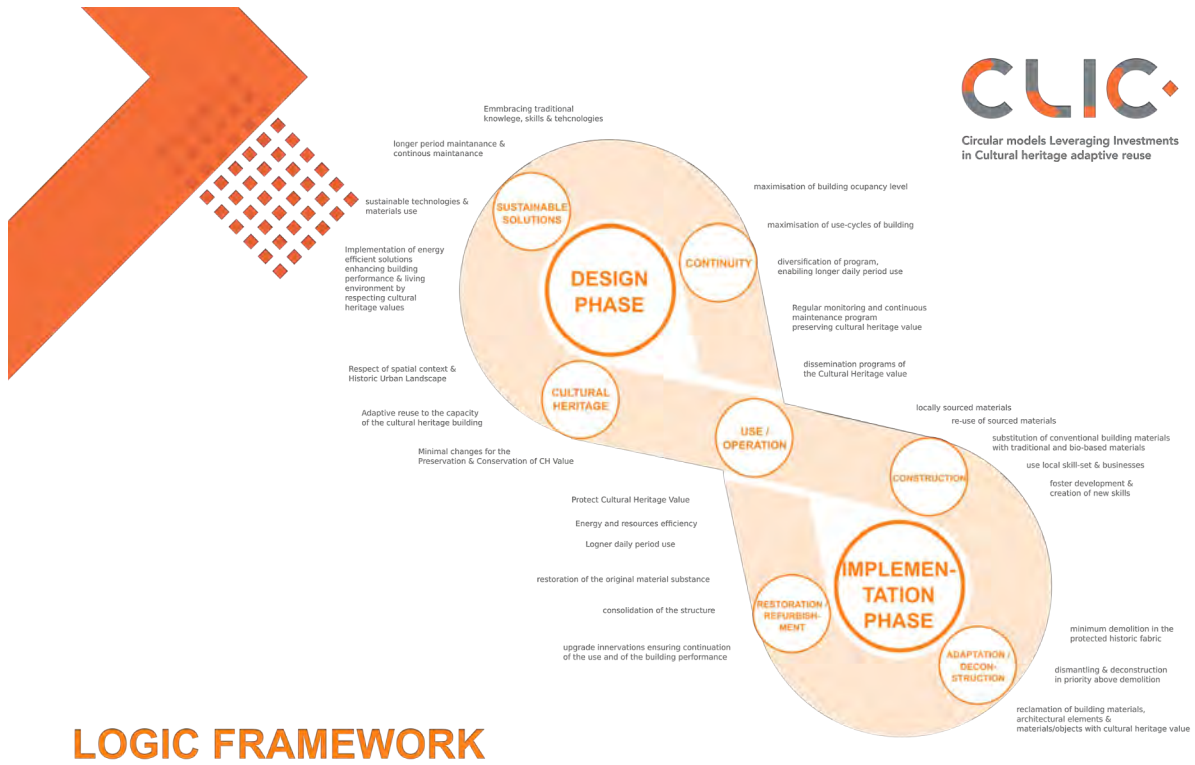
The catalogue aims to act as a reference in the urban regeneration process. Even though the catalogue composition is based on the specific needs based on spatial, social, and economic analysis of the case study area in Rijeka, Croatia, within the CLIC Project context, the catalogue is not final, and its extensiveness can be supplemented according to the future needs. The catalogue in a set of big format posters was also used as an inspiration base to the Urban Seeding Workshop participants designing the Urban Seeds proposals. The Catalogue creation was inspired by the Horizon 2020 sister Project URBiNAT, where the NBS Catalogue is being developed and can be complementarily used in the urban regeneration process.

The options presented in this catalogue have diverse sets of characters to be appropriately selected to the needs in specific spatial situation or time-frame. Some actions might be site-specific, while others may be applicable everywhere, some might have temporary, others recurrent or even permanent time-frame; some are exclusive while others are complementing, etc. For selecting appropriate action, given the local conditions and the context of the adaptive reuse of cultural heritage and urban heritage sites, the Logic framework was outlined.

The Catalogue of actions for Circular City is categorized on three scales:

- 1. Urban Scale**, which addressees the territorial context and aims to improve: a.) The Urbanscape, Infrastructure and City Management; b.) Urban Green Scape, including the urban green infrastructure, urban food production, natural heritage and local traditions; c.) Cultural and Social Scape, including the social, heritage and cultural innovations, as well as, knowledge build-up.
- 2. Building and Materials Scale**, which addressees: a.) the adaptive reuse of cultural heritage buildings, its material substance, maintenance and introduction of new solutions for energy efficiency; b.) the materials and architectural elements management; c.) the local traditions and knowledge, skill-set built up and revival of local techniques.
- 3. Object Scale**, which addresses the extension of object life through reuse, repair and refurbish cycles and promotion of sharing and exchange economies.

This inspirational catalogue in the set of seven big format posters (figures 28 and 29) is additionally in preparation to be offered in textual form.



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

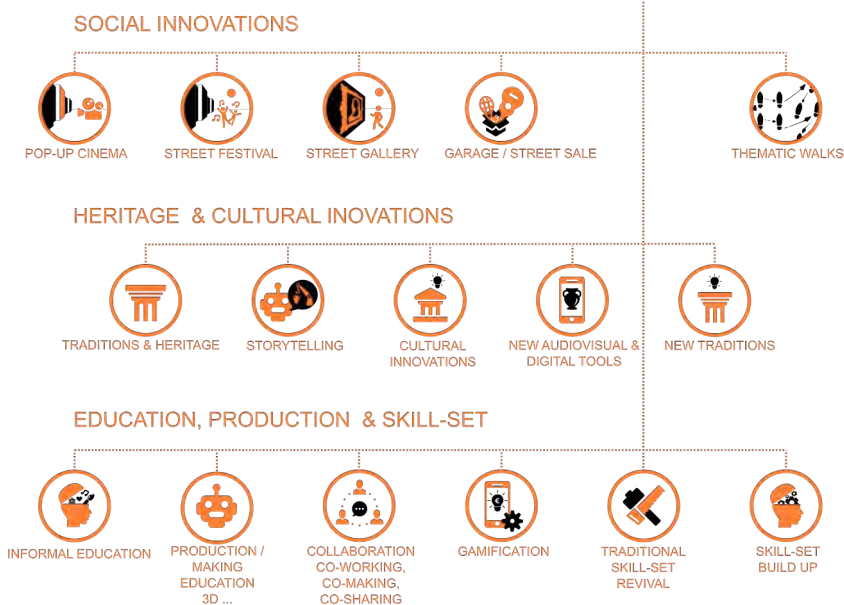


Figure 28: Catalogue of actions for Circular City. Logic Framework.



URBAN SCALE

URBAN CULTURAL & SOCIAL SCAPE



March 2020 Maja Debevec



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



City of Rijeka
European Capital of Culture 2020

Figure 29: Catalogue of actions for Circular City. Urban Scale – Urban Cultural and Social Scape



5.5 Knowledge tools

The CLIC Case study in Rijeka offered the development of **knowledge tools** to assist the beginning of the Cultural Corridor implementation process.

Leveraging the experiences of the CLIC Pilot Project, the University of Nova Gorica developed the *Open Education Course on Circular Models for Cultural heritage adaptive reuse* and presented it as part of the *Open Education for Better World (OE4BW²⁵ EDUSCOPE 2020 in October 2020*; an international online mentoring programme, founded by *University of Nova Gorica* and *Institute "Jožef Stefan" Ljubljana UNESCO Chair on Open Technologies for Open Educational Resources and Open Learning* with the worldwide coverage designed to unlock the potential of open education in achieving the UN Sustainable Development Goals.

Cultural heritage and cultural landscape are considered vital economic resources to impact the promotion of local, sustainable development. Through a trans-disciplinary and systemic approach, the CLIC project seeks appropriate financial, business, managing and organisational, technological, social, and cultural innovations framed into an integrated, resilient, and sustainable development model through the circular economy's perspective. The project combines multi-level traditional and scientific knowledge, multi-stakeholders win-win business models, financing and governance models, inclusive urban planning, and decision-making. *The Circular Models for Cultural Heritage Adaptive Reuse course*, therefore, merges the CLIC principles, Cultural Heritage valorisation and preservation and the circular economy principles, opening the innovative solutions attentive to the conservation of urban cultural and natural heritage while creating and enforcing the local production loops, local partnership chains, and local circuits of value production aiming to provide the participants with skills for an easier transition towards reaching the SDG 11 goal of making the cities more inclusive, safe, resilient and sustainable.

The course is aimed at young as well as established professionals from the fields of planning and architecture, policymakers, cultural heritage conservators and managers, artisans in traditional crafts. Structured in six modules, the course gives an insight:

- i. on the circular economy;
- ii. cultural heritage conservation, authenticity and integrity and its adaptive reuse;
- iii. the implicit circular dimension of tangible cultural heritage, which contains a wide spectre of intangible (traditions and past practices, skills and knowledge);
- iv. the circular processes of built heritage on a multi-level scale (building/urban/territorial/regional/global);

²⁵ OE4BW official web page [<https://oe4bw.org/>], accessed November 2020

- v. from business to governance; by adapting the circular businesses in cultural heritage adaptive reuse; fostering the governance of circular economy and the generated local benefits and engagement in the process;
- vi. providing good practices on circular business models, buildings adaptive reuse and integration within the Historic Urban Landscape.



Figure 30: Course OE4BW - Circular Models for Cultural heritage adaptive reuse

6 Recommendations

Through all the steps of the HIPs and the design of the Local Action Plan, the experience in Rijeka has highlighted different recommendations and lessons learnt. If there are site-specific recommendations on one side, parallelism with other contexts also gives suggestions on a more European level.

The Cultural Corridor and the Urban Seeding Recommendations:

- **Participation is good, but there is an immediate need for clear, just guidelines.** The stakeholders in Rijeka were very participative in the entire process, but it seemed clear that their commitment to many other participatory processes reduced their capacity to update and mostly to be pro-active. Apparently, there was an everyday commitment with stakeholders consultation for them, which was reducing their feeling that something can happen and reducing their capacity to make decisions on so many debates. The pandemics multiplied this effect, asking stakeholders to be daily committed in group meetings. In this regard, we would suggest creating a different approach to participatory governance, based on the commitment of local NGOs' and enthusiasts (students, elders, professionals, etc.) that have a stake in future sites' future improvements. This was somehow tested through the urban seeding by committing youngsters in planning different parts of the urban core, giving them time to address familiar and new topics (historic urban landscape, cultural heritage preservation, circular economy, etc.) and, commonly, create new shared visions. This is permitting to have few local, primary stakeholders participating in the process to direct or comment on the ideas and support the final reporting to a larger group of stakeholders at the end.
- **Examples are very important.** Considering the relatively advanced knowledge of the CLIC topics by the HIP process participants (both stakeholders and the general public), the provision of good examples is fundamental. At the beginning of each meeting, we outlined what circular economy in cultural heritage restoration is for us, and the feedback was very positive, often surprised. This is important firstly in the restoration of cultural heritage, where local authorities must provide excellence in the approach, use of technologies, materials and expertise, as well as in finding solutions to employ local crafts and competences: secondly in suggesting options of circular economy in the business sector; thirdly by organising the mechanisms for circular economy and cultural heritage.
- **Nature-Based Solutions should come in parallel with the planning of the city.** Regeneration of historic areas can happen if the necessary services to use spaces properly are in places, such as pedestrianisation and sustainable local transportation areas. This is why the idea of the corridor was introduced, to generate a comfortable area for people to stroll and enjoy the space. In parallel, this can happen when there are sufficient cultural offers and a pleasant environment. In addition, circular

economy means improving the resilience of cities, as well as their metabolism (that will never be fully circular as in nature): in this respect, all possible association and declination of the circular economy must be promoted aligned with the intrinsic qualities of the historic urban landscape and the cultural heritage.

More general Recommendations from the Rijeka and CLIC experience:

- **The communication and the dissemination of the circular economy principles should be improved** because they are not fully known. In Rijeka, we have witnessed a positive and aware aptitude of younger generations on sustainability concepts, but most of the knowledge was on energy saving and waste management. As expressed by the European and international documents, the circular economy's main steps were still pretty unknown by the local stakeholders and participants in the process. This means that a more intense communication of these principles at the European level must be conceived. This does not mean playing the role of National Governments, which are not yet aligned on the circular economy, but insisting on one of the main pillars of the European turn towards more sustainable use of the common space.
- **The alignment with the international standards of the conservation doctrine is needed.** Adaptive reuse is a dangerous concept in connection with cultural heritage. Adaptive reuse opens scenarios and legitimate others, where cultural heritage is seen as a burden unless transformed into something that is "useful" for the present public or private needs—the imperative adapting the object, not finding a compromise of adaptation. We often see that with this flag, cultural heritage is losing its most important role: telling the story. Sociologists, anthropologists, archaeologists realised already that heritage is telling us what past generations cannot anymore, is what remains from the past in a sense is the waste-residual of the past, and what makes it heritage is, beyond the documents talking about it, the patina, the set of layers of history. Decades of debate and practice in the conservation of cultural heritage conservation field show that conservation is always done to extend the life of assets, either to maintain their use or change and have a new one. To do this, there are different positions, all looking at the intrinsic qualities of the cultural heritage object. Using the term adaptive reuse generates the risk of forgetting about the qualities that permitted object preservation to the day.
In this respect, not all countries and local practises are keen on the conservation doctrine application, with infinite losses in terms of genius loci and local attributes and, by extent, in terms of local jobs and cultural tourism.
- **Associating cultural heritage to a circular economy is not as apparent as it may seem.** In fact, the experience in Rijeka, as in many other contexts, has shown that the levels and layers of application of circular economy in the building and cultural heritage field are numerous, involving consequently

numerous experts. It is a matter of micro-scale, linked to the reuse of materials, their disposal, etc., of meso-scale, including the potential activities that act circularly but also, of macro-scale, where governance, education and dissemination are needed to generate the virtuous loops and networks. To do so, extensive work, aligned with the HIP, has to be done, providing constant examples of circular economy practices and job opportunities and creating the synergies to make them work in the local context. To do so, it is essential to "contrast" the bad practices coming from the linear economy and that affect cultural heritage and the local employment trends (and market). In the Rijeka case, for example, the set of possible jobs connected to cultural heritage almost do not even exist: carpenters, plumbers, artisans, stone-workers, etc. with tailor-made capacities are very difficult to find, due to the overwhelming wave of globalisation that is standardising all elements in the cultural heritage sector, *de facto* cancelling it as such.

- Referred to the above, one of the most important components in heritage making in the past was the design with less, namely taking the best from scarce available resources. This attitude has been lost, although the conditions are different. For sure, there must be better planning for design and craft enhancement in Europe, including this since the early stages of education, and in this light, the launching of a "New Bauhaus" concept is welcome. The conservation of cultural heritage needs design, which is not meant to change cultural heritage, but to introduce it in small-scale, reversible and sustainable solutions, allowing it to be used and fully perceived in its historical display. The same should be done with a new generation of craftsmen who can "design" their works in cultural heritage through a compatible approach, not as done presently by imposing standardised solutions to the object. This was not fully perceived in Rijeka, where there is still the idea that some cultural heritage is uncomfortable and abundant, as well as "old" and useless.
- **Education at all stages is important, and this must integrate the approach of learning by doing, of experiencing things.** Considering the outstanding tradition and present policy of Rijeka to perform good education at early stages, the concept of learning by doing is fundamental to start creating the "new generation" of designers and craftsmen we talked about in the previous point. This is fundamental to reduce what economist call asymmetry of information, that is, reducing more and more the maintenance practices in the *oikos*, the house management. Such distance has accelerated the present narrative of waste, by which what cannot be used any more or cannot be repaired is waste, in light of the fact that its "construction" principles are unknown. People are less and less used to maintain their heritage; they think this cannot be done, it is not worthy, or simply do not know how: but maintaining a terrazzo floor, a wooden door or window, or an iron railing is not so complicated, it is something that was very common until 50 years ago - doing permits to know what values more (thus see the difference in the quality of

sustainable materials and not sustainable, ... such as wood vs PVC) as well as to understand the real quality of works performed by others, if tailor-made or generalist.

- **There is a need for a new narrative of waste.** Waste is not related to time, but to space: we have been dislocating things we do not use anymore, and this has no similitude in nature. We have to accept that history tells us much, and in the past, waste did not exist as we do today. This does not mean that we have to reproduce the past processes, but we have to be efficient in using new commodities by understanding that adaptation is not only objects vs us, but also us vs objects.
- **Better guidelines of the application of the green deal in urban contexts are needed.** Another important problem is given, unfortunately, by the "green financing" policies for retrofitting, which do not specify the conditions of application in heritage sites. These are not given at the EU level and not even designed at the national and local level. This means that leaving to the market to promote what is good and what is not, the decisions will always be taken on the "less expensive principle", which is guaranteed by industrial, global and non-sustainable products. This lack of guidelines and regulation of the market is already permitting a complete "annihilation" of historic "beauty", erasure of heritage's intrinsic qualities. This is true also in the countries that elaborated first good conservation theories, like Italy, France, etc.: so can we adopt PVC windows instead of wooden ones, polystyrene coats instead of ancient plasters, floor heating destroying historic tiles and terrazzo, etc. The energy revolution comes from technology as well as from its sustainable production and application, and this is not the case in Europe, as well as in Rijeka. The process is so fast that we run the risk in a few years to have very few authentic cultural heritage objects made by few conscious and responsible designers and owners.



7 Acronyms

CLIC DSS – CLIC Decision Support System

ECoC – European Capital of Culture

HUL – Historic Urban Landscape

HIPs – Heritage Innovation Partnerships

PGŽ – *Primorsko Goranska Županija* – Primorje – Gorski Kotar County

RLP – Rijeka Local Partnerships

SDG – Sustainable Development Goals

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Figure 1: Selected cultural assets collage: Children's House, RiHub, Galeb Ship and Energana
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11 APPENDIX

The Action Plan for Implementing a Circular Strategy in Rijeka: tool supporting The Cultural Corridor. University of Nova Gorica. (a document in pdf format).

The catalogue of good practices of the City of Rijeka. University of Nova Gorica. (a document in pdf format).

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THE ACTION PLAN FOR IMPLEMENTING A CIRCULAR STRATEGY IN RIJEKA

TOOL SUPPORTING
THE CULTURAL CORRIDOR



Circular models Leveraging Investments
in Cultural heritage adaptive reuse

CLIC - Circular models Leveraging Investments in Cultural heritage adaptive reuse is a Horizon 2020 funded research project, aiming to identify evaluation tools to test, implement, validate and share innovative circular financing, business and governance models for the systemic adaptive reuse of cultural heritage in the context of the **Historic Urban Landscape**, which will demonstrate economic, social and environmental benefits for the cultural heritage adaptive reuse.

Moreover, the CLIC project implementing **circular economy principles** on heritage preservation and urban transformations strives to achieve more sustainable and resilient territorial development.

www.clicproject.eu

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



THE ACTION PLAN FOR IMPLEMENTING A CIRCULAR STRATEGY IN RIJEKA

TOOL SUPPORTING
THE CULTURAL CORRIDOR

University of Nova Gorica

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City of Rijeka

Suzana Belošević Romac



Circular models Leveraging Investments
in Cultural heritage adaptive reuse

THE ACTION PLAN FOR IMPLEMENTING A CIRCULAR STRATEGY IN RIJEKA

TOOL SUPPORTING THE CULTURAL CORRIDOR

UNIVERSITY OF NOVA GORICA and CITY OF RIJEKA
2021



This project has received funding from
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City of Rijeka
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INTRODUCTION

The Action Plan for implementing a circular strategy in Rijeka focuses on revitalising cultural heritage buildings within the Cultural Corridor of Rijeka through principles of the circular economy.

The Cultural Corridor Concept, as well as the main objectives and following actions for the revitalisation process, were defined through **Heritage Innovation Partnership (HIP's)** meetings with stakeholders, drafting the plan's potential actions.

The collaborative process's main outcome is an extended knowledge of local heritage perception and its valorisation, a set of successful governance and social programs, as well as visions on how to integrate the existing assets with new or enhanced solutions integrated with the **CLIC Rijeka pilot case solutions:**

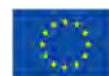
- **The Cultural Corridor: A model for Historic Urban Landscape regeneration in Rijeka, Croatia;** including several tools supporting The Cultural Corridor (*Urban Seeding, Decision Support*

System, Catalogue of Actions for Circular City and Knowledge tools)

- The Action Plan for implementing a circular strategy in Rijeka: tool supporting The Cultural Corridor, presented in this document.
- **Catalogue of good practices of the City of Rijeka: an inspirational repository supporting The Cultural Corridor.**

The three documents can be used together better to integrate the Cultural Corridor Concept's vision or be used individually while gradually assemble the actions puzzles into a Cultural Corridor, revitalising the area.

The City's commitment to revitalising the area through strengthening the social and cultural inclusion and development of a knowledge-based economy with the significant stakeholders' collaboration was vital in all CLIC Pilot project activities in Rijeka



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INTRODUCTION



The Cultural Corridor Area was defined by refocusing proposed case studies (Galeb Ship, RiHub, Energana, Children's House) through a circular and Historic Urban Landscape approach to create a clear and sustainable connection between adaptive reuse, circular, and circular urban economy.

Tangible and intangible resources were mapped and analysed, aiming to identify the potentials for creating the Cultural Corridor (valuable assets, interested actors, pre-existing know-how ...), along with potential stakeholders fostering the implementation.



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INTRODUCTION

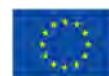


This document presents the measures and associated potential actions for each defined general objective of this Action Plan, in line with The Cultural Corridor Model, in detail described in the leading document: *The Cultural Corridor: A model for Historic Urban Landscape regeneration in Rijeka, Croatia.*

The Action Plan document is structured as follows:

- **Integration system** - describing the integration of The Cultural Corridor Model and the associated tool for its implementation formulated through this Action Plan with the current *Development Strategy of The City of Rijeka 2014-2020*, *Cultural Development Strategy of the City of Rijeka 2013-2020*, the international collaboration projects and other successful City programs.
- **Objectives Definition** - describing each general definition aims.

- **Action Plan** - presenting the measure packages and associated potential actions within a time frame prioritisation, noting as well the responsible actors within the measures and those stakeholders mapped through the HIP process that should be involved in the specific potential action processes.



1 INTEGRATION

The Cultural Corridor Model and its supported tools, such as this Action Plan, are formulated to integrate with:

- The current Development Strategy of The City of Rijeka 2014-2020,
- The Cultural Development Strategy 2013-2020,
- European Capital of Culture 2020 programme,
- Technical Culture programme,
- and with projects of international collaboration.

The Development Strategy of the City of Rijeka 2014-2020 is a shared vision of city councillors, local entrepreneurs, citizens and all interested actors who, in 2013, participated in the drafting process through “Razgovori o Rijeci 2020 / Talks about Rijeka 2020”.

The strategy’s main aim is the **citizens’ wellbeing**, which common values reflect in fostering openness, tolerance and responsibility; adopted as well throughout the CLIC pilot project in Rijeka.

The three main axes of the development strategy are:

1. **Position the Rijeka Globally** by the construction of logistic and transport infrastructure, integrated traffic corridor management, as well as integrating the sustainable public urban transportation system.
2. **Develop a competitive economy based on knowledge-based society and new technologies**, giving youth employment opportunities and developing new and creative industries.
3. **Enable dignity of all citizens** by strengthening social inclusion and developing common interest projects through urban regeneration, **European Capital of Culture** Candidature, protection and improvement of quality of life and citizens health, and strengthening the City of Rijeka’s administrative capacities.

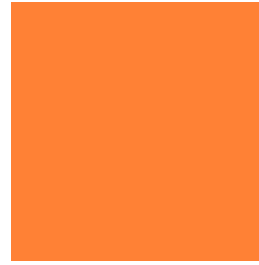


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1 INTEGRATION



The second fundamental document: **The Cultural Development Strategy of the City of Rijeka 2013-2020**, has been drafted by the City of Rijeka's Department of Culture, external associates and interested public involved in a participatory process, where the City of Rijeka's council adopted it in April 2013.

The document **aims to define The City of Rijeka's Cultural policy**, speeding up its cultural development and defining the cultural policy in the long term, becoming the **city of culture and creativity**.

The strategy repositions how all the city's cultural resources are managed; the cultural institutions and the entire city's cultural infrastructure and its future upgrade, moreover repositioning the culture to take up a more active role in the process of urban transformation. Leading the main vision of the cultural strategy, Rijeka as a city where **citizens recognise the culture and artistic vitality as a foundation of their common identity and sense of belonging**; meet the cultural need of all

citizens by:

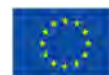
- creating financial and material means for rapid cultural development, and strengthening intersectoral cooperation,
- raising the quality level of cultural goods and their accessibility to all and strengthening the implementation of art in public spaces,
- supporting development of independent culture, cultural and creative industries,
- renovation of cultural assets owned by the city, modernisation of the cultural institution's management, digitalisation and informatisation ,
- promotion of cultural and artistic education on all levels,
- promoting cultural tourism.

The City of Rijeka, being aware of the regeneration potential of culture and cultural heritage, and as foreseen with the beforementioned Development and Cultural Strategies, successfully applied for the **European Capital of Culture 2020**, choosing the topic of **Port of**

Diversity. This is how the city leveraged the history of diversity and cultural coexistence. By investing in **New Cultural Infrastructure**, included as well in the CLIC pilot project (RiHUB, Galeb Ship, Energana and Children's House), the city capitalised on rich social and cultural capital for the urban and economic regeneration.



Children's House



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City of Rijeka
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1 INTEGRATION

Technical Culture Public programme programme of The City of Rijeka's purpose is to systematically direct the development, organisation, and management of amateur technical culture and management of the City of Rijeka's sports facilities. With the promotion of technical culture, education and awarding

the recognitions for technical achievements and development programs for the young, the citizens' technological literacy will rise, directly affecting new technologies application in everyday and business life. The City of Rijeka, therefore, intended to adapt the **Energana** building for **ICT and CCI incubator**.

The City of Rijeka is actively involved in many **international cooperation initiatives** and projects. Projects aligned with the vision of CLIC are **Forget Heritage**, which offered transnational *Training for Historic Sites Management* and formulated the *Management manual for the revitalisation of Cultural Heritage*, implementing in Rijeka the **Reuse Centre**, workshop and consequently as well **RiPeraj** Repair Caffe. **Urban Inno Project** created the digital platform supporting the **Rijeka Active Citizenship programs** for collecting citizens ideas and needs. Simultaneously, the **Greener Sites** worked on improving the environmental management of used and underused industrial sites to transform them into functional urban livable places, in Rijeka explicitly addressing the Port's brownfields.



RIHUB



Galeb Ship



Energana



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2 OBJECTIVES DEFINITION



Four general objectives were defined as a framework for revitalising the defined area and creating **The Cultural Corridor**. Each objective addresses defined area in different aspect: **environmental, socio-economic, protection of cultural heritage and improving overall connectivity and accessibility of all objectives in the urban context**. Specifically, the general objectives one and four, which address the environmental, spatial and inner connectivity and accessibility of the defined area, in parallel, are developing a safer urban space to develop the potential actions associated with the general objectives two and three.

GENERAL OBJECTIVE 1: ENVIRONMENTAL REVITALISATION OF RJEČINA RIVER

Rječina is a Karst torrent river that springs from a cave approximately 18 km north of Rijeka. Rječina mostly flows through the canyon where it reaches Rijeka near the former *Hartera Paper Mill Factory*, bypassing the city centre, splitting into The Dead Channel (old basin) and draining into The Adriatic Sea from the southern river stream (new basin) in *The Delta area*. Since the

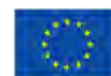
middle ages, the power of Rječina was used to power mills; therefore, the development of early industry in the lower part of the canyon is not a coincidence. The industrial character of the late 19th century is still perceivable, and some plants are still in operation.

With the **prevention of brown-water discharges and the introduction of eco-remediation processes**, Rječina and Dead Channel's condition and their water banks, fauna, and flora diversity would improve. The enhanced condition would have to be continuously monitored and maintained.

Together with **providing access to the river**, by restoring river banks and creation of access platforms or other solutions to bring the river closer to the citizens, as well as providing or facilitating the creation of amenities along the river and dead channel, the river area could become a **leisure area** of the city centre **attracting** the citizen and the visitors. Enhancing the area's urban connectivity by connecting existing walking and biking trails, *Rijeka Trails*, would become a starting point for developing the proposed **Urban Trim Trail** from the breakwater *Molo Longo* to *The Rječina Canyon*.



Rječina River Canyon



2 OBJECTIVES DEFINITION

GENERAL OBJECTIVE 2: SOCIO-ECONOMIC CREATING A CULTURAL CORRIDOR BY THE ADAPTIVE REUSE OF EXISTING CULTURAL ASSETS

Creating possibilities for new destination uses of cultural heritage buildings and enabling their adaptive reuse in the light of Historic Urban Landscape is the main focus of the second objective. For establishing a creative and flourishing ecosystem for the facilitation of stakeholders and local initiatives actions, strengthening their collaboration and participation for co-creation of programmatic, economic and social diversity, the active matching of potential users and building managers is necessary. With the diversity of actions and events, the guidance of initiatives fostering employment opportunities for young in creative, cultural, conservation and circular economy professions is needed. Additionally, public spaces should be regularly offered to citizens for temporary and recurrent actions and installations, promoting socialising and spending quality free time.



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City of Rijeka
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2 OBJECTIVES DEFINITION



GENERAL OBJECTIVE 3: SOCIO-ECONOMIC CULTURAL HERITAGE PROTECTION

By establishing a comprehensive public regeneration policy with attention to preservation quality, **Preservation of Cultural and Urban Heritage** is the third objective's primary goal. The programs and

promotion campaigns for the regeneration area should encourage citizens for more **sustainable solutions** but take care of **preserving the visual image of the urban heritage** (preserving the openings ratios, rhythm, colours, material choices, material finishings of façades, ...). The programs have to encourage

sustainable businesses and support the creation of strong local partnerships and local chains, taking advantage of the **field of heritage preservation, circular economy and traditional skills**. The primary orientation of tourism should be sustainable tourism (cultural, sport, natural ...).



2 OBJECTIVES DEFINITION



GENERAL OBJECTIVE 4: OBJECTIVES SYNERGIES URBAN REGENERATION

The overall goal of urban regeneration is a higher quality of public spaces and citizens wellbeing. Together with other objectives, which includes natural and cultural assets, the city's green system and its continuous interconnection to increase walkability, the introduction of natural-based solutions for mitigation of environmental burdens, cross-sectoral integration for a more inclusive society with the prosperous cultural and flourishing economic sector, through the protection of cultural and urban heritage and the introduction of the circular economy, they strive for a more resilient and sustainable society and city.

Focusing on the improvement of the internal urban accessibility and connectivity would not only improve the city inclusiveness but also reduce pollution. Introducing a stronger and multi-level policy is needed to address slower and micro-mobility evolution and fostering campaigns for improving traffic safety, reducing the drivers' intolerance towards slower

mobility participants, which have to be supported by the improvement of various infrastructures across different networks. This is how the pedestrian and biking infrastructures need to be upgraded and reconnected with the public transports, parks and ride hubs outside the city centre.

Moreover, public transport needs enhancement, and its lines need to be reassessed to reconnect the city districts with lower public transport coverage. Upgrading the comfortability of use, punctuality and smart-schedule and offering additional services, like bus/bike combinations, intermodal transit and e-mobility introduction, would make public transport more attractive to use.

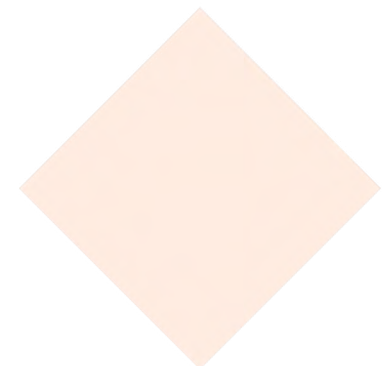
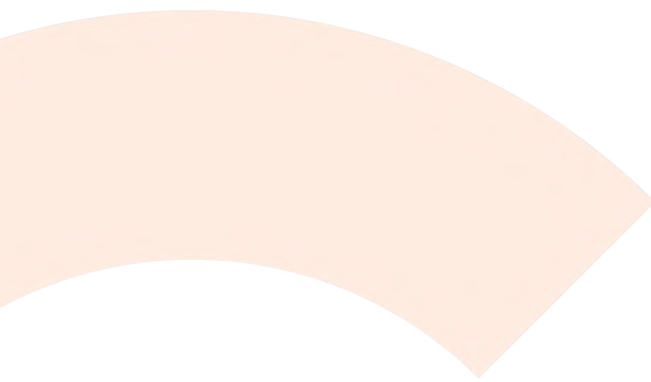
The City of Rijeka is continuously expanding the pedestrianised area in the city centre, refurbishing the internal squares and introducing the e-mobility with Ricikleta e-bike network, being well accepted by the citizens. Gradual increase of pedestrianised areas, temporarily or permanently, provides better walkability.



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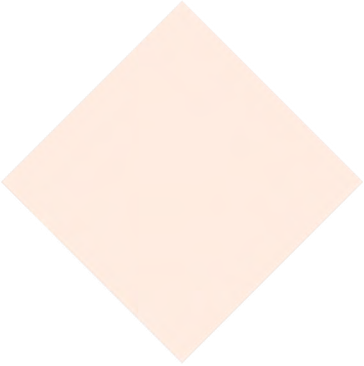
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3 ACTION PLAN



Dead Channel



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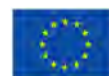
City of Rijeka
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GENERAL OBJECTIVE 1: ENVIRONMENTAL REVITALISATION OF RJEČINA RIVER and associated areas



Links to current plans/policies: Rijeka Trails, Rijeka Bike Trails, RiCikleta, Rijeka Local Partnership, Small Municipal Interventions

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
1.1. Creating a revitalisation programme of Rječina	Environmental and spatial assessment study of the river banks and riverbed to identify actual impediments & analyse the opportunities and challenges to find a proper solution for development.	Republic of Croatia: <ul style="list-style-type: none"> Ministry of Environmental and Nature Protection CAEN - Croatian agency for the environment and nature Croatian Waters – legal entity for water management 	<ul style="list-style-type: none"> University of Rijeka Associations and NGO's (mobility, environment, cultural...) Croatian Conservation Institute – Rijeka Department of Conservation City Boards (Školjić Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) 	X		
	Participatory planning of the river banks, using tools supporting Cultural Corridor implementation across (consultations and workshops with local citizens collecting public opinion and raising awareness about the potential and importance of the Karst River water-system; using inspirational repositories showing good practices,...)	City Of Rijeka: <ul style="list-style-type: none"> City Office – Rijek Active Citizenship Programmes (RLP, SMA) Department of Development, Urban Planning, Ecology and Land Management Department of Finance Utility Services Department Department of Property Management Information Technology Department Department of Culture 		X		
	Actions for raising the public awareness about the potential of the river and its waterfront, thus raising interest for involvement of social economy approaches (voluntary works, donations, etc.) and fundraising for action planning.		<ul style="list-style-type: none"> Local Entrepreneurs Local Associations and NGO's Banks, Ethical Bank of Croatia, EU Funds 	X		



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Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority				
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years		
1.2. Restoring the banks	Creating Access	<p>Republic of Croatia:</p> <ul style="list-style-type: none"> Ministry of Environmental and Nature Protection CAEN - Croatian agency for the environment and nature Croatian Waters – legal entity for water management Port Authority 	<ul style="list-style-type: none"> University of Rijeka Local Associations and NGO's Croatian Conservation Institute – Rijeka Department of Conservation Priroda - PGŽ 			X		
						X		
	Infrastructural Upgrade	Planning new pedestrian and cycling route with associated means of transport and facilities (safe bicycle parking, micromobility, extending RiCikleta stations network, creating resting areas, adjoining the Rijeka drinking water fountains, etc.)	<p>City Of Rijeka:</p> <ul style="list-style-type: none"> City Offi Department of Development, Urban Planning, Ecology and Land Management Department of Finance Utility Services Department Department of Property Management Information Technology Department Department of Culture - Division for the protection and preservation of cultural heritage 	<ul style="list-style-type: none"> Autotrolej (Public transport Company) RiCikleta – Rijeka go2bike Rijeka Plus+ (Public Parking areas Management) Local Associations and NGO's (environmental protection, hiking trails and mountain paths) Public Lighting HEP – Croatian Electric Croatian Cons. Institute – Rijeka Department of Conservation 	X			
		Connecting existing pedestrian and cycling paths (for example recreational Rijeka Trails and Rijeka Bike Trails) with inner urban area, public transport routes and network (i.e. cycling to the city centre – returning back to the residential neighbourhoods on the hills by bus providing bike carriage).				X		
		Extending pedestrian areas, limiting car traffi and unconventional parking and integrating smart public transfers to the Rječina/Hartera Area, connecting it with Public Transport (Park&Ride) and Smart Mobility Solutions.					X	
		Revitalisation of the staircases to Kozala and Trsat, which are providing pedestrian access to the Rječina/Hartera area.					X	



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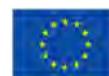
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Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
1.3. Improving condition of the river and guaranteeing the maintenance of water quality	Adopting a policy for cleaning water and discharge of processed industrial waters (cleaning at the source of the pollution).	Republic of Croatia: <ul style="list-style-type: none"> The Environmental Protection and Energy Efficiency Fund (EPEE) Ministry of Environmental and Nature Protection CAEN - Croatian agency for the environment and nature Croatian Waters – legal entity for water management 	<ul style="list-style-type: none"> Municipalities in Rijeka Urban Agglomeration in the Upper stream of Rječina 	X		
	Organising educational workshops and awareness campaigns about the importance of Karst Area watershed (as the pollution might have impact on much bigger scale).	Primorsko-Goranska County <ul style="list-style-type: none"> Priroda – Public Institution for the protected area management Prigoda – Regional Development Agency 	<ul style="list-style-type: none"> University of Rijeka Innovative Technologies Businesses 	X		
	Implementing a proper remediation solution (for example: physical, chemical, microbial, eco-remediation ...), which will in long-term enhance the Rječina River water quality, as well as its canyon biodiversity. Industrial and sewage system waters discharges locations could be first test areas for different remediations solutions.	City Of Rijeka: <ul style="list-style-type: none"> City Offi Department of Development, Urban Planning, Ecology and Land Management Utility Services Department KD Vodovod i Kanalizacija KD Čistoća	<ul style="list-style-type: none"> University of Rijeka Local Primary & Secondary Schools Long-life learning providers professional organisations 		X	



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Links to current plans/policies: *Rijeka Trails, Rijeka Bike Trails, RiCikleta, Rijeka Local Partnership, Small Municipal Interventions*

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
1.4 Providing amenities along the river	Designing resting areas with benches, green areas, sports, urban furniture, drinking water and collection of waste.	City Of Rijeka: • City Offi • Department of Development, Urban Planning, Ecology and Land Management • Department of Finance • Utility Services Department • Department of Property Management • Information Technology Department • Department of Culture - Division for the protection and preservation of cultural heritage PORIN - Rijeka Development Agency KD Vodovod i Kanalizacija KD Čistoća	<ul style="list-style-type: none"> • Associations and NGO's • Public Lighting 	X		
	Encouraging leisure and service activities (such as cafe, shops, ...) in the available vacant buildings/premisses, especially the public-owned vacant business premisses on the <i>City Parterre</i> (vacant ground floors revitalisation)		<ul style="list-style-type: none"> • Local entrepreneurs • StartUP Rijeka • Social Innovation 		X	
	Organising family-friendly events to promote the area.		<ul style="list-style-type: none"> • Cultural Associations • Cultural Institutions (Museums, ArtKino,) • Social Activities and NGO's • Local Primary and Secondary Schools and Kindergartens • Technical Culture Associations 	X		
	Revitalisation of the "Autotrolej area" together with Školjić Pool and Baths, as well as Tree Alley by the Rječina.		<ul style="list-style-type: none"> • Rijeka Sport 			X



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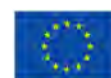
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GENERAL OBJECTIVE 2: CREATING A CULTURAL CORRIDOR BY THE ADAPTIVE REUSE OF EXISTING CULTURAL ASSETS



Links to current plans/policies: RiHub, RiperaJ, Kamov Residency Programme

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
2.1 Integrating Cultural Heritage Objects Destination Reuse	Alongside preselected Cultural Heritage Objects, identifying those urban buildings along the Cultural Corridor Area, that have impact on the authenticity and integrity of the urban morphological whole and include them in the integrated protection.	<p>Republic of Croatia:</p> <ul style="list-style-type: none"> Croatian Conservation Institute – Rijeka Department of Conservation <p>City Of Rijeka:</p> <ul style="list-style-type: none"> City Office Active Citizenship Programmes Department of Culture Department of Development, Urban Planning, Ecology and Land Management Utility Services Department Department of Property Management Information Technology Department (Mapping - GIS support) <p>University of Rijeka</p> <ul style="list-style-type: none"> Centre for Industrial Heritage Faculty of Fine Arts -Art History Department Academy of Applied Art Faculty of Civil Engineering Faculty of Tourism and Hospitality Management 	<ul style="list-style-type: none"> Local NGOs and associations (Pro-Torpedo, culture, traditions, arts&crafts, creative industries, urban actions, mobility, environment) Association of Art Historians of Rijeka Local Entrepreneurs (culture, creative industries, technical & ICT culture) Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) HDNP - Croatian Independent professionals association 	X		
	Programmatic analysis in the micro area; associated with cultural activities and its supporting program creating urban buzz (cafes, venues, street festivals, ...) → initiation of the Cultural Corridor.			X		
	Placemaking → participatory, multi-level urban development and management based on citizens/users co-creation and regular lease of public spaces to them for temporary or recurrent uses changing public spaces into citizens “owned/adopted” places.				X	



GENERAL OBJECTIVE 2: CREATING A CULTURAL CORRIDOR BY THE ADAPTIVE REUSE OF EXISTING CULTURAL ASSETS

Links to current plans/policies: RiHub, RiperaJ, Kamov Residency Programme

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
2.2 Implementation of the Historic Urban Landscape Approach (HUL UNESCO)	Issuing a policy document for the preservation of the buildings in line with significance and cultural heritage values → defining the area of HUL.	<p>Republic of Croatia:</p> <ul style="list-style-type: none"> Croatian Conservation Institute – Rijeka Department of Conservation 	<ul style="list-style-type: none"> Local NGOs and associations (Pro-Torpedo, culture, traditions, arts&crafts, creative industries, urban actions, mobility, environment) Association of Art Historians of Rijeka Local Entrepreneurs (culture, creative industries, technical & ICT culture) Inter-reg Project Forget Heritage – OFFSPACES APP – connecting CH buildings with potential users Connecting with RiHub programme, Žiroskop Project → using civil society for the managing of cultural public spaces 	X		
	Creating a series of Community Lead discussions on local authenticity and needs to revive the Rijeka story.	<p>City Of Rijeka:</p> <ul style="list-style-type: none"> City Office Active Citizenship Programmes Department of Culture Department of Development, Urban Planning, Ecology and Land Management Utility Services Department Department of Property Management Information Technology Department (Mapping - GIS support) 		X		
	<p>Integration of HUL approach on several levels;</p> <ul style="list-style-type: none"> through well accepted/succesfull public programmes and similar initiatives (such as: Rijeka Active Citizenship, Rijeka Local Partnership and Small Municipal Actions) New City Investments (such as: Benčić Complex), Urban planning (pedestrianisation, traffi reorganisation, Port Baross and Delta, ..) and Creation of guidelines for private investments/retroffitin (facades, windows, doors, railings, balconies....) 	<p>University of Rijeka</p> <p>PORIN - Rijeka Development Agency</p> <p>StartUP Rijeka</p> <p>Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat)</p>				X



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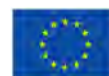
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GENERAL OBJECTIVE 2: CREATING A CULTURAL CORRIDOR BY THE ADAPTIVE REUSE OF EXISTING CULTURAL ASSETS



Links to current plans/policies: RiHub, Riperaj, Kamov Residency Programme

Measure Packages	Potential Actions	Responsibility	Stakeholders to be Involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
2.3 Create conditions for Stakeholders collaboration for the area	Analysis of current participatory programs and good practices by the City of Rijeka (Rijeka Active Citizenship: Rijeka Local Partnership, ...) and its enhancement. Attracting private investors to contribute to the programmes and projects and its implementation .	<p>City Of Rijeka:</p> <ul style="list-style-type: none"> • City Office Active Citizenship Programmes • Department of Culture • Department of Development, Urban Planning, Ecology and Land Management • Utility Services Department • Department of Property Management • Information Technology Department (Mapping - GIS support) 	<ul style="list-style-type: none"> • Connecting with RiHub programme, Žiroskop Project → using civil society for the managing of cultural public spaces • Inter-reg Project Forget Heritage – OFFSPACES APP – connecting CH buildings with potential users 	X		
	Creation of City Platform for guidance and multi-actor city-citizenship collaboration and participation (municipality ↔ citizens, institutions, investors, visitors), associated with actions in 1.1, 2.1, 2.2	<p>Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat)</p> <p>PORIN - Rijeka Development Agency</p> <p>StartUP Rijeka</p> <p>University of Rijeka</p>				X



GENERAL OBJECTIVE 2: CREATING A CULTURAL CORRIDOR BY THE ADAPTIVE REUSE OF EXISTING CULTURAL ASSETS

Links to current plans/policies: RiHub, Riperaj, Kamov Residency Programme, City of Rijeka Campaign “More Flowers – Less Garbage

Measure Packages	Potential Actions	Responsibility	Stakeholders to be Involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
2.4 Defining a set of employment opportunities in Cultural Heritage and Circular Economy	Fostering employment opportunities in the heritage retrofitting (introducing green roofs, photovoltaic, solar panels, re-greening)	Republic of Croatia: <ul style="list-style-type: none"> • HZZ - Croatian Employment Service • HOK - Croatian Chamber of Trades and Crafts – PGŽ • HGK - Croatian Chamber of Economy – PGŽ 	<ul style="list-style-type: none"> • Local NGOs and associations (Pro-Torpedo, culture, creative industries, urban actions, mobility, environment, performing arts assoc., multimedia & audio-viual arts assoc.,) • Local Entrepreneurs and institutions (culture, creative industries, fabrication, technical & ICT culture, Centre of Technical Culture Rijeka, Peek&Poke Museum,) • Local Cultural Associations of Traditions (minorities, traditional music and singing, rituals and festive practices; traditions, arts & crafts; ...) 		X	
	Fostering employment opportunities in the business sector managing circular economy (i.e. ROTOR DC, materials recycling/upcycling)	Primorsko-Goranska County <ul style="list-style-type: none"> • PRIGODA - Regional Development Agency 			X	
	Fostering employment opportunities in reusing heritage (i.e. co-working spaces, community association, repair cafe/showroom)	City Of Rijeka PORIN – Rijeka Development Agency StartUP Rijeka			X	
	Fostering development and rehabilitation of local traditional skill-set (preparation of building materials, masonry and woodworking skills, restoration with lime and chalk plasters....).	University of Rijeka Local Professional Associations <ul style="list-style-type: none"> • UOR- Rijeka Association of Trades and Crafts • DAR - Architects Association of Rijeka • Association of technical culture • HDNP - Croatian Independent professional association 			X	
	Providing infrastructure or funding for the fostering local intangible heritage traditions, practises and rituals (music, singing, storytelling, carnivals, ...) and artist residency programs.				X	



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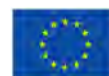
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GENERAL OBJECTIVE 3: CULTURAL HERITAGE PROTECTION



Links to current plans/policies: RiHub, Riperaj, Kamov Residency Programme

Measure Packages	Potential Actions	Responsibility	Stakeholders to be Involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
3.1 Establishing a larger public regeneration policy with attention to the preservation quality	Implementation of City strategy for regeneration, analysis and mapping of existing strategies and their harmonisation and prioritisation. Good municipal investments act as a role model.	Republic of Croatia: <ul style="list-style-type: none"> Croatian Conservation Institute – Rijeka Department of Conservation CAEN - Croatian agency for the environment and nature Croatian Waters – legal entity for water management 	<ul style="list-style-type: none"> Local NGOs and associations Local Entrepreneurs and institutions 		X	
	Providing active guidance to the owners. Co-creation of the public space and improving the condition of CH Buildings and of urban tissue, by following the City strategy for regeneration and implementation of HUL. Guidance vs. authority – providing help to owners not as an authority but as a partner in co-creation of public space.	Port Authority Primorsko-Goranska County <ul style="list-style-type: none"> PRIGODA - Regional Development Agency 	<ul style="list-style-type: none"> Croatian Conservation Institute – Rijeka Department of Conservation City of Rijeka – Dep. Of Culture – Cultural Heritage 		X	
	Establishing a participatory framework for collaboration of the owners and private business entities as motors for the implementation of the regeneration process.	City Of Rijeka (all rel. departments) PORIN – Rijeka Development Agency	<ul style="list-style-type: none"> Local NGOs and associations from the field of environmental and cultural heritage protection KD Čistoća, Reuse Centre-RiPeraj 	X		
	Publishing the manuals, which would help the owners choosing appropriate maintenance and repair procedures and materials of heritage objects, houses, furniture, cars, ...	Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat)	X			
	Establishing a framework for the use and faster solving legal properties disputes by proposing innovative legal procedures granting continuous use of facilities despite unresolved ownership issues. → Revenue streams of renting the buildings would be saved in temporary fiduciary fond, granting funds for its maintenance and operation.	University of Rijeka Local Professional Associations <ul style="list-style-type: none"> DAR - Architects Association of Rijeka Art Historians Association Environmental Heritage Protection Associations 	Republic of Croatia: Relevant ministries and agencies		X	



GENERAL OBJECTIVE 3: CULTURAL HERITAGE PROTECTION

Links to current plans/policies: RiHub, The Best Window Display “Advent in Rijeka”

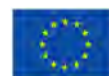
Measure Packages	Potential Actions	Responsibility	Stakeholders to be Involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
3.2 Establishing promotional campaign for the regeneration area	Creating a communication campaign on Rijeka traditional cultural heritage, HUL and labelling the significance of Rijeka as a former industrial city, port and “open” city.	Republic of Croatia: • Croatian Conservation Institute – Rijeka Department of Conservation	<ul style="list-style-type: none"> Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) City Institutions (Museum of the City of Rijeka, Museum of Modern and Contemporary Art, Maritime and History Museum of Croatian Coast, Natural History Museum, Torpedo Museum), Private institutions (Computer Museum Peek&Poke) Local NGOs, associations Local Entrepreneurs and institutions Local Professional Associations (DAR - Architects Association of Rijeka, UOR - Rijeka Association of Trades and Crafts – Assoc. Builders, Assoc. Production, Art Historians Association, Environmental Heritage Protection Associations, Business Club PartneRi) 	X		
	Creating a comprehensive visual identity of the area for clear communication of CH and environmental values, provided city services and diverse activities programs.	Port Authority City Of Rijeka • City Office Active Citizenship Programmes • Department of Development, Urban Planning, Ecology and Land Management		X		
	Raising awareness for building retrofitting associated with respecting authenticity.	• Utility Services Department • Department of Culture • Department of Property Management		X		
	Organising events (education, conferences, workshops,...) for raising awareness of cultural and industrial heritage, its authenticity and integrity of material substance, as well as environmental awareness, potential and importance of the river system for the Rijeka landscape.	RIJEKA 2020 LLC University of Rijeka • Faculty of Fine Arts -Art History Department		X		
	Continuation of Rijeka 2020 LLC after conclusion of ECoC 2020. Providing diverse program for citizens and visitors acting as a catalyst of regeneration. Creating partnerships with local entrepreneurs and professionals in culture (creative industries, freelancers,...) → link to ECoC-SME.	• Centre for Industrial Heritage • Academy of Applied Arts • StepRI		X		

GENERAL OBJECTIVE 3: CULTURAL HERITAGE PROTECTION



Links to current plans/policies: RiHub, Riperaj, Kamov Residency Programme, The Best Window Display “Advent in Rijeka”

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
3.3 Promote sustainable cultural tourism	Defining sustainability constraints of the city (i.e. organic-food promotion, 0 km products/services promotion, re-greening the areas)	Republic of Croatia: • Croatian Ministry of Tourism • Croatian National Tourist Board	<ul style="list-style-type: none"> • City Of Rijeka Services Companies (Autotrolej, Rijeka Plus+) • City of Rijeka Cultural Institutions (Museums, Library, ...) 	X		
	Creating a tourism campaign based on a specific niche, differentiating it from the rest of Kvarner (for example: industrial heritage - patents)	Primorsko-Goranska County; • Kvarner – Tourist Board of PGŽ City Of Rijeka • City Office and all relevant departments • Rijeka Tourist Board University of Rijeka: • Faculty of Tourism and Hospitality Management • Faculty of Fine Arts -Art History Department and Centre for Industrial Heritage • Academy of Applied Arts	<ul style="list-style-type: none"> • Local NGOs and associations • Local Professional Associations (UOR - Rijeka Association of Trades and Crafts – Assoc. of hospitalities and tourism workers, HDNP - Croatian Independent professionals association, Business Club Partneri) 	X		
	Create a network of stakeholders interested in developing the sustainable tourism, including international partnerships (i.e. slow food).			<ul style="list-style-type: none"> • Local businesses, entrepreneurs and institutions (Parkovi Plus, ICT Sector,...) 	X	



GENERAL OBJECTIVE 4: OBJECTIVES SYNERGIES: URBAN REGENERATION and ACCESSIBILITY

Links to current plans/policies: *RiCikleta, Rijeka City Card*

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
4.1 Policies creating a framework for improving the internal urban accessibility while reducing pollution	Introducing Integrated Traffic Strategy to eliminate confusing traffic situations, thus increasing the safety of pedestrians and other participants of slow mobility. Diversification of solutions would optimize the traffic infrastructure.	<p>City Of Rijeka</p> <ul style="list-style-type: none"> • City Office – Active Citizenship Programmes • Department of Development, Urban Planning, Ecology and Land Management • Utility Services Department • Department of Property Management <p>City Of Rijeka Services Companies</p> <ul style="list-style-type: none"> • Autotrolej • Rijeka Plus* • RiCikleta <p>Port Authority</p> <p>University of Rijeka (Faculty of Civil Engineering)</p>	<ul style="list-style-type: none"> • Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) • Primary and Secondary Schools 	X		
	Introducing Policies for slower pedestrianisation of the city centre, connecting with the HUBs for car parking areas outside the historic area (park and ride).			X		
	Citizens participation for creation of better accessible city. Analysis of current and ongoing projects and combine their outcomes into coherent pedestrian & bike-friendly zone.			X		
	Coordination of public transport services with other mobility options; strategically placing nodes and parking spaces for cars, bikes within the leisure and urban context.				X	
	Creating diverse & smart connections within different traffic networks and enhanced public transport offering users inter-modal city travels (park & ride, bike & bus ride back, bike-sharing,...).				X	
	Implementation of the easy-payment system cross the networks facilitating easier and faster exchange of different means of transport (I.e extension of Rijeka City Card use options).			X		
	Re-greening of abandoned or empty spaces in the city; implementation of various Nature Based Solutions to bring more green areas to the city centre, thus providing more shade (vertical façades, green roofs,...).				X	



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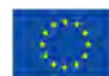
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GENERAL OBJECTIVE 4: OBJECTIVES SYNERGIES: URBAN REGENERATION and ACCESSIBILITY



Links to current plans/policies: RiCikleta, Rijeka City Card

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority			
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years	
4.2 Increasing Walkability	Promotion of the concept of pedestrianisation of the city. Initiating creative ways of mobility and micromobility and enhancement of urban space adopting universal design approach for people with disabilities and difficulties walkin	City Of Rijeka • City Office Active Citizenship Programmes • Department of Development, Urban Planning, Ecology and Land Management • Utility Services Department • Department of Property Management City Of Rijeka Services Companies • Autotrolej • Rijeka Plus* • RiCikleta • KD Vodovod i Kanalizacija • KD Čistoća • Public Lighting	• Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) • Primary and Secondary Schools	X			
	Providing areas reachable by walking or biking without impatience of the motor vehicles drivers (cars free zones).				X		
	Offering sufficien resting areas along the way (non-commercial - benches and other sitting areas, commercial – restaurants and bars, public buildings – libraries etc.) accompanied with sufficien green shading and drinking water fountains.				X		
	Continuous maintenance of side walks and Rijeka staircases, paths and bicycle lanes. Creating safe intersections of walkways with roads, creating safe corridors towards the seas and the river waterfront.				X		
	Creating pedestrian bridges, new access, bike stops, services; associated with actions in objective 1.			Port Authority		X	
	Urban Trim Trail – walking/biking tail, connecting existing hiking Rijeka Trails (R2, R3, R4) with the urban area of Cultural Corridor. Establishing conditions for safe accessibility for diverse users (pavements of the paths, rest areas with natural shading, light, urban furniture,..)			University of Rijeka (Faculty of Civil Engineering)		X	



GENERAL OBJECTIVE 4: OBJECTIVES SYNERGIES: URBAN REGENERATION and ACCESSIBILITY

Links to current plans/policies: RiCikleta, Rijeka City Card, EcoMobility Interreg Project

Measure Packages	Potential Actions	Responsibility	Stakeholders to be involved	Implementation Priority		
				Short Term 1-2 years	Medium Term 2-5 years	Long Term 5 > years
4.3 Introduce Sustainable Mobility Alternatives	Accessibility of Mobility Impaired – creation of paths without obstacles, tactile paving and audio signalisation for visually impaired, visual signalisation for deaf...	City Of Rijeka		X		
	Accessibility for young: organised escorting young to the school; developing active school travel to feel safer (i.e. Walking-School Bus; Bike-Train)	<ul style="list-style-type: none"> City Office Active Citizenship Programmes Department of Development, Urban Planning, Ecology and Land Management 	<ul style="list-style-type: none"> Local City Boards (Školjić-Stari Grad, Centar-Sušak, Luka, Brajda-Dolac, Kozala, Grad Trsat) 	X		
	Accessibility for elderly: organisation of small shuttles in the pedestrian zones, offering people living in the area to travel further (i.e. Kavalir in Ljubljana) or assisting them by providing free car service of volunteers (i.e. Prostofer in Slovenia).	<ul style="list-style-type: none"> Utility Services Department Department of Property Management 	<ul style="list-style-type: none"> Primary and Secondary Schools 	X		
	Extension of the City Bike-sharing: RiCikleta network; creation of multi-level stations (storing personal equipment), creation of bike-friendly areas.	City Of Rijeka Services Companies	<ul style="list-style-type: none"> Port Authority 	X		
	Service for people travelling to the city centre by bike – providing return services by public transportation to the residential areas above Rijeka City centre (intermodal city travel options).	<ul style="list-style-type: none"> Autotrolej Rijeka Plus+ RiCikleta 		X		
	Fostering use of diverse electrified vehicles, and other alternative drives, upgrade of public transport carriers, to reduce pollution in the air.	University of Rijeka (Faculty of Civil Engineering)			X	



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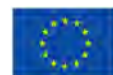
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APPENDIX

IMAGES:

Cultural Corridor Area Map, 2020. Author: Maja Debevec.
Source of cartographic data: City of Rijeka, 2018. Page 7.

Rijeka photos, 2019. Author: Marco Acri. Source: Marco Acri Archive. Pages: 6, 9, 11, 12, 14, 15, 16, cover and backcover.

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The Cultural Corridor: A model for Historic Urban Landscape regeneration in Rijeka, Croatia

Catalogue of good practices of the City of Rijeka: inspirational repository supporting The Cultural Corridor



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



City of Rijeka
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Circular models Leveraging Investments
in Cultural heritage adaptive reuse



**THE ACTION PLAN FOR IMPLEMENTING
A CIRCULAR STRATEGY IN RIJEKA**
TOOL SUPPORTING THE CULTURAL CORRIDOR

2021 UNIVERSITY OF NOVA GORICA and CITY OF RIJEKA



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CATALOGUE OF GOOD PRACTICES OF THE CITY OF RIJEKA

TOOL SUPPORTING THE CULTURAL CORRIDOR





CATALOGUE OF GOOD PRACTICES OF THE CITY OF RIJEKA

TOOL SUPPORTING THE CULTURAL CORRIDOR

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CITY OF RIJEKA

March 2021



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1 Introduction

The Catalogue of good practices of the City of Rijeka is a collection of good practices and implemented projects in the City of Rijeka, acting as a **resource repository** of implemented projects with which the city moves towards sustainable and integrated urban development. It is a collection of projects with **positive experiences and positive perception of citizens**, as well as their power of **transferability and repeatability**. This is why it is an important resource for information because it clarifies the particular actions that work well and are well accepted in the City of Rijeka.

Rijeka offers diverse, multilevel and collaborative best practices in the adaptive reuse of cultural heritage buildings and solutions addressing sustainable urban development. This catalogue presents city best practices and other local best practices that emerged **as a strong collaboration between The City of Rijeka and its cultural and city institutions (MMSU, RiHub), city utility services companies with civil society associations and organisations (RiUse, Riperaj, Bert) and public-private-partnerships (RiCikleta), as well as private entrepreneurs and NGOs organisations cooperation (Dharma Hostel and Cultural Hall of Yoga).**

The catalogues creation intends to **organise the gathered information** from field research, city contribution, and stakeholder cooperation within the HIP process and **aims to inspire and encourage further development and transfer in the future.**

The catalogue has been used during the CLIC Rijeka pilot project as an inspiration for the development of general vision on the *Cultural Corridor*, as well as associate actions for Rijeka's transition towards a more sustainable city. Furthermore, this catalogue can be used together with the CLIC Rijeka pilot project leading document, ***The Cultural Corridor: A model for Historic Urban Landscape Regeneration in Rijeka, Croatia*** and ***The Action Plan for implementing a circular strategy in Rijeka*** to integrate ***The Cultural Corridor vision*** better. Each document can be used individually and, therefore, gradually assemble through differentiated initiatives a puzzle of actions that would manifest themselves in time as a revitalised Cultural Corridor.





1.1 Document structure

This document catalogues the collected good practices on three levels:

- **urbanscape actions in Rijeka** – collection of urban infrastructural programs, upgrades and participatory actions impacting the **improvement and well being on urban level**;
- collection of **cultural heritage adaptive reuse** for the creation of **new cultural infrastructures** in the City of Rijeka;
- city programs, investments and social actions, impacting the raising awareness on the **circular economy principles**.



2 URBANSCAPE ACTIONS IN RIJEKA

The City of Rijeka actively supports urban enhancement and improvement of living conditions in the city through city actions, urban investments, and various well-accepted participatory programmes.

2.1 Rijeka Healthy City

Rijeka Healthy City¹ [*Rijeka Zdravi Grad*] is in **WHO European Healthy Cities Network** already since the early 1990s, aiming to **influence healthy lifestyles and habits** with different campaigns and investments, listed below:

The European Mobility Week [*Europski tjedan mobilnosti*] campaign provides the perfect opportunity to present sustainable mobility alternatives to local residents and explain the challenges that cities and towns face today. By taking part, towns and cities can showcase the benefits of cleaner transport choices and make progress towards better mobility in Europe. The City of Rijeka is a member of the European mobility week since 2011 (50 countries and 3136 cities).

During the European mobility week from 16. to 22. September, the City of Rijeka closed the **Ciottina street** in the city centre, exclusively for pedestrians, creating an **extension of the Korzo** promenade, which positively impacted citizens (City of Rijeka, 2019).

Campaign Rijeka in movement² [*Rijeka u kretanju²*] (ongoing since 2010)

The campaign promotes a healthy lifestyle as a prevention method from many illnesses today. An emphasis is put on movement, i.e. physical activity and healthy food. The campaign is, through various recognized and implemented activities: *Art Molo Longo* (art-bazaar on *Molo Longo* breakwater), "*In sneakers to work*" [*U tenisacima na posao*], Street Fashion Walk); raising and strengthening awareness of citizens of Rijeka and the surrounding areas about the importance and benefits of movement for the health of the individuals.

Rijeka Trails³ [*Rječke Šetnice*] and **Bike Rijeka³** (ongoing since 2011)³

The **Rijeka Trails** is a network of public paths, traditional walking and hiking trails, accompanied with Bike routes, connecting natural and cultural heritage found in the wider Urban Agglomeration of Rijeka (i.e. **Rijeka "Ring"** [*Riječki Prsten*]). The network offers three levels of difficulty, different lengths and intersections of the paths, aiming to attract various users according to their needs.

Rijeka Area Bike Route [*Biciklistička transverzala Riječkog prstena*] offers mountain-bike route and road bike route itineraries of about 210 km in total. Printed guides and maps, as well as mobile and web applications, are available for better navigation.

1 www.rijeka.hr/en/themes-for-citizens/family-and-social-welfare/zdravstvo/healthy-lifestyles-habits/ (August 2020)

2 https://www.rijeka.hr/en/themes-for-citizens/family-and-social-welfare/zdravstvo/health-consultative-services/campaign-rijeka-movement/?noredirect=en_GB (5. 8. 2020)

3 <https://rijekatrails.com/en/> (23.8.2019)

2.2 Urban Infrastructure - RiCikleta⁴

RiCikleta[®] is a “smart” electric bike with GPS tracking provided through a self-service public renting system via pylons, e-bike docking stations and e-bikes, powered by software and apps.

Currently, **four stations** are available within the wider Rijeka Area: *Kantrida (Pools)*, *Jadranski trg*, *Sušački Most*, and *Dvorana Mladosti Trsat*. Two of them are in the area of interest, the station on *Sušački most* is in the Cultural Corridor area, while the station on the *Jadranski trg* in the area of the transverse corridor to the *Benčić Area*.

The Service is provided through Public-Private-Partnership, where the RiCikleta system owner is the City of Rijeka, while the management is based on the contract with HT d.d. Zagreb and UTE d.o.o. Pula for the year 2020. The Operator of the RiCikleta is GO2BIKE d.o.o from Pula.



Figure 1: RiCikleta Station at *Sušački most*. Source: RiCikleta

⁴ <https://ricikleta.rijeka.hr/en/general-conditions.php> (22. 06. 2020)

2.3 Urban Upgrade - Pedestrianisation of the City Centre

In 2019 The City of Rijeka accepted the initiative of turning two main squares in the centre of the City of Rijeka – The Square of the Rijeka’s Resolution [Trg Riječke rezolucije] and The Square of the 128. Brigade of Croatian Army [Trg 128. Brigade HV] into the pedestrian zone. Furthermore, these two attractive and historically important locations will be used for various cultural events (art exhibitions and concerts), especially taking into account the 2020 Rijeka European Capital of Culture.

The Square of the Rijeka’s Resolution [Trg Riječke rezolucije];

Initiative:	City of Rijeka
Status:	Implemented and ongoing
Description:	Formerly parking area in the city centre ⁵ , the square was pedestrianized in 2019, repurposing it for the events of ECoC 2020. In June and July 2020 ⁶ , the square stage was reserved for performing arts of Rijeka Theatres and Cultural “Homes”.



Figure 2: Trg Riječke Rezolucije as an event venue - ECoC Rijeka 2020 organised symphonic orchestra concert in July 2020. Source: RiPortal

⁵ <https://www.rijeka.hr/od-15-kolovoza-trg-128-brigade-hv-trg-rijecke-rezolucije-ulica-marina-drzica-postaju-pjesacke-zone/> (August 2020)

⁶ <https://rijeka2020.eu/trg-rijecke-rezolucije-postaje-nova-lijetna-pozornica/> (August 2020)

2.4 Urban upgrade through Participatory budgeting of the City of Rijeka

The City of Rijeka has well-developed citizen participatory programs, through which the City of Rijeka supports the implementation of civil initiatives aiming to improve the quality of life in the city by active citizens participation. As indicated by increasing the number and quality of proposed initiatives every year, the programs are well recognised and accepted.

The Local Partnership Programme of Rijeka [RLP - Rječko Lokalno Partnerstvo]⁷

This particular program of the City of Rijeka is one of the best examples of good participatory practices in the Republic of Croatia, running for more than ten years. Its main goal is actively involving the citizens in the local community to improve their quality of life. Supported actions upgrade the small rusty public spaces by landscaping the children playgrounds, daycare centre public spaces, small unused green areas and similar. Each year, about ten citizens initiatives are funded, giving amazing results in transforming the rusty public spaces into beautiful places to enjoy and bring all generations together. This is how the programme enables direct citizens participation while resolving their needs faster and more cost-effectively. The actions are selected on public call in the autumn and implemented in the following year.

So far, the City of Rijeka supported numerous initiatives and ensured the continuation of the programme. One of the recent initiatives was turning the *Kružna Ulica* (eng. Circular Street) in the city centre, where cultural-youth club *Palach* is situated, into the **Green Oasis**. Urban furniture, offering rest areas and green planters, was made of reused wooden pallets and planted with various plants, flowers and herbs. Involved NGO's in the *Kružna Ulica* (youth, senior citizens and others) actively participated in the creation of the beautiful green oasis in the city centre, furthermore, taking care of it daily (watering, replanting, decorating).

Small Municipal Interventions [Male komunalne akcije] (ongoing since 2004)⁸

The programme ensures further improvement in the quality of life in the local community. Citizens in cooperation with the Local boards' Councils of the City of Rijeka submit their proposals for organising small interventions in their local community such as decorating public green areas, building new or redesigning old children parks, pedestrian zones, street lights, road-lighting, new sitting areas in the public spaces etc. The actions are selected yearly (in April) on the open call for proposals and then implemented together with the citizens and the City Utilities Services Department's support.

⁷ <https://www.rijeka.hr/en/themes-for-citizens/active-citizenship/participatory-budgeting/the-local-partnership-programme-of-rijeka/> (23.8.2019)

⁸ <https://www.rijeka.hr/en/themes-for-citizens/active-citizenship/participatory-budgeting/small-municipal-interventions/> (23. 8. 2019)

2.4.1 Urban Upgrade – Participatory Urban Interventions

The Green Oasis [Zelena Oaza] in Kružna Ulica (Circular Street)⁹

Initiative:	Urbani Separe; Regionalni info centar za mlade Rijeka, Savez udruga Molekula, RiRock	Programme:	RLP - Rijeka Local Partnership, 2017
		Concept:	Leora Dražul d.i.a.
Status:	Implemented and ongoing	Type:	DIY, participatory, temporary
Realisation:	Edis Sejdinović, Edo Dāru, Ines Pekmezmed Milčić, Ana Fabijan; Team Urbani Separe (Andrea Miočić, Andrea Le Brock, Marija Katalinic)		
Description:	<i>Kružna ulica</i> is an in-locked circular street with no urban furniture. The surrounding buildings are housing diverse associations. The users decided to participatory build nicer street to pass by and for leisure. They build booths from pallets and planted them with local herbs and shrubs. The street is also used for Summer events (<i>Ljeto u Kružnoj</i>) and as part of the ECoC 2020 programme ¹⁰ .		



Figure 3: Educational Workshop and Participatory action in *Kružna Ulica*, June-July 2018. Source: Moja Rijeka



Figure 4: *Kružna Ulica* After intervention. Source: FB Urbani Separe

⁹ <https://www.facebook.com/media/set/?vanity=urbanisepare&set=a.497912400666119> (August 2020),

¹⁰ <https://www.mojarijeka.hr/kalendar/ljeto-u-kruznoj-zeleni-plan-za-hrvatsku-jagode-munic/> (August 2020), <http://drugo-more.hr/jagoda-munic/> (August 2020)

Pocket park *Lešnjak* [Džepni park *Lešnjak*] in Školjić¹¹

Initiative:	Kvart za 5 ¹²	Programme:	Rijeka 2020 (ECoC): Zeleni Val (Green Wave) ¹³
Status:	Proposal	Type:	Participatory → permanent
Description:	The initiative addresses a long-neglected and narrow green area, which was hidden behind the advertisement boards. Behind them, there is a temporary depository of part of medieval city walls (built heritage). The initiative proposes opening the area, creating a small pocket park, and presenting the medieval walls now stored away from sight. The users from the neighbourhood are willing to take care of, clean and preserve it.		



Figure 5: Pocket Park *Lešnjak* Proposal for *Zeleni val* ECoC 2020. Source: FB Kvart za 5

Figure 6: Billboard Participatory Manifestation saying: Who wants this to become a park? July 2019. Source: FB Kvart za 5

Figure 7: *Pocket Park Lešnjak* after the start of the intervention. Source: FB Kvart za 5

¹¹ https://www.facebook.com/pg/kvartza5/photos/?tab=album&album_id=850876358621784&ref=page_internal (August 2019)

¹² Kvart za 5 FB: [https://www.facebook.com/kvartza5/?tn-str=k*F] (August 2019)

¹³ <https://rijeka2020.eu/en/a-green-wave-of-civil-projects-spreads-across-rijeka/> (August 2020)

Park Školjić¹⁴

Initiative:	Kvart za 5 ¹⁵	Programme:	Rijeka 2020 (ECoC): Zeleni Val (Green Wave) ¹⁶
Status:	Implemented and ongoing	Type:	Participatory → permanent
Description:	The revitalisation of abandoned/underused park in the Školjić. Restoration of the children's playground , installing new play equipment in the first phase (2017) and maintaining and planting new greenery in the second phase (ongoing).		



Figure 8: Park Školjić before intervention in November 2017. Source: FB Kvart za 5



Figure 9: Park Školjić after intervention. Source: FB Kvart za 5



Figure 10: Park Školjić Cleaning Action and Educational workshop in Spring 2019. Source: FB Kvart za 5



Figure 11: Tulum u Parku Action - participatory intervention, November 2018. Source: FB Kvart za 5

¹⁴ https://www.facebook.com/pg/kvartza5/photos/?tab=album&album_id=737393003303454 (August 2019)

¹⁵ Kvart za 5 FB: [https://www.facebook.com/kvartza5/?tn-str=k*F] (August 2019)

¹⁶ <https://rijeka2020.eu/en/a-green-wave-of-civil-projects-spreads-across-rijeka/> (August 2020)

Rijeka of Murals [Rijeka Murala]¹⁷ and Kortil Live [Kortil u živo]^{18 19}

Initiative: ECoC 2020 & HKD - Hrvatski Program: ECoC 2020 – *Slatko I Slano* (Sweet & Salt), Žiroskop & Kortil u živo (Kortil Live)
Kulturni Dom Sušak

Status: Implemented and ongoing **Type:** Artists Urban Interventions and Participatory actions

Description: Street artists from around the globe have been invited to embellish the "blind" facades, playgrounds and infrastructural structures under the ECoC 2020 Programme *Rijeka Of Murals*. Similar Actions based on the participatory workshops of Street Art under the project *Žiroskop & Kortil live*, organised by HKD-Croatian Cultural Home, have taken place in Sušak on the Rječina left bank in July 2020.



Figure 12: Mural *Sail Away* in Vodovodna Street, July 2020, Artist: Artez. Source: FB Akumulator

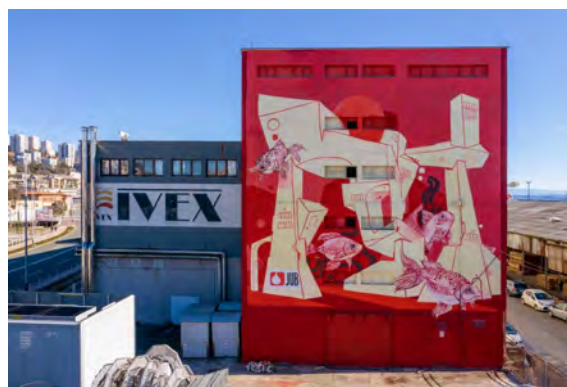


Figure 13: Mural *A Familiar place* on Ex Ivex Feb 2020, Artists: J. Lacković, V. Tomić. Source: Rijeka 2020



Figure 14: Kortil Live action in July 2020. Source: HKD Rijeka

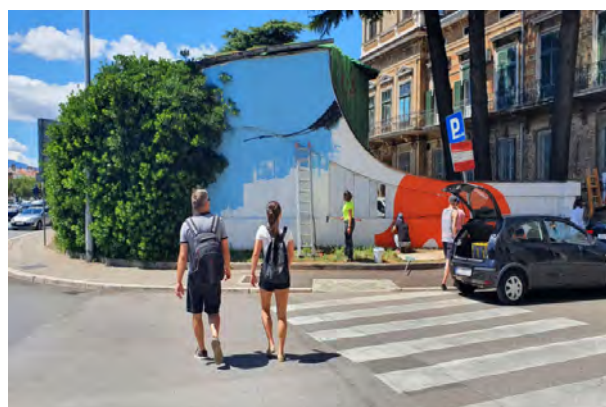


Figure 15: Kortil Live action in July 2020 Source: HKD Rijeka

¹⁷ <https://www.journal.hr/lifestyle/kultura/umjetnost-i-dizajn/rijeka-je-dobila-nove-murale-najboljih-street-art-umjetnika/> (August 2020)

¹⁸ <https://hkd-rijeka.hr/2020/07/druzenjem-i-prezentacijom-radova-u-nemo-pubu-završavaju-se-radionice-vj-inga-i-street-arta-2451/> (August 2020)

¹⁹ <https://www.journal.hr/lifestyle/kultura/umjetnost-i-dizajn/rijeka-je-dobila-nove-murale-najboljih-street-art-umjetnika/> (August 2020)

2.5 New Cultural Infrastructure

Strategic base

In the past, the City of Rijeka implemented important strategic orientations as a **base for cultural investments** in the cityscape. The *Cultural Development Strategy(2013-2020)*²⁰ defines a new cultural policy of the city while proposing a **shift in the cultural properties and organisations management and access**, aiming to enhance the **citizens' perception of culture as the core identity** of the City of Rijeka. This is why the city implements various programmes²¹ aiming to protect and conserve the cultural property of the urban tissue, giving opportunities for co-financing of the renovation and restoration of the facades and roofs within the protected urban complex of the City of Rijeka. The budgetary funds collected on behalf of the **monument annuity** could be used to restore and repair facades and roofs in the heritage-protected area²².

The **City Department of Culture** systematically monitors and carries out the activities falling within the scope of the protection and conservation of its cultural heritage by cooperation with competent services and institutions and the implementation of conservation programmes²³.

European Capital of Culture 2020: Port of Diversity

Rijeka is the European Capital of Culture 2020, themed as Port of Diversity, leveraging the history of diversity and cultural coexistence of the largest Croatian Port. To be the European Capital of Culture, Rijeka, therefore, **invested resources in culture and cultural heritage**, paying particular attention to the **social dimension, considering culture as one of the main tools for urban and economic regeneration**. Such investments **included buildings renovation, a cultural calendar and a strong emphasis on education**.

At the former **Rikard Benčić** factory on *Krešimirova Street* in Rijeka, three industrial heritage buildings are being renovated. They will be repurposed into cultural buildings that will house: **The City Museum of Rijeka**, the **Rijeka City Library** and the **Children's House**, the first building of its kind in Croatia, dedicated to the development of creativity in children. *The Museum of Modern and Contemporary Art* has already moved into the **Benčić complex**, which was refurbished in the first phase and will continue its expansion into the current building's remaining areas. **The Galeb ship** is also being renovated and repurposed as a museum ship, a cultural and tourist attraction of Rijeka.

The premises of **RiHub** on *Ivan Grohovac Street* have been refurbished to become an information centre for the *European Capital of Culture 2020* and a place for bringing citizens together, conducting training sessions, co-working and developing creativity, thus acting as a **nursery of the creative city**. In 2020, the ECoC press centre for Croatian and foreign reporters will also be relocated there.

²⁰ <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-development-strategy-of-the-city-of-rijeka/> (23. 8. 2019)

²¹ <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/> (25. 5. 2020), <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/restoration-repair-roofs-facades-within-urban-complex-city-rijeka/> (25. 5. 2020)

²² <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/restoration-repair-roofs-facades-within-urban-complex-city-rijeka/> (25. 5. 2020)

²³ <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/capital-programmes-cultural-heritage-protection-conservation/> (25.5.2020)

Exportdrvo at *Delta*, a large industrial building that will host a significant portion of the ECoC programme in 2020, is being refurbished in cooperation with the Port Authority.

The European Capital of Culture's cultural programme will bring about additional refurbishments as part of the *Sweet & Salt flagship*, redeveloping areas by the sea (salt) and the Rječina River (sweet). Also, along the coast and in Rijeka itself, renowned and acclaimed international and Croatian artists create and install various permanent art sculptures. Thus the European Capital of Culture programme provides a new cultural tourism route in Kvarner as part of the *Lungomare Art flagship*.

The cultural programme in 2020 introduces Rijeka and its distinctive features to Europe while at the same time placing current European cultural and social issues at the forefront. The three main programme themes were chosen as symbols of Rijeka and contemporary Europe's intertwining identities: water, work and migration. These themes appear in the programme in a variety of ways – exhibits, shows, operas, conferences, concerts, festivals, visits by international and Croatian artists, projects undertaken by local associations, the renovation of spaces and the installation of sculptures, book promotions and meet-and-greets with the citizens of Rijeka, the region, Croatia and Europe.

The New Cultural Infrastructure development

The City of Rijeka²⁴ initially proposed a *Galeb ship* and two cultural heritage buildings (*Energana* and *RiHub*) as assets for the CLIC project's case studies. During the Heritage Innovation Partnerships (HIP's) process, another building *Children's House/Brick Building [Dječja Kuća/Ciglena Kuća]* in the *Benčić Complex* was proposed from the city side. Several other cultural assets were identified during the CLIC Project to be included in the *integral spatial system* proposed as *a Cultural Corridor*.

²⁴ Case Studies, CLIC Project, Rijeka, 2018

2.5.1 Galeb Ship – Tito’s Motor Yacht

The *Galeb ship* was one of the key symbols of the Yugoslav socialist iconography. The Non-Aligned Movement was born on its deck, and owing to the diplomatic activities of the Yugoslav president Josip Broz Tito, the ship hosted the world political elite of that time and many other famous persons²⁵.

The ship is a historical monument. It was built in 1938 as a trade-ship for the Italian Regia Azienda Monopoli Banane (RAMB) and was called Ramb III at the time. After serving its time as a tropical fruit transport ship, it then became an Italian cruiser in World War II. After suffering damage in the war, it was refitted to become a German mine-layer named Kiebitz. It was later sunk in the harbour, only to resurface in 1947 in the role of a training vessel for the Yugoslav navy. Then titled *Galeb* (eng. Seagull), Josip Broz Tito used it as a mobile home from 1953 to 1979. The City of Rijeka became the owner.

For the restoration of the Galeb, the City of Rijeka was awarded European Funds. After the restoration is finished, Galeb will be moored on the Rijeka’s breakwater Molo Longo, guaranteeing the regular visit and thus becoming one of the main tourist attractions. The vast amount of world leaders and stars who once found their way to the ship will reappear symbolically, in the form of a permanent museum exhibition accompanied by hospitality facilities (City of Rijeka, 2018).



Figure 16: Galeb Ship. Source: City of Rijeka



Figure 17: Galeb Ship during restoration in Viktor Lenac Shipyard, 2020. Source: City of Rijeka

²⁵ <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/capital-programmes-cultural-heritage-protection-conservation/motor-yacht-galeb/> (25. 5. 2020)

2.5.2 Energana Power-plant

The *Energana power-plant* of the *Paper Mill Factory Hartera* was built in 1931, expressing its functionality and Modernistic character. At the time built, it was the most modern electric centre with a steam turbine of 3200 horsepower and state of the art installations (City Of Rijeka, 2018).

The envisioned future for the power plant is to become the Incubator for creative industries and social innovations. The project encompasses the reconstruction of the building of 2800 square meters for infrastructure housing entrepreneurship. Space will be divided into nine functional units and equipped appropriately: reception area and information centre with exhibition space for new projects, creative-educational kitchen, workspace for fashion and textile design, artistic trades and crafts, film and photography studio, multifunctional hall, co-working and office space, dormitory and common area with lounge and coffee shop. Soft activities in the form of thematic educations, workshops, conferences and seminars will accompany the main programme (City Of Rijeka, 2018).

The funding for the **Creative technologies and IT industries incubator** was secured in November 2020. The project's main objective is to strengthen competitiveness, encourage the growth and development of startups and existing small and medium enterprises (SMEs) in the IT sector and creative technologies within the Urban Agglomeration of Rijeka through modern entrepreneurial infrastructure, including incubation and networking of entrepreneurs in target sectors²⁶.

The reconstruction project of Energana is worth in total 37 021 374,00 Croatian Kuna²⁶ (approx. 4 887 356,07 EUR), applied under EU Operational Programme Competitiveness and Cohesion and implemented under the scope of the implementation of the integrated territorial investments (ITI) mechanism – StartUP incubator Rijeka. The City of Rijeka co-financing is in the amount of 5 553 206 Croatian Kuna (approx. 733 097,71 EUR). Adjoining partners in the project are The City of Rijeka, Rijeka 2020 LLC and The Rijeka Development Agency Porin (City of Rijeka, 2018).

²⁶ https://www.rijeka.hr/en/amount-hrk-31-4-million-eu-funds-approved-favour-city-rijeka-order-put-place-energana-incubator/?noredirect=en_GB (February 2021), <https://www.rijeka.hr/en/city-government/eu-projects/ongoing-projects/power-plant-start-incubator-creative-technologies-industry/> (Marc 2021)



Figure 18: Energana. Source: Marco Acri



Figure 19: Energana Project. Source: City of Rijeka



Figure 20: Energana interior. Source: Marco Acri



Figure 21: Energana Project. Source: City of Rijeka

2.5.3 RiHub [Rasadnik kreativnog g.rada]

The Kindergarten of the Sisters of Mercy was built in 1916 on the grounds of the first kindergarten of Rijeka. The building is designed in the historicist style with an Art Nouveau interior. The classrooms were large, and the building included a dining room, kitchen, infirmary and performance hall with a stage as well. After the kindergarten's dissolution, the spaces mainly were used for commercial uses, resulting in the loss of its original art nouveau and historic interior. In the building, there is an art nouveau elevator which itself is a listed protected cultural good.

The ground floor interior and basement refurbishment were done in 2017, transforming a former store into a *RiHub*, a multi-use open and active space. The *RiHub* aims to become an *incubator of the creative city*, integrating the programmes empowering a community through civil initiatives and achieving the greatest possible citizen involvement in decision-making to improve the city's well-being. The *RiHub* is also one of the main infrastructures for the implementation of the Rijeka 2020 ECoC Programme.

The reconstruction project of RiHUB was 471.497 EUR funded by the City of Rijeka.

RiHub  became a creative city incubator, meeting and exchange platform for citizens participation and actions in city co-creation during Rijeka 2020 ECoC, aiming to establish better cooperation between citizens and local government. Because of the diverse and towards citizens oriented programme and its localisation near Školjić, it is an important asset within the *Cultural Corridor Area*.



Figure 22: RiHub. Source: Marco Aciri



Figure 23: RiHub interior. Source: Marco Aciri

2.5.4 Children's House²⁷ in Benčić Complex²⁷ [Dječja Kuća]

The revitalisation of the complex *Rikard Benčić* in the centre of Rijeka will transform the former industrial complex into a new cultural and educational centre of Rijeka. The restoration includes repurposing and equipment of existing facilities and public areas of approximately 12 000 m²:

- *Palace "Šećerana"* (eng. Administrative Sugar Refinery building) will be adapted to the use of **The Museum of the City of Rijeka** [Muzej Grada Rijeka] on approximately 5700 m².
- *T-Building* of approximately 5750 m² will be adapted for the **Rijeka City Library** [Gradska Knjižnica Rijeka].
- *The Brick Building* will be reconstructed and transformed into the **Children's House** [Dječja Kuća], filled with the programme promoted by *ArtKino Association, The Rijeka Puppet Theatre and Children's Section of the Rijeka City Library* on the approximately gross area of 2971 m².
- *H-Building* is adapted to use in the function of the **Museum of Modern and Contemporary Art Rijeka** [Muzej moderne I suvremene umjetnosti].

Reconstruction and equipment of the T-building into the Public Library and the reconstruction and refurbishment of the Brick building into the children's house are implemented within the project "The Revitalisation of the Benčić Complex – The Brick and T-buildings" in favour of which the Ministry of Regional Development and EU funds allocated HRK 68.21 million of EU grants through the Operational Programme "Competitiveness and Cohesion 2014-2020".

The reconstruction of the administrative building – building of the sugar refinery is implemented through the project "Tourism valorisation of the prominent monuments of Rijeka's industrial heritage ", for which a grant in the amount of HRK 69 million has been approved in favour of the city from the European Regional Development Fund within the Operational Programme "Competitiveness and Cohesion 2014-2020 ".

The applicant and project promotor is the City of Rijeka, with partner institutions' participation in its implementation – the Rijeka City Library, the Museum of Modern and Contemporary Art, the Museum of the City of Rijeka, the Rijeka Puppet Theatre and the Art-Kino Rijeka.



Figure 24: The Brick House in Benčić to become Children's House, before reconstruction. Source: City of Rijeka



Figure 25: Children's House Project. Author: Saša Randić. Source: City of Rijeka

²⁷ https://www.rijeka.hr/en/city-government/city-projects/ongoing-projects-2/childrens-house/?noredirect=en_GB (25. 5. 2020), <https://brickzine.hr/> (August 2020), <https://www.facebook.com/djeciakuca/> (August 2020)

The Brick Building was built in the late 19th century as part of what was then the Royal Hungarian Tobacco Factory on the site of two older buildings. According to the industrial complex presentation dating back to 1875, there were two smaller buildings on the site of today's *Brick Building*, one of which was a mill near the *Brajda creek*. Bridges initially connected it to the H-building on the southern side and the presently demolished building on the north-east side. After World War II, the brick building became part of the newly established marine machinery factory *Rikard Benčić*. After the failure of the factory, the building was abandoned in the 1990s. Its architectural and historical value lies in the fact that it represents the industrial architecture of the late 19th century and its typology of warehouse buildings of that time.

The Children's House in Rijeka will be the first such house in Croatia, with specific method of work with children and parents spending time there, as well as with the fields of work and topics that children will be able to tackle there. The Children's house will be welcoming children from 0-12 years of age all day long. The brick building will be adapted to the use and specific programme of the Children's House, which will offer diverse activities, among others:

- **multimedia creation** (animation films production in a film studio, video reportage production, music creation in a music studio, playing video games on the big screen of the projection hall, design production),
- **introducing STEM²⁸ knowledge and skills** (video games production, fabrication labs with 3D printers) and
- **performing arts** (a narrative theatre in a small amphitheatre on the house roof, a "sweet" interactive baby theatre, puppet making workshop, a "sensory" theatre for children with special emphasis on work with children with developmental disabilities, specially adapted film projections for children with *developmental disabilities, daily film projections for children, as well as a playroom in the library.*



Figure 26: Children's House, last phase of renovation, March 2021. Source: FB Dječja Kuća.

2.5.5 Museum of Modern and Contemporary Art [MMSU - Muzej moderne i suvremene umjetnosti]²⁹

The MMSU has been dedicated to the *H-Building of the Benčić Complex*, contributing to the transformation of the former *Rikard Benčić* industrial complex into the cultural district "**Benčić Art Kwart**". The City of Rijeka carries out the renovation and refurbishment of the premises (in total, approx. 3700m²) for MMSU. As of March 2019, the first phase of renovation (approx 1500 m²) has been completed, though the MMSU already gradually occupies renovated facilities since September 2018, thus co-creating the museum space "*Museum in the making – Dinko Peračić, architect.*"

The H-Building was built in the 18th century and readapted several times; from sugar production and warehouse facility to tobacco processing, machinery production and now, at last, the museum. To facilitate the soonest opening of the museum, the architect did not design the concept of which focusing on the "grand vision" but provided the most elementary and pragmatic solutions, focusing on gradual adaptation and permanent change based on the creativity of the artist and their needs (Peračić)²⁹.

Currently, the MMSU offers a large exhibition space, an entrance foyer suitable for diverse events, as well as an educational space used for smaller exhibitions, workrooms and utility rooms.



Figure 27: Exhibition Space of MMSU. Source: City of Rijeka

²⁹ <http://dinkoperacic.com/en/projects/museum-of-modern-and-contemporary-art-rijeka-phase-1/> (August 2020)

2.5.6 Dharma Hostel and The Culture House of Yoga³⁰

The Culture House of Yoga [Dvorana Kulture – Joga u svakodnevnom životu] and *Dharma Hostel* is an urban project of architectural and social concern, interlacing the profit and non-profit activity, motivated by sustainable development, creativity and entrepreneurship. The revitalisation of former the industrial hall of *Vulkan Factory* offered a multifunctional platform working in synergy. It is a hostel, yoga centre, sports and multi-purpose hall for events, including a vegetarian buffet. Located in *Pećine*, south-east from Rijeka, nearby *Viktor Lenac Shipyard*, offering a panoramic view over Kvarner Islands.

In the design and construction approach (*Rijeka Projekt Koning*³¹), the rational construction and reuse of materials where possible was primary. The industrial hall of 300 m² was transformed into a multi-purpose hall, while the offices were transformed to the hostel accommodations with buffet and utility rooms on the ground floor. The metal shingles mark the new addition on top of the building. Though the spatial arrangement is functional, it creates a unique place for relaxation and meetings, a Mediterranean oasis in the former industrial zone.

Hostel Dharma in Rijeka promotes a healthy way of living and holistic tourism by offering accommodation, active vacation (yoga, anti-stress techniques meditation...), various programmes and healthy vegetarian cuisine. Their focus is an integrated, holistic system of body, mind and spirit to create balanced self-renewing and sustainable tourism, and the relationship between man, building and the environment, combined with the natural cycles of the area.



Figure 28: Dvorana kulture - Hall before renovation 2009. Source: Dvorana Kulture



Figure 29: Dvorana kulture - Hall after renovation 2012. Source: Dvorana Kulture



Figure 30: Dharma Hostel. Source: Dharma Hostel

³⁰ <https://www.dharmahostels.com/> (30.7.2020), <http://www.dvorana-kulture.hr/> (August 2020),

³¹ http://www.rijekaprojekt-koning.com/#!=&lang=ENG&category=other&pane=project_DHA&img_ndx=0 (August 2020),

<https://rijekaheritage.org/hr/kj/plumbumvulkan> (August 2020)

2.6 Circular Economy Programs and Activities

2.6.1 RiUse Centre & RiPeraj & BERT³²

*RiUse Centre*³³ was established as part of the *Interreg Central Europe* project *Forget Heritage* with the cooperation of the City of Rijeka and *Molekula - Alliance of associations*. It is currently operating in two locations; the workshops for repair, upcycling, and remaking are located in the *Ex IVEX building* in *Delta*, while the showroom is located on the ground floor of *RiHub - the incubator of the creative city*. The chosen locations are not arbitrary. The *Ex IVEX building* houses many of Rijeka's cultural associations and creative industries producers, while *RiHub* is the cultural centre for citizens participation and an integral part of the *ECoc 2020 Sweet and Salt Programme* by the *Rječina*.

RiUse centre focuses on recycling plastic and wood waste, creating new products with a practical purpose, and prolonging the raw materials' use-value. For the procurement of materials, *RiUse* centre cooperates with *KD Čistoća*. The reuse centre also includes research of plastic as reuse-material for building materials and textiles. Additionally, providing educational workshops in cooperation with secondary schools, universities and academies for all educational levels (from elementary to tertiary).

The City of Rijeka supported the project with the procurement of equipment, tools, and financial resources to assist the operation and development of the centre (co-financing for employment and preparation of workshops).

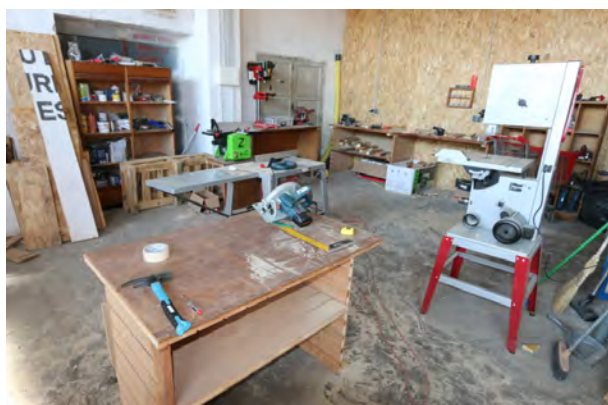


Figure 31: RiUse Workshop in *Ex IVEX*. Source: City of Rijeka



Figure 32: Showroom of *RiUse* centre in *RiHub*. Source: City of Rijeka

³² <https://cistocarijeka.hr/projekti/riperaj/> (30.07.2020)

³³ https://www.youtube.com/watch?v=sfh2pEO54nl&feature=youtu.be&fbclid=IwAR1VbFrFrWl6HOhpW8q6aue7tqwh_QIV-SeqWz7mw6iG_1niXV5nQVt_BtM (August 2020), https://www.interreg-central.eu/Content.Node/Rijeka2.html?fbclid=IwAR0ZAROfrogdl-zHrozpKBNozm2Qg_DZFDrdvN5H7wPdx73wimx5__OnCLY (August 2020)

Riperaj® focuses on creating a sustainable and solidarity society in a place where citizens can repair their broken or malfunctioned small household appliances, furniture, clothes, toys and other items for free; based on do-it-yourself under supervision and help of artisans and craftsmen with necessary knowledge and skills. The main goal is reducing the amount of waste by repairing the items, keeping them in a longer use cycle and raising awareness.

Riperaj is located in the lower city centre main street of *Ivan Zajec* near the *National Theatre*. Its premises are designed to offer informal socialising by coffee or tea, exchanging knowledge, learning and developing additional skills while trying to restore the forgotten tradition of repairing the objects without neglecting the social component. *Riperaj* is a *KD Čistoća* (City Waste Management Company) project, and it is a first of its kind in the Republic of Croatia.

Within the *Riperaj*, the *Bert*® - a packaging-free self-service machine can be found. Organic food (olive oil, pumpkinseed oil, wine, apple cider, vinegar) and non-food products (organic detergents and shampoos) can be bought at reasonable prices. The products offered are of controlled, local and natural origin and exceptional quality. As consumers bring their reusable packaging, they are reducing the need for disposable plastics and other packaging.



Figure 33: Riperaj Textile Workshop.
Source: FB Riperaj



Figure 34: Riperaj BikeRepair Workshop.
Source: FB Riperaj



Figure 35: Bert. Source: FB Riperaj

3 Acronyms

ECoC – European Capital of Culture

HUL – Historic Urban Landscape

HIPs – Heritage Innovation Partnerships

RLP – Rijeka Local Partnerships

4 Acknowledgements

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- City of Rijeka's Urban Upgrade and Cultural Heritage protection:
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 - Urban Heritage Repair [<https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/restoration-repair-roofs-facades-within-urban-complex-city-rijeka/>]
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Rijeka 2020: European Capital of Culture 2020 [<https://rijeka2020.eu/en/>]

- Green Wave [*Zeleni Val*] [<https://rijeka2020.eu/en/a-green-wave-of-civil-projects-spreads-across-rijeka/>]

City of Rijeka services:

- City of Rijeka's *RiHUB* [<https://rijeka2020.eu/en/program/rihub-2/>]
- City of Rijeka's *City Bike RiCikleta* [<https://ricikleta.rijeka.hr/hr/index.php>]
- City of Rijeka's *Trails* [<https://rijekatrails.com/en/>]
- City of Rijeka's *Bike Trails* [<https://bikerijeka.com/en/>]
- FB: Dječja Kuća – Children's House [<https://www.facebook.com/djecjakuca/>]
- FB: Riperaj [<https://www.facebook.com/riperajrijeka/>];
- *KD Čistoća Rijeka - Riperaj* [<https://cistocarijeka.hr/projekti/riperaj/>], *Bert* [<https://cistocarijeka.hr/projekti/bert-ekoloski-proizvodi/>]

City of Rijeka's Cultural Institutions:

- City Museum of Rijeka [<https://www.muzej-rijeka.hr/en/home/>]
- Museum of Modern and contemporary Art – MMSU [<https://mmsu.hr/en/>]
- FB Rijeka City Library [<https://www.facebook.com/GradskaKnjiznicaRijeka>]



City of Rijeka's International projects:

- Interreg Central Europe Project *Forget Heritage*
[\[https://www.interreg-central.eu/Content.Node/Rijeka2.html\]](https://www.interreg-central.eu/Content.Node/Rijeka2.html)
 - Rijeka Pilot: Rihub / Reuse [\[https://www.interreg-central.eu/Content.Node/Rijeka2.html?fbclid=IwAR0ZAROfrogdl-zHrozpKBNozm2Qg_DZFDrvdN5H7wPdx73wimx5__0nCLY\]](https://www.interreg-central.eu/Content.Node/Rijeka2.html?fbclid=IwAR0ZAROfrogdl-zHrozpKBNozm2Qg_DZFDrvdN5H7wPdx73wimx5__0nCLY)

Other services and activities:

- FB: Kwart za 5 [\[https://www.facebook.com/kvartza5/\]](https://www.facebook.com/kvartza5/)
- FB: Urbani Separe [\[https://www.facebook.com/urbanisepare/\]](https://www.facebook.com/urbanisepare/)
- Drugo More [\[http://drugo-more.hr/\]](http://drugo-more.hr/)
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- Rječka Baština. English: The Rijeka Heritage Project. [\[https://rijekaheritage.org/en\]](https://rijekaheritage.org/en) – City of Rijeka and University of Rijeka

Private initiatives:

Dharma Hostel [\[https://www.dharmahostels.com/\]](https://www.dharmahostels.com/)

The Culture House of Yoga – *[Dom kulture - Joga]* [\[http://www.dvorana-kulture.hr/\]](http://www.dvorana-kulture.hr/)



6 Figures Summary

Cover Image: Clip of *Opera Industriale EcoC 2020* opening event. Image Credits: City of Rijeka (2020). Available online: [<https://www.rijeka.hr/en/opera-industriale-transforms-rijeka-port-amazing-stage-leading-rijeka-year-european-capital-culture/>], accessed March 2021.

Figure 1: RiCikleta Station at *Sušački most*. Source: RiCikleta [<https://ricikleta.rijeka.hr/images/pozicije/susacki-most.jpg>], accessed August 2020.

Figure 2: *Trg Riječke Rezolucije* as an event venue - *ECoC Rijeka 2020* organised symphonic orchestra concert in July 2020. Source: RiPortal [<https://riportal.net.hr/ispunjen-trg-rijecke-rezolucije-izniman-interes-za-simfonijski-koncert-iz-programa-epk-rijeka-2020/>], accessed August 2020.

Figure 3: Educational Workshop and Participatory action in *Kružna Ulica*, June-July 2018. Source: Moja Rijeka [<https://www.mojarijeka.hr/edukativno-radna-akcija-urbani-separe-kruzna-okupila-brojne-volontere/>], accessed August 2020.

Figure 4: *Kružna Ulica* After intervention. Source: FB Urbani Separe [<https://www.facebook.com/media/set/?vanity=urbanisepare&set=a.497912400666119>], accessed August 2020.

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7 APPENDIX

The Cultural Corridor: A model for Historic Urban Landscape Regeneration in Rijeka, Croatia. University of Nova Gorica. (a document in pdf format).

The Action Plan for Implementing a Circular Strategy in Rijeka: tool supporting The Cultural Corridor. University of Nova Gorica. (a document in pdf format).

The catalogue of good practices of the City of Rijeka. University of Nova Gorica. (a document in pdf format).

Catalogue of actions for a circular city. Set of big format posters. University of Nova Gorica. (posters in pdf format; in preparation in textual form).

Booklet about Urban Seeding Workshop. University of Nova Gorica. (in preparation).

Open Education Course on Circular Models for Cultural heritage adaptive reuse. Available online: <https://oe4bw.org/>





Circular models Leveraging Investments
in Cultural heritage adaptive reuse



Salerno Local Action Plan
Summary



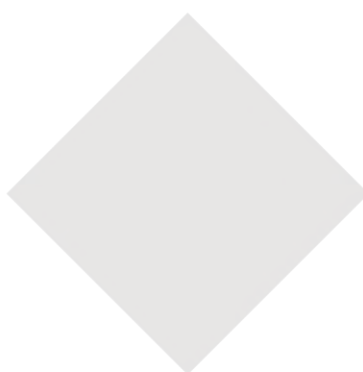
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CLIC Local Action Plan Salerno –Synthesis

The **CLIC Local Action Plan in Salerno** has been developed by the Municipality of Salerno with the support of CNR IRISS through a participatory action carried out from October 2018, involving more than 50 local organizations (civic associations, entrepreneurs and startups, banks and foundations, other public institutions, researchers and groups of activists).

The **Local Action Plan** is oriented to the development of a “**circular city through the adaptive reuse of cultural heritage**”. Salerno LAP objectives are:

- **Objective 1:** Enhance the dialogue and collaboration between citizens and Municipality, empowering the local community in taking action for the care of cultural heritage through a shared and transparent circular governance model;
- **Objective 2:** Co-develop and plan concrete actions for the adaptive reuse of abandoned and underused cultural heritage, especially related to large historic buildings abandoned in the city centre (Edifici Mondo);
- **Objective 3:** Enhance the coordination of different municipal departments to promote heritage-led urban regeneration and facilitate public-private-people cooperation and partnerships;
- **Objective 4:** Enhance the attractiveness of Salerno for potential public, private and social/impact investors in the adaptive reuse of cultural heritage;
- **Objective 5:** Promote Salerno as exemplary Circular City in Southern Italy starting from the adaptive reuse of cultural heritage.

The LAP also aims to achieve a circular city goal through circular solutions in the built environment (water recovery, renewable energy, material reuse and recycling, biomaterials, nature-based solutions, etc.), energy efficiency actions and positive energy balance of historic and modern building stock, green infrastructure (city renaturation, green mobility, etc.), reconnection of city-port and circular port area, innovative business and financing model and circular startups. Moreover, the purpose is to implement the circular and *human-centred* city model through the CHAR by transforming the abandoned/degraded/underused cultural heritage in a “vibrant place”, attracting new tourists and businesses and to enhance the quality of life for residents.

The LAP aspires to be an “action-oriented” plan, developed assessing the main feasibility and sustainability conditions during the participatory planning phase to implement the proposed actions. The Plan contains synoptic sheets to monitor the contribution of planned activities to the achievement of established objectives. For each action, the involved sectors of the Municipality, the link with existing plans and programs, the human and financial resources, the involved stakeholders, the timeline and the monitoring indicators are indicated.

The current definition of the actions comes from a **mixed bottom-up and top-down approach**: the participatory action of **CLIC Heritage Innovation Partnerships**, and the **internal process of review and reflection of the Municipality**, which representatives and public officials have been engaged in many meetings and public initiatives of the CLIC project. The CLIC project supported the activation of participatory processes through HIPs (Heritage Innovation Partnerships): multi-actor partnerships,

coordinated by local administrations and research bodies, involving and enabling local stakeholders in the experimentation of a “circular” and collaborative governance model. The HIPs improve local knowledge, ideas, skills and cooperation to provide all the tools for the co-creation of the Local Action Plan (LAP) of the city of Salerno and the implementation of strategies and projects for the adaptive re-use of cultural heritage (CHAR) towards culturally, socially and economically inclusive societies.

Five (out of six) Heritage Innovation Partnerships meetings and one Historic Urban Landscape workshop have been realized by the Municipality of Salerno (SA) up to April 2021:

HIP #1 – Mapping cultural heritage in Salerno (perceptions mapping workshop led by ICHEC with CNR IRISS support) | October 2018

HUL workshop – Historic Urban Landscape workshop on Barriers & bottlenecks in the adaptive reuse of cultural heritage in Salerno (led by TU/e with CNR IRISS support) | November 2018

HIP #2 – Workshop Adaptive Reuse of Cultural Heritage for a Circular City Salerno (led by CNR IRISS) | February 2019

HIP #3 – Municipality of Salerno Institutional internal meeting to discuss Local Action Plan proposals (led by CNR IRISS with ICHEC participation, presentation of the results of perceptions mapping and economic landscape maps) | June 2019

HIP #4 – Local Action Plan: feedback and proposals from local stakeholders, results of the questionnaire developed on the Local Action Plan (led by CNR IRISS) | November 2019

HIP #5 – Circular Business Model workshop (led by ICHEC with CNR IRISS support) | May-June 2020

Moreover, based on stakeholders’ proposals, the **CLIC Permanent Laboratory** has been established since October 2019 to provide a permanent meeting place to discuss bottom-up proposals for the adaptive reuse of cultural heritage and heritage-led urban regeneration towards “Salerno circular city”. From October 2019, until the COVID-19 pandemic started in February 2020, the Garden of Minerva in Salerno hosted every Monday a meeting of interested stakeholders, collecting diverse proposals from the historic city centre to the urban periphery. Since March 2020, the meetings of permanent lab were held online, specifically about the peripheral Rufoli area. The proposals co-developed by local stakeholders for the heritage-led development of Rufoli area were shared with the Municipality.

The **HIP #6** will be held in June 2021 on the topic of circular financing models, while the **Open Days** will be planned according to the project schedule.

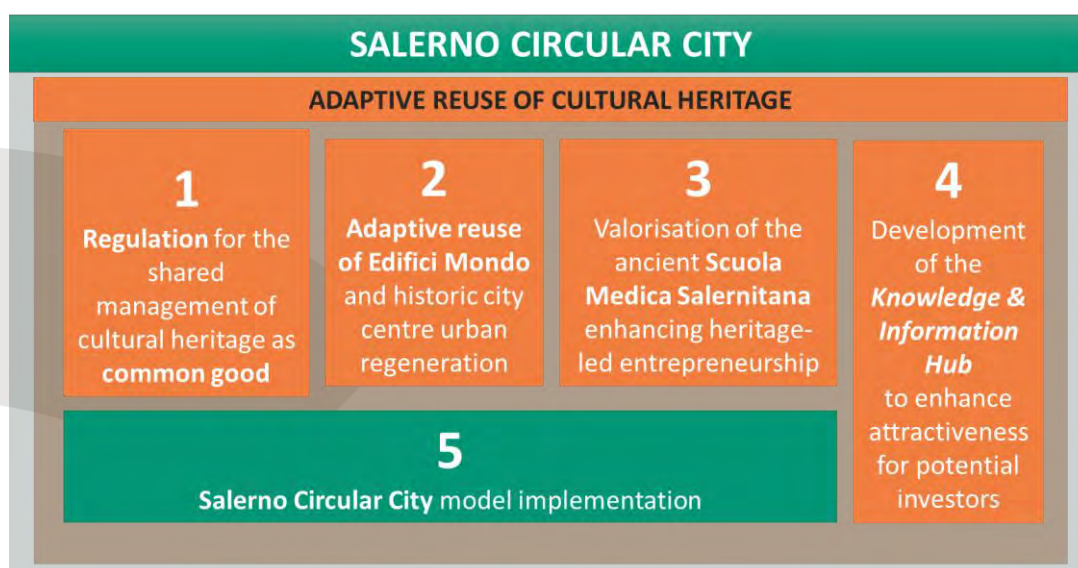
The participatory process revealed, also through the HUL workshop, the major critical issues and opportunities in reuse processes at cultural, political, and regulatory level. The weakness identified were:

- Lack of interest and participation of the local community;
 - High level of degradation of the cultural heritage;
 - Political uncertainty;
 - Lack of communication;
 - Long and complex bureaucratic process;
-

- Lack of interest of administrations;
- Gaps in regulations;
- Lack of funding.

Specific actions included in the CLIC Local Action Plan of Salerno

Five specific actions for the adaptive reuse of cultural heritage and one additional actions for the circular city model implementation are included in the draft Local Action Plan of Salerno (see below).



For the five actions a state of progress is already available, as the Municipality of Salerno already started the implementation of some actions included in the LAP, which demonstrates the high commitment of the Municipality and the local community. Thus, the LAP actions have been started during the CLIC project and will continue after it.

Action 1. The “Regulation for the shared management of cultural heritage as common good”, based on best practices of similar municipal Regulations such as in Bologna, Torino and Milano, has been drafted and shared with other Municipality departments, to be discussed soon in the City Council assembly. Informal exchanges and relationships have been established with LabSus to overcome regulatory and organisational barriers based on other cities’ experiences.

Action 2. The major challenge for Salerno is the *Edifici Mondo*, the four largest historic buildings abandoned in the city centre. The *Edifici Mondo* have been object of an open call for ideas of adaptive reuse, that resulted in 14 proposals evaluated by the Municipality and served as the basis for the Circular Business Model workshop held in Salerno in May-June 2020 (online). Four projects were implemented in the workshop, which will be presented in a public meeting with Municipality members and potential investors for the follow-up of the projects. Moreover, the Municipality of Salerno participated to a Call for public funding issued by the Ministry of Infrastructure and Transport for the adaptive reuse of cultural

sites, largely including the CLIC co-design process as well as the outcomes of the consultation. Further actions will be discussed during the last HIP meeting to be focused on circular financing models.

Action 3. The inclusion of a specific action in the LAP for the city of Salerno aims at the valorization of *the Scuola Medica Salernitana* as a cultural identity and brand of the city, identifying Salerno as a city of health and wellness. *Scuola Medica Salernitana* has been the oldest and most eminent medieval institution of Western Europe for the exercise and teaching of medicine. The action aims at the re-appropriation of the collective memory and cultural identity of the city and for the development of the cultural and tourist offer based on the authenticity of "intrinsic values" for the start-up of more sustainable proposals. In addition, it is imagined to promote Heritage-led entrepreneurship for a sustainable and circular development. The Municipality has already started a collaborative work to promote the *Scuola Medica Salernitana* as candidate for the UNESCO Intangible Heritage list. Moreover, an European network was created to promote the Historic Botanic Therapeutic Gardens, starting from the *Giardino della Minerva* to become one hot-spot of a new European Cultural Route.

Action 4. The CLIC *Knowledge & Information Hub* platform is an online database that intends to collect, share and compare information about cultural heritage with the purpose of facilitating both possible investors, citizens and entrepreneurs to propose adaptive reuse initiatives. The platform aims to encourage the exchange of knowledge about mapped assets and the impacts of adaptive reuse of cultural heritage and landscape in the perspective of circular economy. The platform is available online at www.clicplatform.eu and it already includes the data about cultural heritage in Salerno.

Actions 5. This action is related to the vision of a "circular city" in Salerno. The concept of "circular city" is derived from the circular economy model applied in the spatial territorial dimension of cities. It can be associated with the concept of a "self-sustaining" regenerative city, as stated in paragraph #71 of the United Nations New Urban Agenda. The action provides an overall strategy that also integrates diverse projects already in progress by the Municipality of Salerno, combining them in a systemic way for the realization of the first "Circular City" in Southern Italy. The prioritized objectives to implement "**Salerno Circular City**" in next years have been identified through the participatory process involving the Municipality, CLIC researchers, citizens and local organisations:

- Develop city-port urban connections and circular port area
 - Realize energy efficiency interventions in heritage building
 - Promote circular economy in the historic built environment, e.g. through water recovery, renewable energy, material reuse and recycling, biomaterials, Nature-based solutions
 - Promote sustainable and green mobility
 - Promote city re-naturalization (e.g. through the "Arborea project")
 - Promote business innovation, financing innovation and circular startups, also linking with the Blue Economy (e.g. Urbact BluAct project)
-

Local Action Plan Salerno – Actions Table

ACTIONS	Municipality sectors	Synergies with other plans/strategies/projects	Sub-actions / Timeline	Human/Financial resources	Stakeholder's typology	Monitoring indicators
1. Regulation for the shared management of cultural heritage as a common good	<ul style="list-style-type: none"> Risorse Comunitarie Urbanistica / Ufficio di Piano Servizio Provveditorato Partenariato Pubblico-Privato Avvocatura 	<ul style="list-style-type: none"> PUC (<i>Municipal Urban Plan</i>) Delibera aiuole (<i>resolution about flowerbed</i>) Regolamento orti urbani (<i>Regulation urban gardens</i>) Public-Private Partnerships (<i>PPP</i>) 	<ul style="list-style-type: none"> Adoption by the City Council (expected September 2021) 	<ul style="list-style-type: none"> Circular City / Urban Regeneration Unit (control room) 2 officers Internships Occasional workers Insurance coverage budget Reimbursement of expenses for micro-interventions budget 	<ul style="list-style-type: none"> Enterprises Associations Citizens 	<ul style="list-style-type: none"> Adoption by the City Council No. assets/sites included/proposed for Regulation: >5 by 2023 N. Collaboration Agreements: >10 by 2023
2. Adaptive reuse of Edifici Mondo	<ul style="list-style-type: none"> Risorse Comunitarie Urbanistica / Ufficio di Piano Partenariato Pubblico-Privato 	<ul style="list-style-type: none"> PUC (<i>Municipal Urban Plan</i>) Mobility/Accessibility (Trincerone) Other historic buildings/sites already recovered (es. EBRIS, Archivio Storico, Auditorium, Giardino della Minerva...) 	<p>Short term</p> <ul style="list-style-type: none"> Check availability of ownership with National Agency for Public Goods Participation to the Call for "Quality of Living" <p>Mid-long term</p> <ul style="list-style-type: none"> Masterplan development PPP Call 	<ul style="list-style-type: none"> Public funding Physical renovation of buildings Private co-financing for renovation Private subjects / companies (management) Realization of PPP call 	<ul style="list-style-type: none"> National Agency for Public Goods (Agenzia del Demanio) Heritage Authority (Soprintendenza) Private co-financiers Private subjects / companies (management) 	<ul style="list-style-type: none"> Renewal of Agenzia del Demanio contract Elaboration of Masterplan Start/completing of complementary projects (e.g. Trincerone) Design/Realisation of public works/public spaces Participation in the call for quality of living PPP call for tender Realization of interventions Assignment of spaces management
3. Valorisation of the Scuola Medica Salernitana – attracting businesses and activities centered on health and wellness	<ul style="list-style-type: none"> Cultura 	<ul style="list-style-type: none"> European Cultural Routes application (CoE) UNESCO Intangible heritage application UNESCO Chair for Medicine Department of the University of Salerno 	<ul style="list-style-type: none"> ECR submission UNESCO intangible heritage submission Business involvement Startups/Innovation 	<ul style="list-style-type: none"> Technical and Scientific Committee (established) 	<ul style="list-style-type: none"> Scuola Medica Salernitana Foundation Giardino della Minerva European Association of Historical Therapeutic Botanical Gardens Heritage Authority (Soprintendenza) EBRIS Department of Pharmacy University of Salerno Universities Schools Palazzo Innovazione Startups / SellaLab Cultural associations 	<ul style="list-style-type: none"> European Association establishment ECR sending application CoE ECR approval by CoE UNESCO intangible heritage Send candidacy Elaboration of informative material

ACTIONS	Municipality sectors	Synergies with other plans/strategies/projects	Sub-actions / Timeline	Human/Financial resources	Stakeholder's typology	Monitoring indicators
4. Knowledge Information Hub web platform - attracting private investment	<ul style="list-style-type: none"> Risorse Comunitarie Servizi informativi Urbanistica / Ufficio di Piano Servizio Provveditorato Cultura 	<ul style="list-style-type: none"> Regulations for the shared management of common goods Calls for ideas Calls for tenders Municipality of Salerno 	<ul style="list-style-type: none"> Salerno database integration and online publication Test phase Long-term management (model to be defined) 	<ul style="list-style-type: none"> Community Resources Officer (deciding what assets/information to include and updating data) Information Technology Officer / Technician Plan Office Officer (building information) Procurement Officer (calls for tenders, contracts, etc.) Budget management or Autonomous Business Model of the platform (to be defined) 	<ul style="list-style-type: none"> Potential Funders Entrepreneurs Associations / Citizens (Regulations) Heritage Authority (Soprintendenza) – to check constraints, descriptions/information on cultural heritage 	<ul style="list-style-type: none"> FacilityLive online pilot platform publication (done) No. of buildings and information available No. of notices/public announcements posted No. of visits to the platform N. interactions from the platform to the municipality (e.g. emails received, subjects contacted....) Private investments facilitated by the platform (e.g. €)
5. Implementation of the circular city model	<ul style="list-style-type: none"> Risorse Comunitarie Urbanistica-mobilità / Ufficio di Piano Ambiente Lavori pubblici 	<ul style="list-style-type: none"> PUC (<i>Municipal Urban Plan</i>) Port Authority / projects for the port of Salerno (e.g. port electrification) Arborea Project Sustainable mobility projects PAES (SEAP) / Energy plan 	<ul style="list-style-type: none"> PUC (<i>Municipal Urban Plan</i>) update / strategic documents with the inclusion of the circular city List of related projects Businesses involvement 	<ul style="list-style-type: none"> Circular City / Urban Regeneration Unit (control room) Municipal Officials 	<ul style="list-style-type: none"> Port Authority ESCO Technological enterprises Social enterprises (promoting recycling, reuse, plastic-free, etc.) 	<ul style="list-style-type: none"> PUC (<i>Municipal Urban Plan</i>) update / strategic documents with the inclusion of the circular city Launch of projects related to the circular city Private co-investments, companies Awareness raising - No. of projects started by associations / other organizations in the city European and/or regional funding obtained

General impact indicators of the LAP

- No. of people and organisations collaborating with the LAP in the different actions
- No. of jobs created
- Public and private funding activated
- No. projects activated (funded and unfunded)
- Regenerated urban areas
- Contribution of the LAP to environmental impacts identified in the Strategic Impact Evaluation of the Municipal Urban Plan

Innovations

In Salerno, the elaboration of a Regulation for the shared management of cultural heritage as “common good” is being tested. The Regulation aims to establish a regulatory, transparent and impartial framework to define actions for care, shared management and re-generation of urban common goods implementable through “Collaboration Pacts” between citizens and public administration.

The Salerno Municipality has launched a public consultation to experiment a possible governance tool aimed to collect implementable proposals for the re-use of “*Edifici Mondo*” in the perspective of circular economy, through the collaboration between public administration, professionals and active citizens. Fourteen proposals were submitted, ten of them were selected by Municipality for participation in the Business Model Workshop (held by ICHEC - Brussels Management School, CNR-IRISS and the City of Salerno) and a pre-feasibility study was elaborated for four of them. The feasibility and potential circular financing instruments proposed by CLIC will be discussed at the upcoming HIP6 meeting involving local and regional actors.

Moreover, based on stakeholders’ proposal, the CLIC Permanent Laboratory has been established since October 2019 to provide a permanent meeting place to discuss bottom-up proposals from different stakeholders for the CHAR and heritage-led urban regeneration, towards “Salerno circular city”.

In the LAP, a specific action on the Salerno Medical School was included to enhance its value as cultural identity and “brand” of Salerno as city of health and wellbeing. This action favours both the development of the cultural and tourist offer based on the authenticity of “intrinsic values” and the promotion of heritage-led entrepreneurship for sustainable and circular development.

Furthermore, the platform CLIC Knowledge Information Hub was developed to facilitate opportunities in CHAR addressed to community members, funders, entrepreneurs and civil society organizations to co-develop new ideas and projects.

Finally, the participatory process is a cross-cutting element in LAP to build a shared vision for the definition of a strategic orientation plan for the transition towards “Salerno circular city”.

State of progress of Local Action Plan and next steps

The draft Local Action Plan is in advanced state of progress (in Italian). The draft was prepared by CNR IRISS through intense and regular meetings with the Municipality of Salerno, including the ideas and suggestions coming from the participatory process conducted. The Municipality is required to check and integrate the information included of the LAP, but it has already validate the actions and monitoring tools included in the second part, also because policy makers (city council members, public officers) will be actively engaged in the process to ensure policy uptake of the LAP. For each action, the specific sectors/departments of the Municipality involved have been identified.



CLIC - Local Action Plan

Circular Approach in Adaptive Reuse of Heritage Sites

Region Västra Götaland Sweden

March 2021

VERA TELEMO BJÖRN OHLÉN
CULTURAL DEVELOPMENT ADMINISTRATION VGR



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INTRODUCTION

The CLIC project is an EU Horizon 2020 project investigating the connection between circular economy and adaptive reuse of cultural heritage (ARCH). Region Västra Götaland (VGR) is one of four non-academic partners in the project. In Västra Götaland, the CLIC team has worked together with local stakeholders at four industrial heritage sites located in various rural parts of the region: Fengersfors papermill, Åmål Municipality; Gustavsfors workshop, Bengtsfors Municipality; Strömsfors workshop, Svenljunga Municipality and Forsvik Bruk, Karlsborg Municipality. Therefore, the CLIC cases in Västra Götaland differ from the other CLIC pilots set in urban areas and focused on a specific part of the city or a particular building rather than four geographically spread places.

Despite a general negative population development in the focus municipalities, the places mentioned above have attracted new groups that are important for the place to have a new function through innovative use of their cultural heritage.

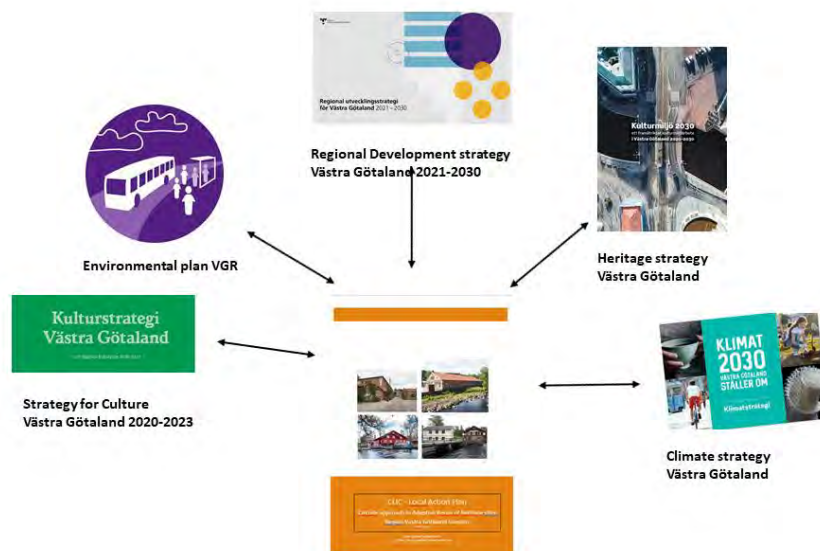
The Region Västra Götaland has established a cross-sectoral collaboration team between various departments in the region, focusing on strengthening development in rural areas by focusing on a specific place. Adaptive reuse of heritage buildings is often a catalyst in the places supported, but the strategic link between regional development and investments in adaptive reuse needs to be strengthened.

The CLIC local action plan (LAP) for the region Västra Götaland has been developed by the Cultural Development Administration in VGR (former Västarvet) with support from Uppsala University. The plan has its basis in a participatory process that took place from March 2018 to December 2020. The LAP includes an overview of the process within the CLIC project as well as a plan with necessary long-term actions needed to move towards more adaptive reuse of cultural heritage sites in the region. This English version of the LAP complements the Swedish version that is integrated into the governance plan of the Cultural Development Administration.

The LAP's objective is to describe actions that can strengthen the link between cultural heritage, circular economy, and local development in the coming years. Therefore, the LAP has strong ties to other strategic plans in the region. By connecting CLIC results to already implemented plans in the region, we will have more significant opportunities to strengthen regional development's heritage perspective.

MONITORING AND EVALUATION

This plan will be included as a basis in the administration's annual activity planning and the follow-up of Cultural Environment 2030 in the regional heritage group. The indicators are assessed quarterly in connection with the administration's other activities being reconciled



The Local Action Plan links circular adaptive reuse to other strategic documents in the region.

"HERITAGE INNOVATION PARTNERSHIPS" (HIP)

Heritage Innovation Partnerships (HIP) are partnerships between many various stakeholders that collaborate and create action plans connected to adaptive reuse for culturally, socially and economically sustainable communities towards circularity. In HIP- dialogues, academic partners, government officials, local entrepreneurs, and civil societies meet and collaborate. Six HIP-dialogues have been held within the CLIC-project. The first five dialogues were held as physical workshops, and the last workshop was held online.

HIP 1 – Mapping cultural heritage in VGR

Date of event: 2018-09-19 in Gothenburg

The first step in the HIP-process was to map barriers and bottlenecks for developing culturally valuable environments and create a knowledge and information hub to increase resources aimed at the underused cultural heritage. This step also included a survey of what the local community considers as "cultural capital" in the area (both material and immaterial). This tool was connected to our five senses.

Representatives from the four cases we worked with within VGR (Forsvik, Fengersfors, Strömsfors and Gustavsfors) participated in this HIP.

HIP 2 – Governance Models for adaptive reuse

Dates of event: (Split into separate workshops into the four pilot cases)

2019-01-30 in Forsvik

2019 01-31 in Strömsfors

2019-04-09 in Gustavsfors

The material used in Forsvik has been produced within other processes.

The second HIP meeting aimed to highlight which current governing documents link to reusing cultural heritage. With this workshop, visions and resources related to a circular perspective were identified. During this meeting, the previously documented barriers and bottlenecks from HIP 1 were highlighted. The exercise was divided into the three pillars for sustainable development: social, economic and ecological sustainability. The participants in each perspective had to describe a desired situation according to a 2030-vision in the area. The resources found in the area were mapped based on the three pillars and, in the third step, resources that are underutilised or not used today from each pillar. Through the survey, it is possible to identify an indicator of which possible measures and resources can strengthen the three different legs jointly or separately.

HIP 3 – New destinations for cultural heritage: financing and business models

Date of event: 2019-05-15 at Ringön, Gothenburg

This workshop focused on business models for how property owners can attract new tenants to their empty premises and how a mix of companies can create a symbiosis that makes the place robust from a longer perspective. It began with a study visit to Ringön, a centrally located industrial area in Gothenburg. Here, long-term work is underway to transform the area and bring in new tenants without gentrification. Two key findings from the workshop included exchanging between property owners and the need to find forums to attract new tenants to their empty premises.

HIP 4 – Feasibility Evaluation of proposals and the first draft of the LAP

Date of event: 2020-01-29, Gothenburg

This in-person seminar was attended by representatives of our cases and invited colleagues from the business department, the environmental department, the culture department in the region and representative from the County Board.

Together, it has been discussed and prioritised which initiatives should be included in the local action plan in CLIC. The strategy has been to write a LAP with strong links to other strategic goals in the region and link the efforts to the priority needs of the CLIC places.

HIP 5 - Business model workshop 2020-02-18 to 2020-02-20

In HIP 5, a business model workshop was arranged in Fengersfors. The other CLIC pilot areas were invited to join. Around 35 people worked for 2,5 days to develop a sustainable business model for the mill in Fengersfors. The workshop resulted in a plan with 6 various streams that could provide revenue. The streams included work on renewable energy, small scale businesses and phytoremediation of the environmental toxins on the site.

HIP 6 - Financing mechanisms for circular adaptive reuse

Date of event: April 2021

The last HIP-workshop focuses on financing and funding models, which is the biggest challenge for adaptive reuse in rural areas. The workshop is digital and focuses on the business models developed for Fengersfors in CBMW 2020. Stakeholders from the community in Fengersfors participate as well as specially invited experts on financing models.

REFLECTIONS ON THE HIP PROCESS AND PATHWAYS FORWARD

The team from Västra Götalandsregionen has a few reflections on the HIP-process. Before joining the CLIC-project, we had no experience working with HIPs and HUL. Initially, we had difficulty understanding how the HIP and HUL would be connected to our internal process. It was also challenging to understand the connection between the large amount of data we collected at the beginning of the project and the results presented in the reports.

Problem of scale

Our experience is that the HIP and HULs have been organised to fit in urban settings, and we sometimes had a hard time translating them into our rural environments. We made it difficult for ourselves by choosing cases in rural areas and with large geographical distances between each other. Due to the large distances, it has been a challenge to make people come for joint meetings. Further on, Västra Götalandsregionen does not own the buildings in the cases that have been chosen, which made it challenging to drive development and obtain relevant data, which is often available from the municipality or a private property owner.

Local engagement

It is generally challenging to engage people locally in meetings and processes where they are not the owners of the process and where they do not receive financial compensation for their involvement. If the VGR team had realised this initially, a way to hire them for hours in the project would have been found. A challenge with the language existed too, even though many people, even more, senior people in the countryside, have good English language knowledge.

Connection practice and research

A major challenge within the CLIC-project has been the gap between research and practice. The VGR team feels that much of CLIC's research has not been transferable in practical action. We would have needed significantly more support from our academic partner UU in connecting the research and work in the various WPs with our local process. It seems like this connection has been more robust in other places.

Raising awareness of circular economy and cultural heritage

There is limited knowledge of the connection between cultural heritage and sustainable development within the organisation, and a traditional conservation perspective on cultural heritage still exists. The aim is to change this through ongoing internal training on cultural heritage and the circular economy. Further on, it has been challenging to get the cross-sectoral commitment to

cultural heritage and circular economy within the organisation from the business and environmental departments that has been needed. Nevertheless, this connection has been created to some extent since it was possible to connect to "place development" (which is a common regional matter) and cultural heritage.

Financial and business models

Financing models and business models for adaptive reuse were the highest hopes for help from CLIC. Regarding the financial models, the VGR has not gained the expected knowledge. The academic partner's change can explain that for this area, but it means that the results will be presented when the action plan is expected to be completed. This means that the efforts highlighted in the plan in this area will not be so concrete. We would have needed more substantial support for financing models and business models in our team significantly. We have some but still minimal knowledge about this and have had difficulty finding a colleague to engage with.

However, the HIP on business models has been appreciated, which was an excellent opportunity to learn about business models and create circular revenue streams. The VGR aims at gaining enough knowledge on this matter to perform BM WS for our remaining cases by the VGR team in April 2021.

OBJECTIVES

Six objectives and their associated specific actions have been identified during the CLIC project as essential to work with after the project is finalised, to support and expand VGR's work on circular adaptive reuse and cultural heritage.

OBJECTIVE 1:

CREATE A REGIONAL NETWORK FOR PROPERTY OWNERS ON MANAGEMENT, DEVELOPMENT AND ADAPTIVE REUSE IN HERITAGE SITES.

Managing and developing a cultural-historical environment requires experience and expertise, and many property owners invent the wheel repeatedly. A regional network can offer an exchange of experience and skills development. The network will be initiated and supported by VGR for the first two years or until it becomes sustainable and independent.

One major bottleneck for ARCH is property owners (namely in rural areas) to find potential tenants. By finding a suitable (digital) matching service aimed at this purpose, the property owners in the network and other property owners can find suitable tenants who allow for adaptive reuse of the site.

Connection HIP and CLIC

Creating a regional network of property owners would serve the purpose to fulfil the general goal of the CLIC-project – to facilitate adaptive reuse of cultural heritage. It also specifically addresses one of the bottlenecks identified in HIP2, namely the difficulty of maintaining and developing a complex heritage site with many buildings in different shape. The regional network would also be a way to share business models and knowledge on circular economy, which connects to HIP 5 on circular business models. This action also relates to a barrier identified in HIP 2 – to find suitable tenants for a complex (rural) environment. Also, in HIP 3, it was explicitly pointed out that it is essential to find tenants who can contribute to creating a creative environment.

Link with existing policies/strategies/plans

This objective connects to goals and efforts in:

- Regional development strategy Västra Götaland 2021-2030
- Heritage strategy 2030

SPECIFIC ACTIONS

1a. Inventory properties / cultural-historical environments	
Indicator:	100 properties inventoried
Responsible:	Cultural Development Administration, VGR
Collaborators:	The County Administrative Board, The municipal associations and the municipalities.
When:	April 2021
Resources:	Within CLIC

1b. Invite property owners to the network	
Indicator:	20 members in the property owner network 2021
Responsible:	Cultural Development Administration, VGR
Collaborators:	Municipalities, The regional place development team
When:	Spring 2021
Resources:	Within CLIC

1c. Organise an annual conference for the network	
Indicator:	50 participants
Responsible:	Cultural Development Administration, VGR
Collaborators:	The regional place development team
When:	Conference winter 2021,
Resources:	Funding needed

1d. Arrange a study visit to one of the environments	
Indicator:	15 participants
Responsible:	Administration for Cultural Development, VGR
Collaborators:	The County Administrative Board, Group Office
When:	Start-up on CLIC open day 21 st of April (two times a year)
Resources:	Self-financed

1e. Inventory existing matching services (tenants – vacant premises)	
Indicator:	Mapping of existing matching services completed
Responsible:	Cultural Development Administration, VGR
Collaborators:	
When:	Spring 2020
Resources:	Within CLIC

1f. Select or create a service for exposing vacant premises	
Indicator:	Tool selected or created
Responsible:	Cultural Development Administration, VGR
Collaborators:	The organisation Fastighetsägarna (property owners)
When:	2021
Resources:	A project with external financing

1g. Expose vacant premises to potential tenants	
Indicator:	30 premises exposed
Responsible:	Cultural development consultants and KKN responsible
Collaborators:	Local government associations
When:	Winter 2021
Resources:	VGR budget

OBJECTIVE 2:

COORDINATE THE COUNTY ADMINISTRATIVE BOARD'S FINANCIAL SUPPORT TO HERITAGE MAINTENANCE AND RESTORATION WITH THE REGION VÄSTRA GÖTALAND'S FINANCIAL SUPPORT FOR REGIONAL DEVELOPMENT

When the Västra Götaland region was formed in 1999, the responsibility for regional development or supporting business was transferred from the county administrative board to VGR. However, the County Administrative Board is still responsible for financing the restoration of buildings. They have a very limited budget and need to prioritise the listed buildings. The budget is not enough for the more complex places with significant restoration needs, such as industrial heritage, where the potential for adaptive reuse and link to creative industries is enormous. There is a potential for co-financing and cooperation that is not being used today.

Connection CLIC and HIP

In HIP 2, it was revealed that many actors in ARCH-projects find it challenging to navigate the public funding system. The local stakeholders address better coordination between various authorities.

SPECIFIC ACTIONS

2a. Establish the regional Heritage group as a forum for reconciliation between VGR and the county administrative board.	
Indicator:	-
Responsible:	Heritage Development Administration
Collaborators:	Regional museums, County Administrative Board
When:	The group is established, but the topics discussed must be broader during 2021 relating to Heritage 2030.
Resources:	No funding needed

2b. Create a common list of environments that are important from a regional development perspective that also has great cultural-historical values	
Indicator:	Update the list annually
Responsible:	Heritage Development Administration
Collaborators:	Regional museums, County Administrative Board, Place development team
When:	2021
Resources:	No funding is needed

2c. Find a common routine for cooperation and coworking regarding the environments on the list.	
Indicator:	-
Responsible:	Culture Development Administration
Collaborators:	Regional museums, County Administrative Board, Place development team.
When:	2022
Resources:	No funding needed

OBJECTIVE 3:

INCREASE KNOWLEDGE OF CIRCULAR BUSINESS MODELS AND ADAPTIVE REUSE IN THE REGIONAL PLACE DEVELOPMENT TEAM.

Within CLIC, many experiences and tools have been developed for the reuse of places and landscapes. This knowledge is a good complement to the tools that already exist regionally in place development team and can be implemented to support other places/sites in Västra Götaland.

Connection CLIC and HIP

In the HIP process, it became clear that heritage communities need to strengthen their business models' expertise for adaptive reuse and that expert support is needed for this in many local development processes.

Link to existing policies/strategies/plans

- Regional Development Strategy
- Heritage 2030
- Climate 2030

SPECIFIC ACTIONS

3a. Dissemination of the experience from CLIC to other places	
Indicator:	Experience from CLIC implemented in the regional place development team and published on the website.
Responsible:	Cultural Development Administration VGR
Collaborators:	Regional place development team. Property owners' network
When:	Ongoing
Resources:	Budget

3b. Test circular business model workshops at site level in Forsvik	
Indicator:	1 workshop
Responsible:	Cultural development Administration, VGR
Collaborators:	Local stakeholders Forsvik, Municipality of Karlsborg
When:	1 day workshop Forsvik 12 th of April
Resources:	Within CLIC

3c. Offer process support in circular business canvas for communities in places that receive support from VGR.	
Indicator:	Ten people trained in skills and competencies for developing circular business models
Responsible:	Cultural Development Administration, VGR
Collaborators:	ICHEC, Tobias Jansson
When:	January 2021
Resources:	Within CLIC

OBJECTIVE 4:

INCREASE KNOWLEDGE ON FINANCING INSTRUMENTS FOR ADAPTIVE REUSE AT REGIONAL, NATIONAL AND EUROPEAN LEVEL. INCREASE KNOWLEDGE IN BLENDING CAPACITY FOR COMPLEMENTARY FUNDING.

The knowledge of financial models within the heritage sector is low, and there is a need to strengthen the cooperation with actors in the financial and business sector.

Today's support system is often based on short-term projects, while the sites' needs are often long-term. It is "easy" to get funding for projects with activities but more challenging to get support for investments and buying properties, especially in rural areas. With increased knowledge and better cooperation in the heritage sector, we hope to find new solutions that overcome these issues.

Connection CLIC and HIP

A major challenge for property owners in rural areas is how to find financing for investments in buildings to suit new functions and tenants. Today, many processes are run as short-term projects.

Link to existing policies/strategies/plans

- Regional Development Strategy
- Cultural strategy 2020-2023
- Heritage 2030

SPECIFIC ACTIONS

4a. Spread good practice on circular financing models from CLIC to stakeholders in Västra Götaland through the regional website for "place development".	
Indicator:	-
Responsible:	Cultural Development Administration VGR,
Collaborators:	Regional Place development team
When:	September 2021
Resources:	

4.b Arrange a national seminar on financing models for adaptive reuse at 'The National Building Preservation Convention'	
Indicator:	National seminar conducted
Responsible:	Cultural Development Administration VGR,
Collaborators:	National Board of antiquities, Gothenburg University
When:	22-24 September 2021 in Mariestad
Resources:	Included in the convention budget

4.c Implementation of applicable parts CLIC tools for financing solutions in Västra Götaland	
Indicator:	-
Responsible:	Cultural Development Administration VGR,
Collaborators:	ALMI, Coompanion, Ekobanken, VGR
When:	2022
Resources:	

OBJECTIVE 5:

KNOWLEDGE BUILDING AND PILOTS ON BIOLOGICAL REMEDIATION OF CONTAMINATED SOIL.

Remediation of contaminated land is a bottleneck in many industrial environments. Traditional remediation is costly. By spreading knowledge on alternative methods for remediation, adaptive reuse of cultural heritage can be facilitated.

Connection CLIC and HIP

In HIP 2, contaminated soil was identified as a barrier for development in post-industrial sites. In the CLIC project, there was a study visit to De Ceuvel in Amsterdam where they cleaned the soil with plants. By spreading and building knowledge on handling these issues could help more ARCH-projects come in place.

Link to existing policies/strategies/plans

- Sweden's national environmental targets

SPECIFIC ACTIONS

5a. Develop advisory material in collaboration with interested parties regarding the procedure for the purchase/use of properties with contaminated land	
Indicator:	A handbook is created
Responsible:	Administration for Cultural Development, VGR
Collaborators:	The County Administrative Board, RISE, Not Quite
When:	2023
Resources:	Project

5b. Inventory the number of places with contaminated land in VG	
Indicator:	Inventory completed
Responsible:	Administration for Cultural Development, VGR
Collaborators:	The County Administrative Board, the municipalities
When:	2022
Resources:	Budget

5c. Spread knowledge from the case study of the phytoremediation method in Fengersfors	
Indicator:	-
Responsible:	Cultural Development Administration, VGR
Collaborators:	RISE, Not Quite
When:	2020-2023
Resources:	FORMAS project

OBJECTIVE 6:

POLICY INFLUENCE. DISSEMINATE KNOWLEDGE AND BEST PRACTICE ABOUT THE VALUE OF ADAPTIVE REUSE IN CIRCULAR ECONOMY

Strategic documents point out the need for products and buildings to have a longer life and that continuous maintenance and reuse is more critical than recycling materials. Despite this, the mainstream association to circular economy is still recycling materials, especially in the building sector. We can be a driving force in expanding the understanding of CE to include adaptive reuse of buildings in the circular economy strategies.

At the estate, Nääs Culture Development Administration runs a building preservation centre since 1990. Nääs has, for many years, profiled itself in the borderland between building preservation and sustainable development and circular economy. We want to strengthen this profile by cooperating with partners trying to implement circular economy in the building sector.

Connection CLIC and HIP

During the CLIC project, we have identified a need for a public arena for circular economy and adaptive reuse of buildings. Nääs is the natural arena for this in Västra Götaland and maybe also nationally.

Link to existing policies/ strategies/ plans

- Regional Development strategy
- Cultural strategi Västra Götaland
- Climate 2030
- Heritage 2030
- Regional Environmental plan

SPECIFIC ACTIONS

6a. Initiate an annual award to an adaptively reused building	
Indicator:	1 award annually
Responsible:	Cultural Development Administration/Nääs
Collaborators:	Återbruk Väst, Centrum för cirkulärt byggande, Västfastigheter, miljöförvaltningen VGR, Sveriges arkitekter ???
When:	Start spring 2022
Resources:	Within budget

6b. Develop Återbruk Väst's app to calculate inherent energy in existing buildings	
Indicator:	Test performed at a location
Responsible:	Cultural Development Administration/Nääs
Collaborators:	Återbruk Väst
When:	2020-2021
Resources:	Search for project funding

6c. Support the property owner network knowledge about materials and recycling	
Indicator:	Offer five training sessions per year
Responsible:	Cultural Development Administration/Näås
Collaborators:	Property owner network
When:	2021-2023
Resources:	Participation fee

6d. Collaboration with Återbruk Väst and BRG on service and business development in the circular economy	
Indicator:	20 companies that have received support
Responsible:	Cultural Development Administration/Näås, BRG
Collaborators:	Network Sustainable Homes, Recycling West
When:	2020-2021
Resources:	Project

6e. Collaborate with Återbruk Väst around BM/life cycle analyses of recycled materials	
Indicator:	Test of five recycled materials
Responsible:	Recycling West
Collaborators:	The Administration for Cultural Development, VGR and Näås
When:	2022
Resources:	Project

LOGICAL FRAMEWORK

	PROJECT DESCRIPTION/ INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISKS
Overall objective	Overall increase and improvement of internal and external knowledge and capacities in region	N/A	N/A	N/A
Specific objectives/ Outcomes	<p>1. Strengthen capacities of property owners for managing, development and adaptive reuse</p> <p>2. Improve financial support to heritage maintenance and restoration</p> <p>3. Increase capacities on circular business models and adaptive reuse</p> <p>4. Increase knowledge on financing instruments for adaptive reuse</p> <p>5. Knowledge building on pilots on biological remediation of contaminated soil</p> <p>6. Policy improvement</p>	<p>Number of adjustments in strategies:</p> <p>-Strategy for Culture Västra Götaland 2020-2023</p> <p>-Environmental plan VGR</p> <p>-Regional development strategy Västra Götaland 2021-2030</p> <p>-Heritage strategy Västra Götaland 2030</p> <p>-Climate Strategy Västra Götaland 2030</p>	<p>-Strategy for Culture Västra Götaland 2020-2023</p> <p>-Environmental plan VGR</p> <p>-Regional development strategy Västra Götaland 2021-2030</p> <p>-Heritage strategy Västra Götaland 2030</p> <p>-Climate Strategy Västra Götaland 2030</p>	Inability to impact and influence strategies (Strategy for Culture Västra Götaland 2020-2023, Environmental plan VGR, Regional development strategy Västra Götaland 2021-2030, Heritage strategy Västra Götaland 2030, Climate Strategy Västra Götaland 2030) with the Local Action Plan
Outputs	<p>1.1. Create a regional network for property owners on management, development and adaptive reuse in heritage sites</p> <p>2.1. Coordinate the County Administrative Board's financial support to heritage maintenance and restoration with the Region Västra Götaland's financial support for regional development</p> <p>3.1. Increased knowledge of circular business models and adaptive reuse in the Regional Place development Team</p> <p>4.1. Increased knowledge on financing instruments for adaptive reuse at Regional, National and European level. Increase knowledge in blending capacity for complementary funding</p>	<p>- 1 regional network for property owners created</p> <p>- New financial plan to support heritage maintenance and restoration</p> <p>- New capacity building programmes circular business models and adaptive reuse</p> <p>- New capacity building programmes on financing instruments for adaptive reuse</p>	<p>Number of developments in:</p> <p>- Regional reports</p> <p>- Reports of ministries</p> <p>- Project reports</p> <p>- National statistics</p> <p>- National assessments</p> <p>- EU reports</p>	Lack of data able to impact evidence-based document and strategies documents

	5.1. Knowledge building and developed pilots on biological remediation of contaminated soil 6.1. Policy influenced, disseminated knowledge and best practice about the value of adaptive reuse in circular economy	- New policies development and adjustments on adaptive reuse in circular economy		
Activities	1.1.1. Develop an inventory of properties 1.1.2. Establish property owners to the network 1.1.3. Organize an annual conference for the property owners of the network 1.1.4. Organise a study visit to one of the environments 1.1.5. Establish an inventory of existing matching services - tenants – vacant premises 1.1.6. Create a service for exposing vacant premises 1.1.7. Expose vacant premises to potential tenants	1.1.1. 100 properties inventoried 1.1.2. 20 members in the property owner network 2021 1.1.3. 50 participants to the conference 1.1.4. 15 participants to the study 1.1.5. 1 inventory established 1.1.6. 1 tool/platform created 1.1.7. 30 premises exposed/showed off	1.1.1. CLIC costs 1.1.2. CLIC costs 1.1.3. Additional costs needed 1.1.4. Self-financed 1.1.5. CLIC costs 1.1.6. External funding 1.1.7. VGR budget	1.1.1. Lack of time within CLIC 1.1.2. Lack of time within CLIC and lack of owners' interest 1.1.3. No possibilities for funding and lack of owners' interest 1.1.4. Lack of financing 1.1.5. Lack of time within CLIC 1.1.6. No possibilities for funding and lack of owners' interest 1.1.7. Lack of owners' interest
	2.1.1. Set up the regional heritage group 2.1.2. Develop a list of environments important from a regional development perspective 2.1.3. Methodology for maintaining the list identified	2.1.1. 1 group set 2.1.2. 1 list set 2.1.3. 1 methodology set	2.1.1. Regional administration 2.1.2. Regional administration 2.1.3. Regional adm.	2.1.1. Lack of collaborators' interest 2.1.2. Lack of collaborators' interest 2.1.3. Lack of Culture Development Administration experience/knowledge
	3.1.1. Information published on the website about team's experience 3.1.2. Implement circular business model workshops at Forsvik 3.1.3. Implement circular business canvas capacity building	3.1.1. 1 article on the regional website 3.1.2. 1 workshop held in Forsvik 3.1.3. Ten people trained in skills and competencies for developing circular business models	3.1.1. Regional website 3.1.2. CLIC costs, CLIC and regional adm. 3.1.3. CLIC costs and regional adm.	3.1.1. Lack of interest from the regional place development team 3.1.2. Lack of interest from Forsvik's stakeholders 3.1.3. Lack of interest from VGR
	4.1.1. Communication activities on circular financing models from CLIC to stakeholders in VG 4.1.2. Arrange a national seminar on financing models	4.1.1. 3 articles on the regional website 4.1.2. 1 seminar implemented	4.1.1. Regional website 4.1.2. Convention budget	4.1.1. Lack of interest from VGR 4.1.2. Lack of collaborators' interest

	<p>5.1.1. Develop advisory material</p> <p>5.1.2. Develop an inventory of places with contaminated land in VG</p> <p>5.1.3. Communication activities on the case study of the phytoremediation method in Fengersfors</p>	<p>5.1.1. 1 handbook is created</p> <p>5.1.2. 1 inventory developed</p> <p>5.1.3. 3 website articles</p>	<p>5.1.1. Regional adm. and regional budget</p> <p>5.1.2. Regional adm. and regional budget</p> <p>5.1.3. FORMAS budget</p>	<p>5.1.1. Lack of budget</p> <p>5.1.2. Lack of budget</p> <p>5.1.3. Lack of collaborators' interest</p>
	<p>6.1.1. Establish an annual award for adaptively reused buildings</p> <p>6.1.2. Develop Återbruk Väst's app to calculate inherent energy in existing buildings</p> <p>6.1.3. Support the property owner network knowledge about materials and recycling</p> <p>6.1.4. Develop a collaboration with Återbruk Väst and BRG on service and business development in the circular economy</p> <p>6.1.5. Develop a collaboration with Återbruk Väst on BM/life cycle analyses of recycled materials</p>	<p>6.1.1. 1 award given annually</p> <p>6.1.2. 1 app developed</p> <p>6.1.3. Max 5 five training sessions per year implemented</p> <p>6.1.4. 20 companies received support</p> <p>6.1.5. Test of five recycled materials</p>	<p>6.1.1. Regional budget</p> <p>6.1.2. External funding TBD</p> <p>6.1.3. New budget line from fees</p> <p>6.1.4. Project (external) funding TBD</p> <p>6.1.5. Project (external) funding TBD</p>	<p>6.1.1. Lack of collaborators' interest</p> <p>6.1.2. Lack of users' interest</p> <p>6.1.3. Lack of beneficiaries' interest</p> <p>6.1.4. Lack of collaborators' interest</p> <p>6.1.5. Lack of collaborators' interest</p>