



Circular models Leveraging Investments  
in Cultural heritage adaptive reuse

# D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse



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## Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse Version 1.0

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### **Abstract**

Under the framework of H2020 project CLIC, ICHEC Brussels Management School started planning and coordinating four Business Model Workshops in CLIC partner cities/region, namely: Fengersfors in Vastra Gotaland Region, Sweden; Pakhuis de Zwijger in Amsterdam, the Netherlands; Rijeka in Croatia; and Salerno in Italy. Initially, ICHEC conducted a series of virtual meetings with every local partner and its related academic partner in order to agree on the cultural heritage asset(s) to develop the business model for, the format of the workshop, participants' profiles, experts to be involved, dates and logistics.

As a result, the first Circular Business Model workshop took place in Fengersfors between 18 to 20 February 2020. Due to COVID19 outbreak, the three remaining Business Model workshops transitioned to remote participation. The second workshop was carried out in one session of 4 hours with colleagues from Pakhuis de Zwijger. While the third and fourth remote Circular Business Model workshops for Rijeka and Salerno were structured in five sessions and took place in the format of four-hour session. An extra bonus session was offered to both Rijeka and Salerno participants' in order to explore the way forward.



## Partners involved in the document

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3	Haute École ICHEC - ECAM - ISFSC	ICHEC	X
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5	UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION	UOP	
6	UNIVERZA V NOVI GORICI	ETCAEH	
7	WIRTSCHAFTSUNIVERSITAT WIEN	WU	
8	UNIwersytet Warszawski	UNIWARSA W	
9	ICLEI EUROPEAN SECRETARIAT GMBH	ICLEI	
10	FACILITYLIVE OPCO SRL	FacilityLive	
11	VASTRA GOTALANDS LANS LANDSTING	VGR	
12	GRAD RIJEKA-GRADSKO VIJECE	RIJ	
13	COMUNE DI SALERNO	SA	
14	STICHTING PAKHUIS DE ZWIJGER	PAK	
15	INIZIATIVA FINANZA E INNOVAZIONE	INI	
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## 1 Description of the Project

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

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

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

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

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

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

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



## 1.1 CLIC Specific objectives

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

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

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

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

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

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

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

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

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

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

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

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

All partners have wide experience in developing and testing CLIC proposed tools, ensuring the effective and time-constrained achievement of all the above-mentioned specific goals. The integration of sectorial knowledge, tools and methods will be achieved through a trans-disciplinary approach promoting partners and stakeholders' cooperation, co-creation of knowledge and co-delivery of outcomes.



The expected impacts of the project are the following:

- Validation of integrated approaches and strategies for cultural heritage adaptive re-use, comprising innovative finance with high leverage capacity, business models and institutional and governance arrangements that foster multi-stakeholder involvement, citizens' and communities' engagement and empowerment;
- New investments and market opportunities in adaptive re-use of cultural heritage, also stimulating the creation of start-ups;
- An enabling context for the development and wide deployment of new technologies, techniques and expertise enhancing industrial competitiveness and contributing to economic growth, new skills and jobs;
- Innovative adaptive re-use models that are culturally, socially and economically inclusive;
- Contribution to implementing the Sustainable Development Goals (SDGs) (Goals 1, 15, 11 particularly) and the United Nations New Urban Agenda.

## 2 Introduction

Under the framework of H2020 project CLIC, ICHEC Brussels Management School started planning and coordinating four Business Model Workshops in CLIC partner cities/region, namely: Fengersfors in Vastra Gotaland Region, Sweden; Pakhuis de Zwijger in Amsterdam, the Netherlands; Rijeka in Croatia; and Salerno in Italy. Initially, ICHEC conducted a series of virtual meetings with every local partner and its related academic partner in order to agree on the cultural heritage asset(s) to develop the business model for, the format of the workshop, participants' profiles, experts to be involved, dates and logistics.

As a result, the first business model workshop took place in Fengersfors between 18 to 20 February 2020. During the three-day workshop, participants co-designed five Circular Business Models for the adaptive reuse of the paper mill in Fengersfors. Due to COVID19 outbreak, the three remaining Business Model workshops transitioned to remote participation. Our partner, Pakhuis de Zwijger, asked ICHEC to change the topic and focus of the workshop in order to synchronize with the current situation and reverberate the repercussions of COVID19 on public places closing their doors. The workshop was carried out in one session of 4 hours. As per the Business Model workshops in Rijeka and Salerno, the topics remain unvaried. In Rijeka, the municipality asked ICHEC to invite the workshop participants to develop a Business Model aimed at a mixed-use in the children's house with educational activities related to art, heritage and circularity for children of the age of 0 to 18. Following several calls, ICHEC and our colleagues at the municipality, agreed on addressing the following topic during the Circular Business Model Workshop in Rijeka: How to make the management of the children's house sustainable from an economic viewpoint; What type of circular child-friendly and child oriented activities should take place? During the workshop, participants co-designed three Circular Business Models for the adaptive reuse of the Brick Building within the former Rikard Benčić industrial complex. The remote workshop was structured in five sessions and took place in the format of four-hour session twice a week between the end of April and beginning of June 2020. An additional bonus session was offered to explore the way forward.

In Salerno, the municipality launched a public open call for projects. 14 projects were selected and the groups were invited to participate in the workshop. The participants co-designed four Circular Business Models for the adaptive reuse of the complex of Edifici Mondo (convents of San Francesco and San Giacomo and San Pietro a Maiella and Palazzo San Massimo). Just like Rijeka, the remote workshop was structured in five sessions of four-hour session once a week between mid-May and mid-June 2020. And an additional bonus session was offered to explore the way forward.

### 2.1 Document structure

The document is structured in three sections as follows:

Section I: Represents the methodology for the development of a Circular Business Model framework for cultural heritage adaptive reuse.

Section II: Represents the structure and tools of the Circular Business Model workshop in pilot cities and regions.

Section III: Reports on the specific Circular Business Models developed through the circular business model workshops conducted in CLIC pilot cities/region in person/virtually.



### 3 Methodology

The Circular Business Model Workshop was carried out in our four CLIC partner cities/region: Vastra Götaland Region in Sweden choose to focus on the adaptive reuse of the paper mill in Fengersfors. The original plan for Pakhuis de Zwijger, in Amsterdam (NL) was to revisit their business model under the circular economy perspective but due to COVID19, Pakhuis de Zwijger, asked ICHEC to change the topic and focus of the workshop in order to synchronize with the current situation and reverberate the repercussions of COVID19 on public places closing their doors.

The municipality of Rijeka in Croatia asked ICHEC to develop a workshop aimed at addressing the adaptive reuse of the Brick Building within the former Rikard Benčić industrial complex and the Municipality of Salerno in Italy asked ICHEC to develop a workshop aimed at addressing the adaptive reuse of the complex of Edifici Mondo (convents of San Francesco and San Giacomo and San Pietro a Maiella and Palazzo San Massimo).

Therefore, our methodology consisted of conducting a series of virtual meetings with every local partner and its related academic partner in order to agree on the cultural heritage asset(s) to develop the business model for, the format of the workshop, participants' profiles, experts to be involved, dates and logistics.

Following the meetings, every local partner was provided with an ad-hoc workshop organizational proposal which consisted of:

- 1-Requirements to be provided by the local partner beforehand
  - I-A list of potential stakeholders according to the needs of the case-study
  - II-the vision of the municipality/region in reference to the urban development of the territory.
- 2-Required profiles
- 3-Number of participants and group composition
- 4-Storyboard (detailed program and logistic needs)
- 5-Additional in-put provided by ICHEC (see tools section)
- 6-Main challenge as defined by the local partner
- 7-Outcomes
- 8-The way forward

Thanks to the collaboration of CLIC partner cities/region and related academic partner and in the Swedish case to the collaboration with the Not Quite collective, ICHEC's team received the list of participants and the municipal/regional vision in reference to the urban development of the territory which was useful to better define the challenge and complete the PESTEL analysis after the conclusion of the workshops.

In order to articulate the process, ICHEC's team performed a structured review of the literature on Historic Urban Landscape ((Bandarin and van Oers, 2012; 2014); (Bolici et al., 2017); (Pereira and Bandarin 2019); (Santander et al., 2018); (UNESCO 2011: 2016)); Cultural capital ((Benhamou, 2012); (Ost, 2016; 2018; 2019); (Ost and Carpentier 2017; 2018); (Throsby 2001; 2002; 2010; 2012; 2017); Economic Landscape ((Ost 2019); (Ost & Saleh 2019; 2020; 2021), (Saleh & Ost 2019) ); Co-design and participatory mapping ((Bang, and Sorensen 1999); (Buur, 2012); (Buur et al., 2013); (Buur and Matthews B 2008); (Gudiksen et al., 2014); (Miessen and Basar 2006); (Mitchell and Buur 2010); (Nyseth et al., 2019); (Lodato and Di Salvo 2018); (Sani et al., 2018)); and business models; sustainable business models; and strongly sustainable business models (Bocken et al., 2014); (D'Souza et al., 2015); ((Geissdoerfer et al., 2016); (Geissdoerfer et al., 2018a); (Geissdoerfer et al., 2018b); (Ghisellini et al., 2016); (Jonker et al., 2018) and circular cities and circular built environment (Acharya et al., 2018); (Arup and Bam 2018); (Byström, 2018); EIB, 2019); (EMF and ARUP, 2019);

(EpE and INEC 2019); (ESPON et al., 2016); (Foster, 2019), (Gravagnuolo et al. 2017; 2018); (Kirchherr et al., 2017); (Lewandowski 2016); (Marin and De Meulder 2018); (Osterwalder 2004); (Osterwalder and Pigneur 2010); (Prendeville et al., 2017); (Reichel, 2016); (Schaltegger et al., 2016); (Thelen et al., 2018); (Upward and Jones 2015); (Van Renswoude et al., 2015) (WBCSD 2017); (WBCSD and Climate-KIC 2018))

ICHEC's aim was to develop a circular business model for adaptive reuse of cultural heritage in line with the guidelines of the Historic Urban Landscape approach. Adaptive reuse of cultural heritage is considered today key in urban conservation and sustainable development. For this endeavor, the authors reviewed the business model ontology and sustainable business models. However, there is no agreed upon definition of a Sustainable Business Model (Upward and Jones 2015, Schaltegger *et al.* 2016). The authors are also aware of the thriving debate on the need to develop circular business models (Lewandowski 2015; Kirchherr *et al.*, 2017) and the need for using them as tools for monitoring value co-creation and capture (Reichel, 2016) and more recently as enablers of the circular economy (Kirchherr et al., 2017; WBCSD 2017; WBCSD and Climate-KIC 2018; Thelen *et al.*, 2018, EpE and INEC 2019; The EIB 2019). In 2018b, Geissdoerfer et al., published a meticulous review of literature in reference to the definitions of: business models; sustainable business models; business model innovation; and sustainable business model innovation.

Osterwalder and Pigneur's Business Model Canvas is broadly spread and applied. It was also adapted by Ellen MacArthur Foundation (EMF) as a Circular Business Model. By adding some questions related to the circular economy context, the EMF aims to help companies use a circular lens for their business. However, the four articulated areas of the Business Model Canvas namely: customers, supply, infrastructure, and financial viability, provide tools for an organization to generate value in monetary terms only with no consideration of other possible values. Our main concern was how can a society and its related organizations' attain the sustainable development goals without addressing the cultural, social and environmental values in an integrated manner?

For this reason, we found inspiring the speculation of Upward and Jones (2015) about a tri-impactful and tri-profitable Business Model. The two scholars build on the Business Model Ontology and develop a Strongly Sustainable Business Model (SSBM). They base their speculation on questioning whether a successful business can be defined as such based on monetary returns only? More importantly, they query the aspired outcome in terms of sustainable performance. Their thorough research leads to the development of an ontology for a Strongly Sustainable Business Model (SSBM) composed of Four Formative Propositions (FFP) and Five Instrumental Principals (FIP) as follows:

Formative Proposition 1: Definition of a strongly sustainable firm;

Formative Proposition 2: Definition of value;

Formative Proposition 3: Definition of a business model;

Formative Proposition 4: Definition of Tri-profit (Upward and Jones 2015:9-11); and

Instrumental Principal 1: Conception of an SSBM;

Instrumental Principal 2: Boundaries of an SSBM;

Instrumental Principal 3: Validation of a SSBM;

Instrumental Principal 4: Necessary financial viability of a sustainable model; and

Instrumental Principal 5: Modelling social benefits and environmental regeneration (Upward and Jones 2015:11-14)

On the one hand, the Formative Propositions depict, according to the scholars, the lacking concepts in the classical Business Model Ontology BMO (Osterwalder 2004). In tandem, it also sets

the scene for the proposed new ontology. Additionally, the Instrumental Principals portray the concepts and relationships within the new proposed ontology.

One of the initiatives of the SSBM is the Flourishing Business Canvas. It is based on Upward and Jones’s vision of a world where enterprises commit not only to do less harm but also to sustaining human flourishing under the framework of the Sustainable Development Goals. According to the scholars, the flourishing model aims at “*not only do no harm but do well by only doing good*”. Thus, this module is calculated on a tri-profit metric, namely: economic viability, social benefits and environmental regeneration.

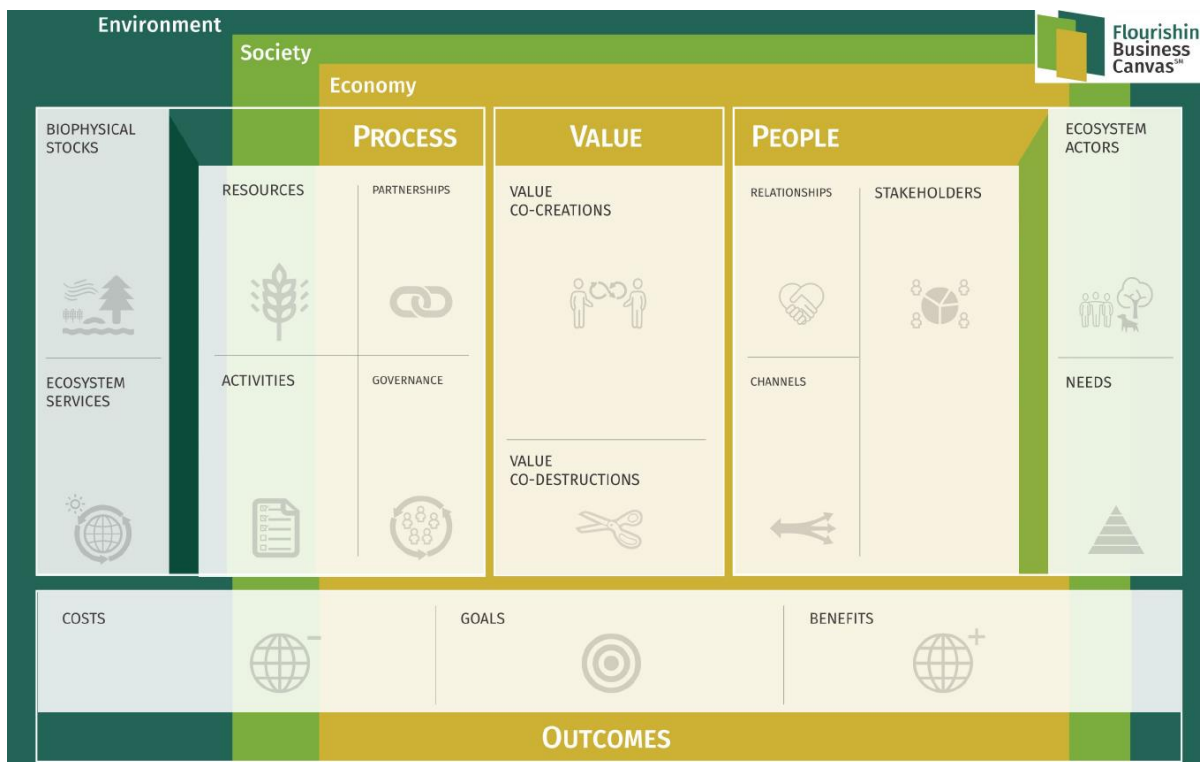


Figure 1: The Flourishing Business Canvas  
©Antony Upward / Edward James Consulting Ltd., 2014 All rights reserved.

By building on this model, the authors analyzed the different sections (How, What, For Whom, Why) in line with the Historic Urban Landscape approach and under the framework of the circular economy and developed the following prototype:

SITE / BUILDING:							
TEAM:							
DATE:							
CONTEXT	PROCESS			VALUE PROPOSITIONS	PEOPLE		EXTERNAL ENVIRONMENT
HUL MAPPING	RESOURCES	SOLUTION	CHANNELS	VALUE CO-PRESERVATION & CO-CREATION	END USERS & OTHER STAKEHOLDERS	NEEDS	PESTEL ANALYSIS EXTERNAL FACTORS
SPATIAL INTEGRATION	ADAPTIVE REUSE		PARTNERSHIPS		GOVERNANCE		
OUTCOMES							
COSTS (-)		CONTRIBUTION TO THE SDGS			BENEFITS (+)		

Figure 2: Adapted circular business model for cultural heritage adaptive reuse. Ost & Saleh 2019

## 4 Structure and tools

The structure of our circular adaptive reuse business model aims to address the central core of the activity **What** are the values being co-created and **What** is the vision behind co-creation or co-destruction values? through a supply-driven reflection. **How** to process? And **How** can we co-accomplish what we want? Using which resources? and a demand-driven reflection **For whom** building the model? Who are the customers and users? What are their needs? The community at large? What governance model? which are reconciled with the ultimate goal to achieve sustainable development so **Why** are we building this model? With which means shall we evaluate how tri-impactful it is?

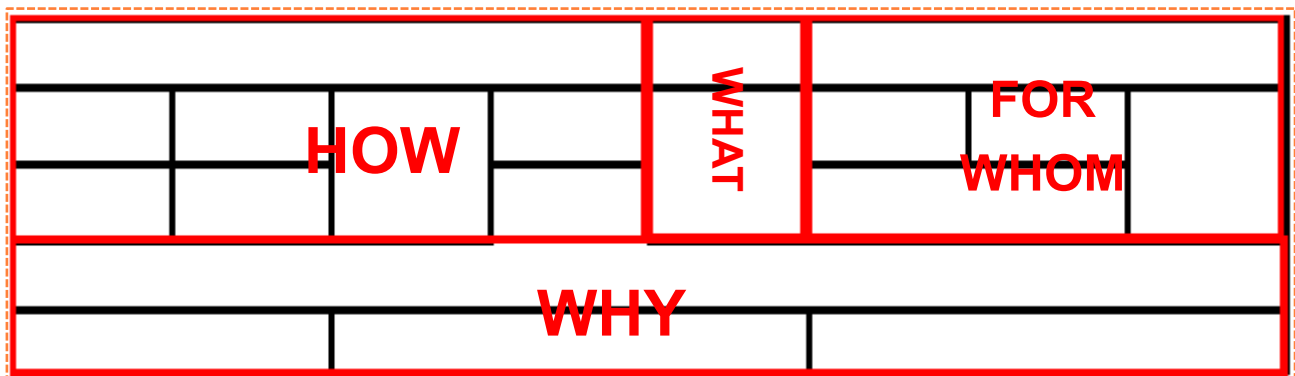


Figure 3: Structure of the adapted circular business model for cultural heritage adaptive reuse. Ost & Saleh 2019

### 4.1 Workshop structure

The workshop was structured in a way to cover the process; the value propositions; the people and the outcomes. Specific questions were designed for every block in order to keep in mind both the Historic Urban Landscape Approach and the Circular Economy perspective.

<b>City/site/building:</b>							
<b>Team:</b>							
<b>Date:</b>							
Context	Process			Value propositions	People		External environment
HUL Mapping (Block 1)	Resources (Block 5)	Solution (Block 3)	Channels (Block 6)	Value co-preservation & co-creation (Block 8)	End users, customers & other stakeholders (Block 9)	Needs (Block 10)	External factors (Block 15)
Spatial integration (Block 2)	Adaptive reuse (Block 4)		Partnerships (Block 7)		Governance (Block 11)		
Outcomes							
Costs (-) (Block 13)		Contribution to the whole - Sustainable Development Goals (Block 14)			Benefits (+) (Block 12)		

Figure 4: The 15 blocks of the circular business model for cultural heritage adaptive reuse. Ost & Saleh 2019

The context was provided beforehand thanks to the Economic Landscape mapping which was previously conducted by ICHEC in CLIC cities/region (see D3.2)<sup>1</sup>. In a nutshell, for block 1, Historic Urban Landscape mapping, ICHEC tackled the following questions:

- What is the broader urban context / landscape that embeds the project?
- How to describe the context's human, natural and cultural layers (cultural capital)?

While for the second block, spatial integration, ICHEC tackled the following questions:

- How do you describe the spatial integration of the project (transportation, mobility, businesses, public services, points of attractiveness in the macro area, walkability, utilities, infrastructures, regulations, land uses) within its context?

As per the external environment, block 15, it was discussed during the workshop but filled in by ICHEC after the conclusion of the workshops. In reference to the fifteenth block, ICHEC tackled the following questions:

Many external factors can be either opportunities i.e. levers for the success of the project or risks / threats i.e. items that can adversely impact the project. Undertake a PESTEL analysis by taking into consideration the political, economic, social, environmental, technological and legal factors.

For the sake of clarity, we will explain the questions raised under each block. However, it is worth mentioning that the blocks were neither developed separately nor followed the block order. On the

<sup>1</sup> <https://www.clicproject.eu/files/D3-2.pdf>

contrary, they were intertwined and the co-design of one block impacted the others and thus, implied amending and/or pivoting the solution. ICHEC's team guided the participants' on how to address the questions and co-design their proposals accordingly. The following paragraph retraces the questions addressed by the participants during the business model workshops:

## **The process**

### Solution (Block 3)

- What are the main features / components of your solution
- What do users, customers and other stakeholders have access to? (products, services, activities, etc...)

### Adaptive reuse (Block 4)

- What reuse is embedded in your value proposition?
- How to monitor and design out any negative externalities?
- What circular flows of materials are enabled? (construction/demolition/waste/)
- What are the assets that are further valorized / less wasted? (embedded energy, local skills, techniques and knowledge, environmental / social capital)
- What is in place regarding heritage community network/s and feedback mechanisms (disseminate and exchange)

### Resources (Block 5)

- Which resources are required for your project:

# building (bricks & mortars)

# land

# skills, expertise & know how

# materials

# assets

- Which materials are moved or transformed during the process of creating, delivering and maintaining value propositions?

### Channels (Block 6)

- What channels are used to communicate, give access and deliver value propositions?
- How do your services/products/ solutions reach end users?
- What are the channels (physical and virtual) used to make your offer a) known b) available?
- What are the channels that you put in place to stay in touch with your end-users? to get their feedbacks re their satisfaction & needs / expectations?
- How far does your supply chain integrate the "reduce, recycle, reuse" principle?

### Partnerships (Block 7)

- What are the formal stakeholder relationships required to deliver your value propositions i.e multi-actor agreements?

Who are the organization's partners and what agreements for resources and activities should be made with them?

- Which partnerships with circular organizations (flows of materials, information and capital) are put in place so that the circular / closed loop dimension is feasible?

## **The value propositions**

### Value co-preservation & co-creation (Block 8)

- What are the different value propositions brought to the different stakeholders?
- How does each value proposition relate to meeting a stakeholder need?
- What is so UNIQUE in what you are proposing?
- What are the value propositions from the functional, emotional, economic, environmental & social perspectives?



## **The people**

### End users, customers & other stakeholders (Block 9)

This project is a common or public good embedded in a broader urban context

- Who are the end-users of your project? The customers?
- Who are the other stakeholders of your project (producers, users, consumers, decision makers, policy makers, investors, supporters, etc...) besides users and customers?
- Who are the 5-8 most important stakeholders?

### Needs (Block 10)

Your project aims to benefit to the various stakeholders and more specifically to the local community. Independently from the project:

- What are the key needs and pain points of your main stakeholders?
- What are their expectations towards the project?
- Which needs do you intend to address?

### Governance (Block 11)

-Which stakeholders get to make decisions about what the organization does, where and how activities are undertaken and how resources are transformed?

In other words, who makes decisions about:

- What to conserve and reuse?
- Managing the common good (public, private and community)?
- Setting priorities: where (which area first) and when (high priority, medium priority, low priority)?
- How are local communities actively involved, mobilized, involved in the governance?

## **The outcomes**

### Benefits (+) (Block 12)

- How is the financial sustainability of the project guaranteed?
- What are the business models that can generate enough revenue streams to increase the economic viability of the project and ensure its resilience thanks to revenue diversification?
- What are the financial vehicles used for the project?
- How are ethical and local investments stimulated?
- How is civil economy stimulated?
- What are the non-financial benefits generated by the project: social (i.e. happiness, wellbeing), environmental (i.e. reuse and regeneration of resources)?
- What are the short term and long term sustainable benefits?
- How can the positive societal impacts of your project be amplified 100 times?

### Costs (-) (Block 13)

- What are the financial costs of the project in terms of the conservation work and adaptive reuse?
- What are the capital expenditures and operational costs associated to the solution?
- What are the negative externalities of the project in non-financial terms:
  - # social (i.e. gentrification, mass tourism, loss of intangible assets; social conflicts, decreased happiness, illness)
  - # environmental (i.e. harm/depletion of natural resources)? What are the short term and long term sustainable costs?
  - # opportunity costs of the decision of adaptive reuse (loss of local jobs and commerce, loss of biodiversity, dismantlement of the buildings and new development projects, etc.).
  - # loss of authenticity and integrity coming from the adaptive reuse decision

-What can you do to mitigate / neutralize these adverse impacts? Which costs could be shared or lowered through other users and partners? How can negative externalities be 100 times less impactful?

#### Contribution to the whole - Sustainable Development Goals (Block 14)

Your project aims to enhancing a heritage building and its values and to significantly contribute to Sustainable Development. What are the Sustainable Development Goals (SDGs) that are addressed by your adaptive reuse project?

## 4.2 Workshop tools

### Fengersfors, Vastra Gotaland Region, Sweden

Since this was the only face-to-face workshop, the Not Quite collective provided the following:

- A workshop room;
- The vision of the New Mill project;
- Workshop materials: Flipchart, pens, colors, post-it, and DIY material for mock ups. These wooden materials were kindly offered by an artist from the Not Quite collective who has a workshop on-site;
- Food and beverage: Moreover, delicious meals and coffee breaks were prepared by the coffee-shop on-site specifically for the workshop<sup>2</sup>.

ICHEC's team provided:

- The circular business model for cultural heritage adaptive reuse in A1 format;
- The Economic Landscape maps of Fengersfors;
- Revenue streams cards
- Business model cards (circular, inclusive and local collaboration)
- Presentations including definitions (circularity, RAT; MVS; VP, etc...); process; methodology relevant examples and the way forward

### Pakhuis de Zwiiger, Amsterdam, The Netherlands:

ICHEC's team provided:

- The Zoom rooms
- The pre-set Mural walls covering the process, value proposition, people and the outcome; the circular business model for cultural heritage adaptive reuse; Revenue streams cards; Business model cards (circular, inclusive and local collaboration); the 9Rs strategies, and the twelve vital functions.

### Rijeka, Croatia

ICHEC's team provided:

- The Zoom rooms
- The pre-set Mural walls covering context, objectives and broader landscape of related topics; the process, value proposition, people and the outcome; the 9Rs strategies, the twelve vital functions, value proposition definition and example; Test action plan interview guide and questions; the circular business model for cultural heritage adaptive reuse; Steps for defining RAT; MVS; VP, prototyping and MVS and VP updates; Revenue streams cards; Business model cards (circular, inclusive and local collaboration); Grids for quantifying revenue streams and

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<sup>2</sup> Usually the coffee shop opens only during summer time.



costs; Sustainable Development Goals; Methodology for defining desirability, feasibility, viability and impacts; Reasons behind start-up failure; and pulse surveys.

Salerno, Italy

-The Zoom rooms

-The pre-set Mural walls covering context, objectives and broader landscape of related topics; the process, value proposition, people and the outcome; the 9Rs strategies, the twelve vital functions, value proposition definition and example; Test action plan interview guide and questions; the circular business model for cultural heritage adaptive reuse; Steps for defining RAT; MVS; VP, prototyping and MVS and VP updates; Revenue streams cards; Business model cards (circular, inclusive and local collaboration); Grids for quantifying revenue streams and costs; Sustainable Development Goals; Methodology for defining desirability, feasibility, viability and impacts; Reasons behind start-up failure; the governance circles model; and Pulse surveys. –ICHEC invited an expert to partake in all the sessions, present inspiring examples and give feedback to the participants’.

City/site/building:							
Team:							
Date:							
Context	Process			Value propositions	People		External environment
HUL Mapping	Resources	Solution	Channels	Value co-preservation & co-creation	End users, customers & other stakeholders	Needs	External factors
Spatial integration	Adaptive reuse		Partnerships		Governance		
<b>Outcomes</b>							
Costs (-)			Contribution to the whole - Sustainable Development Goals		Benefits (+)		

Figure 5: The used circular business model for cultural heritage adaptive reuse during the workshops. Ost & Saleh 2019

## 5 Circular Business Models developed through the workshops

### 5.1 Circular Business Model workshop Fengersfors

During CLIC's Historic Urban Landscape (HUL) workshop in September 2019 in Sweden, our local CLIC partner, Björn Ohlén from Vastravet (Vastra Gotaland Region) planned a visit to the Fengersfors paper mill, a magical and unique listed industrial heritage asset in Northern Dalsland. During the visit, CLIC partners had the opportunity to interact with the 'Not Quite' collective (<https://www.notquite.se/sv-SE/english/about-not-quite-27707600>) and learn about their impressive achievements and current challenges. In the course of the meeting, ICHEC explored the possibility of collaboration and voiced CLIC's interest in assisting the Not Quite collective in developing a viable business model for purchasing and running the paper mill.

Following the HUL workshop, several virtual meetings between CLIC partners, Vastra Gotaland Region Björn Ohlén and Vera Telemo, Uppsala University Jermina Stanojev, ICHEC Brussels Management School Ruba Saleh and Philippe Drouillon and representatives from the Not Quite collective took place in order to define the challenges and set the priorities. After an intense exchange of correspondence, the storyboard was agreed, and the list of participants was confirmed. The business model workshop took place in Fengersfors between 18 to 20 February 2020. This is the only workshop where face to face interactions were still possible before the outbreak of COVID19 in Europe.

The design sprint workshop was organized in three intense and enjoyable working days. The first day was conceived and launched as a social evening session and took place on Tuesday 18 February 2020 from 18:00 to 21:00. The second day, Wednesday 19 February, started at 09:00 and lasted until 17:30. Finally, during the last day, Thursday 20 February 2020, groups worked from 10:00 until 19:30.

Thirty-nine people participated proactively in the co-design workshop. The groups worked together and presented during plenary sessions. The room was set up to host the workshop therefore, every person had to pick a table where s/he found a group flipchart, pens, colors, post-it, and DIY material for mockups.

#### Participants composition

##### Not quite invitees

Seventeen people were invited to contribute to the co-design workshop. The group was composed by professionals from the following institutions/organisations/figures:

MobilityXLab i Göteborg; Coompanion - community and business model developer; Trans Europe Halles; Hela Sverige ska leva (rural development organization); a community activist from Uddebo Väveri (CLIC case-study); Värmlands museum; Chalmers Technical University; Universitetet i Västra Götalands juridik Högskolan Väst (University West); RISE - research institute; a representative from the municipality of Bengtsfors; Steneby School; Building contractor; entrepreneur in Dalsland; Local entrepreneur; Environmentalist and entrepreneur; Villa Weidling B&B; and a representative from the Municipality of Åmål

##### Not Quite collective members

Thirteen members of the Not Quite collective contributed to the co-design workshop. The group was composed by the following figures:

Entrepreneur and one of the executive managers of Not Quite; Chairman of Not Quite; Architect and project manager for The New Mill Town; Wood worker, landscape architect; Smith; Wood worker,



engineer; Textile artist; Photographer and one of the executive managers of Not Quite; Textile artist and one of five executive managers of Not Quite; Wood worker; Baker and wood worker; Wood worker; Tailor, runs the local clothing company KNEG; one of the founders of Not Quite.

### **CLIC Local partner**

Vastra Gotaland Region

Five people from Vastra Gotaland Region participated pro-actively in the co-design workshop Björn Ohlén, Developer in the Administration for Cultural Development (CLIC lead partner); Vera Telemo, Project manager (CLIC partner); Lisa Belfrage, Head of Business department; Jane Boyton, Regional developer and Karolina von Mentzer, Regional developer Natural and cultural heritage and cultural environment

### **CLIC Academic partner**

Uppsala University

Two people from Uppsala University participated pro-actively in the co-design workshop Christer Gustafsson (Full professor and CLIC T2.1 leader) and Jermina Stanojev (Researcher)

### **Circular Business Model Workshop organising partner**

Ruba Saleh, ICHEC Brussels Management School (CLIC partner), Business Model Workshops coordinator.

Philippe Drouillon, ICHEC Brussels Management School, (CLIC partner), Workshop designer and facilitator

### **Co-designed solutions:**

#### **Solution 1: Accommodation, retreats, events**

Solution 1 aims at building a hotel on the top floor (third floor) of Ocean Hustet (Ocean House) with twenty rooms. The hotel is a necessary development to support the activities happening at Not Quite. In order to provide a place to stay. The group ran some calculations to check economic viability. This solution will offer double rooms, but some rooms can have more than two beds. The group also thought about having 'top' rooms, excellent rooms which are more expensive. The prices would be different according to the seasons.

Solution 1 opted for cross-selling services. It also planned to welcome conferences, workshops and weddings and divorce parties.

The group discussed different kind of buildings to be built inside and outside and ended up building inside. That was the result of group discussion. The idea will take place on the top of the Ocean House. The third floor of the main building. On the gallery as suggested by the constructor (one teammate). The group reflected on inviting also different architects to design small and very interesting houses outside the mill. In order to attract makers, an option to create open-source design elements and combine it with the hotel.

The group tackled *also* the noise produced in the workshop and concluded that since the walls are thick it will not be a problem. They discussed insulating the windows but also the fact that people come because of that noisy, busy, working space. Creative mess, that's what people are paying for. A working place and a cultural centre. The visitors are coming here because of that. If we 'clean' everything it won't be an interesting place anymore. The method is usually that the space of visitors is 'clean' but they have an insight to the working areas. Designers can make it happen.



Image 45: Solution 1 spokesperson presenting the group's pitch ©Ruba Saleh

Image 46: Solution 3 spokesperson presenting the group's pitch ©Ruba Saleh

### Solution 3: Rural innovation centre

On the first day, the group started brainstorming about a rural innovation centre. Then this idea has developed further. The main idea is that urban and rural challenges need responses by the society. New solutions and innovations are needed. So, the idea is to create a kind of centre that is dealing with the issues here in this place where things are happening. Building on that, the group have realized that the solution needs to be multidisciplinary. People with different competencies need to work together in order to come up with a right solution. So, the first solution component was a multidisciplinary retreat. Multidisciplinary retreat means that people with different competencies and from different fields such as research, consultancy, etc...go to a place together where they have time to focus and reflect on their issues. It is important that they do 'thinking, making and working' together. Then, the group struggled with the term retreat. It is not enough to welcome multidisciplinary people and provide accommodation. The group, therefore, came up with another name, another solution component which is the rural innovation accelerator. So, the group pointed out that they are not only offering a place to meet and spend some quality time. Instead, it is a place where solutions emerge. This thing is very site-specific. Being site-specific means that we have to fix our problems here. The rural innovation accelerator is for local people. Their local needs (issues and problems) are the seeds of the accelerator. Actually, people with needs would not pay to solve their problems. So, the revenues would come from others (municipalities, regional and public institutions) who are also related to such challenges. The accelerator is a living lab. It is a great possibility for everyone to be involved in a shared space where we altogether are trying to find good solutions for the challenges



and needs. Thus, they [municipalities, etc...] will be the ones to invest money into the rural innovation accelerator and make it happen. The next step is to share knowledge. There is where the money is. For instance, there is a workshop, a knowledge (data, reports or seminars) that was produced during the workshop it can be sold. So, people would pay to access the knowledge created here. Then, the group realized that it might have the solution to a given problem but still not able to implement it. The answer would be selling the knowledge for instance to companies. This place was imagined by the group as a lively knowledge hub attracting people to be here to work etc... So, the group is offering a co-working space, workshops, etc... They also reflected on renting out spaces for specific actors who want to be there and to choose who to charge and who not to charge in order to make the space affordable.

The group found that in Sweden there is nothing similar to their idea. This is exactly what working people want. They are tired of conference hotels. They want to go to a place where there is life, where people are actively doing something different. The whole idea is being in a social situation. This is what people crave. The group asked a person from the local municipality whether s/he is interested in being part of the accelerator and the answer was absolutely yes.

A solution to local challenges: A Living Lab. Local people and entrepreneurs would come and contribute to their own solutions. The group's motto: YOUR NEEDS ARE OUR NEEDS. The group believes that the key to urban development can be found in rural areas. Also, the Rural Innovation Centre is an opportunity to restoration and regeneration.

#### **Solution 4: Phytoremediation services**

This group worked on creating a park with phytoremediation services. A beautiful park and at the same time it will restore the polluted ground. The group checked with experts and tested feasibility with the type of pollution present in the ground. The solution's value proposition is creating clean soil and a park to visit. The park would make the outside area of the mill more accessible. It could also be a sculpture park, a beautiful place to see. The sculptures will also be there in winter when the park is not so beautiful.

The group decided to plant Sunflower and a bunch of different flowers. There is a lot of different plants, specific plants for specific pollutions. Since some areas are more polluted than others, the park would be bigger than the polluted area. But the pollution, the polluted areas, would be part of the story.

Most of the income, revenue streams, will come from the park. A yearly membership of 10 euros to enter the park. It is not a fee but a membership which is important. In the beginning the group thought about working with some fancy architects and landscape designers coming from outside. But they agreed on having a local person, an architect, who is responsible for the park. The local architect could invite other architects from somewhere else to work together, to co-create the park each year. So, instead of investing 1 or 10 million euro the first year, the idea is to invest a little bit each year. So, they would only invest as many revenues as they earn from the memberships. They can get employment and contribute to the local economy. They would also contribute to the story of the old mill becoming new by cleaning the soil. It would develop into a new beautiful world. It would be a very nice story of the transition.





Image 47: Solution 4 spokesperson presenting the group's pitch ©Ruba Saleh

### Solution 5: Hub/cluster/network of creative industries

This group proposed a creative mess. Basically, it offers to utilise the creative potential in the place and make money out of that. The original idea was to make highly specialised creative professionals within the creative industries to use this place to refuel their creativity. Creative agencies, architects, artists, craftsmen, add agencies and all kinds of different specialists would come here. How to structure this proposal? The group opted to use the model 'Robin Wood'. So, it would have some artists here who are 'just purely creatives' and create value. They would pay low rents (approximately 20 artistic businesses). Then, the group proposed some medium rents. It planned to have 5 employees including a person who coordinates the place. The group also imagined stable long-term rentals, companies within creative industries that are making revenues calculating at least 10 long-term rentals. In addition, they designed a couple of 'diamonds'. Those are world-leading or at least Sweden-leading companies. between 3-5 companies that can pay the long-term rent. Finally, the last offer would be short-term high-standards rental option. Those customers would use the space for short period of time to run a project or workshop and average of 20 of these projects in a year. These projects would last between 3 days and a week, and they pay heavy consultancy fee and housing.

The group reflected on the following revenues: low rent, long rent and the high-fee short rent. In addition to art. The group co-designed exhibitions, selling art, etc. to enrich the creative environment as part of the low rent offer. An added value which makes this place unique. The companies that make revenues and the "diamonds" are the sustainable revenues of the model. And the public funding would make the model work smoothly (regional funding, national funding, EU funding). But the group's aim was to make as much revenue as possible by themselves.

Since the Not Quite community is very homogenous, to make the space very creative, the group thought about inviting other types of people with other types of backgrounds to enhance creativity, be more inclusive, more open to the society and create knowledge. The place is therefore envisaged

as a knowledge-creator, where people come to learn and then they are free to bring that knowledge wherever they want.

The group decided to upgrade spaces for the short-term rental project, step by step, according to the demand. For the 20 low rent space-users and in order to provide them better quality equipment they can share space with the short-term high rent space-users. That will depend on a kind of negotiation. The group foresees at least 10 long-term space-users.

Part of what the group proposed is already happening. The low rentals and short-term rentals are already in place. Some of the low rentals might become 'diamonds' one day. The creative industries that the group envisaged targeting are firstly, the initiatives that are already here (metal craft, wood craft, textile craft). Adding to that, needs to be strategic. Possible connections needs to be explored, who knows who, depart from the existing network



Image 48: Solution 5 spokesperson presenting the group's pitch ©Ruba Saleh

### **Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions<sup>3</sup>**

This group worked on developing an ecosystem of sustainable businesses and local solutions. Their proposal builds on what the factory's premises is today. Until now, there has been a profile of some kind. The owner has given the place for certain activities, and it has lots of potential to develop. The group wanted to reinforce the infrastructure for sustainable businesses while strengthening the profile of the area within the sustainable 'brand/certificate'. The added value they wished to propose to the customers – small companies related to food production, craft, sustainable energy – is their support. The group wanted to invest and organize themselves in order to find good solutions to support this kind of industries by upgrading the spaces (insulation, heating, etc...). The main businesses of this ecosystem are renting out spaces; creating courses and events within the

<sup>3</sup> Solution 2 merged with solution 6 because of complementarities.

sustainable field; selling renewable energy; and providing food production infrastructure. Food production infrastructure will be provided for example by investing in a co-kitchen where local food entrepreneurs and companies can rent space in a health-inspected environment. For example, in the autumn break there will be the mushroom consultant and in August someone will make tomato sauce and sell it commercially. The group found that there was also a need for co-office for people working in the sustainable industry. A way to attract companies and entrepreneurs. A whole range of sustainable goals will be fulfilled by arranging everything locally (local ownership, local shopping, local resources and using local business life for maintaining, renovating, etc). The resources of the old factory will be reused.

The kind of companies the group intended to attract are for example the artists who are already here, small-scale food production (for instance bakery that is already here and had created a brand for this place), companies working in the sustainable transition field (related to building renovation, renewable energy, biomimicry). Their proposal is conceived as the next step for the factory. The plan is to create an environment that would attract activities and projects that could finance the solution. Their proposal is to invest in the future bearing in mind that this initial part might need investment, but it is necessary for the future. Crowdfunding campaign and all kinds of support for the sustainable transition.



Image 49: Solution 6 spokesperson presenting the group's pitch ©Ruba Saleh

### **Circular Business Model workshop Fengersfors: outcomes and way forward**

During the three-day workshop, the participants worked specifically on:

- Desirability: Will customers/ users want the proposed solution?;
- Feasibility: How can we do this? What are the needed technologies, capabilities and resources?;
- Viability: Is it economically sound? What possible revenue streams and BMs to adopt? and
- Impact: Does it respond to societal challenges? Does it generate positive economic, environments, social and cultural impacts?

Following the workshop, ICHEC's team analyzed the workshop outcomes, and a roadmap was set and agreed with Not Quite collective in order to put the Business Model into practice. From their end, Not Quite collective listed and tested their Riskiest Assumptions; confirmed their value streams; and



updated Minimal Viable Solutions (MVS) for each revenue stream. A group of four committed persons was identified for every revenue stream and a three-year vision was delineated for each stream. Finally, actions were prioritized. Four follow-up meetings took place between April and July 2020 and in October 2020. ICHEC's teams was informed by Not Quite, that the Phytoremediation solution was granted a funding and Not Quite is about to start the project with the help of a group of researchers.

## 5.2 Circular Business Model workshop Pakhuis de Zwijger

### Background

The correspondence with colleagues from Pakhuis De Zwijger, led to agreeing on addressing the following topic during the Circular Business Model Workshop in Amsterdam:

How to make Pakhuis De Zwijger a fully inclusive project with an economically viable business model?". "Inclusive" would mean accessible, affordable, attractive to all people with a real social impact on underserved and/or excluded populations.

Nevertheless, following the outbreak of COVID19 crises, the foreseen workshop transited to remote mode and the colleagues from Pakhuis De Zwijger asked ICHEC to change the subject and modality of the workshop.

We agreed that it was more appropriate to change the subject and make it more actual with what was happening and the repercussions of COVID19 on public places closing their doors and its big impact. There was a need for a more robust response to shocks/crises situation.

The main focus shifted towards the resilience of Pakhuis De Zwijger activities and how to survive during these grim times. The bottom line was how to make cultural institutions more resilient? Co-designing a mitigation plan that could be replicated by other cultural organisations who might be heavily impacted.

ICHEC proposed to explore how multi-organisations would work together in a co-development mode and investigate where to find oxygen in a short-term and mid-term perspective? And what would be the common ground (the cultural sector or mix of similar sectors that share similarities: social entrepreneurs' and non-profit).

Nevertheless, the colleagues from Pakhuis De Zwijger informed us that stakeholders priorities changed during the crises and a lot of people from the municipality has a lot to plan and reshuffle and it would be difficult to ask partners and stakeholders to participate in a one-day remote session. Thus, they suggested to dedicate the session to a smaller group composed of the senior and middle management of Pakhuis De Zwijger only.

ICHEC proposed Two half-day sessions of 4 hours. However, following the suggestions of the colleagues from Pakhuis De Zwijger and their staff availability, only one remote session of three hours and a half took place.

Since ICHEC's original storyboard was written for an in-situ workshop, it had to be reviewed. This involved not only exploring potential technological apps and tools but also content (what to tackle) development and fine-tuning. During the remote session, people used Zoom and Mural and were divided into two groups. The groups worked in break-out rooms and exchanged views in plenary.

The colleagues from Pakhuis De Zwijger wanted to examine whether their current business model is ready to answer the current crisis and what is needed to make it more robust for the future. A senior manager highlighted how successful their Business Model was before the crisis and this was tangible and demonstrable since they managed to survive during the past 14 years. According to her, having a non-classical model helped settling their business down but now they feel the need to build in some parts of the classical BM to become more robust for the future. Their main problem is that the majority of the revenue streams are collected from exploiting the building and the foundation



for making programs. The vulnerability of the Business Model is comparable to other Business Models that are funded by other institutions, and this created insecurity during the crisis.

Therefore, ICHEC proposed to consider a list of more than 20 different ways of monetising (revenue streams) and what it would take to put some of these into action at Pakhuis De Zwijger. The idea was to inspect the different possibilities that exist so far and try to put figures behind them. Moreover, ICHEC proposed to further scrutinize the potential of these ideas and to test some assumptions. For example, if the institution considers subscriptions, for how many people and at what cost? The idea was to run different simulations aimed at increasing the resilience.

In addition, ICHEC highlighted that the Business Model innovation not only tackles new offers but also new processes. To this end, ICHEC's team intended to address the topic of how-to bring people differently?

Although ICHEC reiterated several times its availability to conduct two sessions, only one session took place. To this end, very limited aspects of the business model were tackled with Pakhuis De Zwijger senior and middle management due to the time restraints. It is relevant to highlight that one session of three hours and a half was completed in comparison to 5 sessions of 4 hours for Rijeka and Salerno. Nevertheless, it is vital to emphasize that our colleagues at Pakhuis De Zwijger are dealing with tough decisions related to governance and staff management caused by COVID19 crisis.

## **Participants composition**

### **CLIC Local partner**

Pakhuis de Zwijger

Five people from Pakhuis de Zwijger participated pro-actively in the co-design workshop  
Tara Heemskerk (Project coordinator and assistant to the Director at PAK), Thomas van de Sandt (Programme maker Sustainable City & project leader international projects); Hester Tiggeloven (Deputy Director of Pakhuis de Zwijger), Natasja van den Berg (Strategic Advisor to PAK) Fenna Verdaasdonk (Head of Marketing & Communication at PAK)

### **CLIC Academic partner**

TU/e, Eindhoven University of Technology

One person from TU/e, Eindhoven University of Technology participated pro-actively in the co-design workshop

Deniz Ikiz Kaya (Assistant Professor in Heritage & Sustainability)

### **Circular Business Model Workshop organising partner**

Ruba Saleh, ICHEC Brussels Management School (CLIC partner), Business Model Workshops coordinator.

Philippe Drouillon, ICHEC Brussels Management School, (CLIC partner), Workshop designer and facilitator

### **Circular Business Model workshop Pakhuis de Zwijger: outcome and way forward**

At the end of the workshop, ICHEC's team provided a few insights about agile road mapping & project management and suggested to host a second workshop in order to investigate the 6 highlighted ideas.

Based on the available data; results of the remote session; and conversations/correspondences with colleagues from Pakhuis de Zwijger, ICHEC represented how the current BM looks like by filling in ICHEC's adapted circular business model for adaptive reuse. Nonetheless, ICHEC's team

recommended to investigate the 6 highlighted ideas and how to transform them into Minimum Viable Solutions and test the assumptions. Although several follow up correspondences took place, the colleagues from Pakhuis de Zwijger were not available for a second session seen the challenges and severe repercussions caused by COVID19 on the institution.

### 5.3 Circular Business Model workshop Rijeka

#### Background

The correspondence with colleagues from the Rijeka municipality focused on the Children's house<sup>4</sup> (2,971 sqm) which will be hosted in the Brick Building within the former Rikard Benčić industrial complex<sup>5</sup> (12,690 sqm). In this same industrial complex, renovation works included also the Sugar Refinery Palace which will host Rijeka City Museum (5,700 sqm); the "T-shaped Building" which will host Rijeka City Library (5,750 sqm) and the former "H-shaped Building" which is home to the Museum of Modern and Contemporary Art. The total investments into the former industrial complex amount to HRK 250 million (33,212,619.40 Euro)<sup>6</sup>. The building received European funds for its restoration and the remaining part of the investment was financed by the City of Rijeka.

The City of Rijeka foresees that the children's house program will be managed by three cultural institutions: Art-Kino<sup>7</sup>, the Rijeka Puppet Theatre<sup>8</sup> and Rijeka Civic Library<sup>9</sup>. However, according to our CLIC partner at the City of Rijeka, there was a need for a mixed-use in the children's house with educational activities related to art, heritage and circularity for children of the age of 0 to 18. Following several calls, we agreed on addressing the following topic during the Circular Business Model Workshop in Rijeka:

- How to make the management of the children's house sustainable from an economic viewpoint?
- What type of circular child-friendly and child-oriented activities should take place?

Following the outbreak of COVID19 crises, the foreseen workshop transited to remote mode and the colleagues from Rijeka reacted quickly to this shift by inviting stakeholders via Facebook and twitter to join the workshop. Since the majority of the registered participants was represented by start-upers, our colleagues from the municipality suggested to host the several sessions of the workshop in the afternoon in order to give the participants the opportunity to work in the morning.

ICHEC proposed five half-day sessions of 4 hours except for the closing session which was designed to last for of 2 hours. At the end, the workshop was carried out in six sessions. The first four lasted for 4 of hours and the last two for 2 hours.

Since ICHEC's original storyboard was written for an in-situ workshop, it had to be reviewed. This involved not only exploring potential technological apps and tools but also content (what to tackle) development and fine-tuning. During the remote session, participants used Zoom and Mural and were divided into three groups. The groups worked in break-out rooms and exchanged views in plenary. Originally 23 people registered to the workshop. However, only 10 people completed all the sessions.

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<sup>4</sup> <https://rijeka2020.eu/en/category/childrens-house/>; <https://www.rijeka.hr/en/city-government/city-projects/ongoing-projects-2/childrens-house/>

<sup>5</sup> <https://www.rijeka.hr/en/themes-for-citizens/culture/cultural-heritage/capital-programmes-cultural-heritage-protection-conservation/redesignation-revitalisation-former-complex-rikard-bencic-rijeka/>

<sup>6</sup> <https://rijeka2020.eu/en/the-childrens-house-construction-works-enter-the-final-phase/>

<sup>7</sup> <https://www.art-kino.org/hr>

<sup>8</sup> <http://www.gkl-rijeka.hr/>

<sup>9</sup> <https://www.rijeka.hr/en/city-government/city-projects/ongoing-projects-2/rijeka-civic-library/>



### **Workshop participants**

Twenty-one people registered to the co-design workshop. The group was composed by professionals from the following institutions/organisations/figures:

Shipbuilding engineer; Economics student, start-uper; Sales & Marketing, start-uper; Chief; two representatives of the Maritime and History Museum of the Croatian Littoral; Engineer in computer science; Primary school teacher, start-uper; Economist, start-uper; Psychologist; Art Kino - program administrator; Lawyer, start-uper; High school student senior; Shipbuilding engineer, start-uper; Sales associate; Advisor at Municipality Čavle for culture and education; representative from the Gorski kotar County; Economics Erasmus student; economics student; Start-uper; a representative of mydonia consulting.

### **CLIC Local partner**

Rijeka Municipality

Three people from Rijeka municipality participated pro-actively in the co-design workshop  
Suzana Belošević Romac, Senior Advisor to the Mayor - Specialist for European Projects, Municipality of Rijeka (CLIC partner)

Sonja Lukin and Ingrid Ikanović from the department of Culture

### **CLIC Academic partner**

University of Nova Gorica

Two people from the University of Nova Gorica participated pro-actively in the co-design workshop  
Maja Debevec, University of Nova Gorica (CLIC academic partner), Marco Acri, University of Nova Gorica (CLIC academic partner)

### **Circular Business Model Workshop organising partner**

Ruba Saleh, ICHEC Brussels Management School (CLIC partner), Business Model Workshops coordinator.

Philippe Drouillon, ICHEC Brussels Management School, (CLIC partner), Workshop designer and facilitator

### **Co-designed solutions:**

#### **Solution 1: Health and food Hub**

The solution foresees a festival to be organized in a co-creative way, allowing people to shape it at their best and where children can learn the qualities of healthy food in a co-creative environment, making the experience as "their own" - becoming thus ambassadors for the future. Children can, therefore, involve their parents building new relationships in the city on specific sustainable topic. The festival can introduce new inspiration also in the educational system, making, if involved, schools preparing and participating. This festival could contribute to the rediscovering of traditions in the area.

#### **Solution 2: Creativity Hub**

This hub foresees a number of cultural activities. A film literacy and production workshops aimed to help children develop creativity and encourages them to create their own content in the field of film art by providing them with film theory, film-making and cultural production knowledge; A punk rock music/dance show which creates a synergy between existing musical shows performed by local bands, children's creativity and the possibility to host international players. For the first time, children will be the protagonists and they will learn how to appreciate, compose and play punk rock music combined with dance shows; Art and nature workshops aimed to introduce children to the ecosystem, how to appreciate it and make best use of it without depleting the resources. The

solution's entry point would be the arts. Thus, it aims to engage children with fun and friendly activities to be conducted during school time and/or as extra-activities with friends and family. A precious immersive moment to enjoy in company of art and nature. And finally, theatre production workshops aimed at providing a safe space for children to express themselves and collaborate together in building a representative performance depicting their life experiences, the story of the city and reflecting on a more sustainable and circular society. Children will be guided by seasoned actors and producers together with art academy students and international fellows. A unique experience of DIY and cross-cutting contaminations.

### **Solution 3: STEM Hub**

This solution proposes STEM learning concept for Dječja Kuća through playing and experimentation in workshops, children's playground and museum. Parents, children and youth as well as teachers will gain more skills and spend quality time together. This kind of unique educational proposal focuses more on individuals' interests and connects STEM stakeholders with educators and interested youngsters.

The program aims to offer children/youth from different age periods a variety of programs to engage accordingly; from STEM museum and playgrounds towards the fabrication labs and workshops. The educational experimental box is offered as a product which enables children/youth to experiment and develop STEM skills at home. The proposed STEM Hub helps:

- schools to organize practical classes through playing, experimenting and workshops
- parents to organize quality time with their children
- children and youths to gain new skills
- teachers to gain more skills
- children who want to improve their knowledge to gain new skills, be with their friends with similar interests.

The activities of the STEM Hub organized by educated lecturers skilled in particular fields (unlike in conventional school education).

The STEM Hub connects STEM stakeholders with the young generation.

The STEM Hub wants to implement STEM knowledge into Dječja kuća.

### **Circular Business Model workshop Rijeka: outcomes and way forward**

At the end of the workshop, Suzana Belošević Romac, Senior Advisor to the Mayor - Specialist for European Projects (Municipality of Rijeka (CLIC partner), briefed the participants about the post COVID19 situation at the institutional level. From 70 people employed for Rijeka European Capital of Culture (ECoC) only 11 kept their positions and all the activities were postponed. RiHub<sup>10</sup> closed its doors<sup>11</sup> and COVID19 crises influenced the funding for culture. The City budget had to be rebalanced but there were still some European funded projects.

Suzana also underlined the commitment of the City of Rijeka towards disseminating the results of the open call and of the Circular Business Model workshop and to table a discussion about the future activities to be at the Children's house.

ICHEC's team emphasised the fact that there is a need for an incubation process for the groups to go on and develop their solutions in a concrete way. Although everyone agreed that cultural heritage is the central piece of the puzzle, it was important to emphasize that it is not the only one. An incubation process would take into account a detailed configuration of the financial, social and environmental dimensions. Philippe highlighted that money won't flow as some participants would expect it to, but it doesn't mean that the groups cannot start with low profile projects. This is why it

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<sup>10</sup> <https://rijeka2020.eu/en/>

<sup>11</sup> This was the status during the workshop. RiHub reopened its door after the end of the confinement measures.



was deemed crucial to initiate or frame an incubation process in order to move towards a more articulated configuration.

Participants were also invited to reflect on the governance model, would it be a separate company? where to base it? which status? Memberships? Reconsider the necessary human resources, and revisit in details the BM and financial model. Participants were invited to tap again into the costs and design a short-term and long-term vision. For the short run, they were encouraged to consider a first year for planning, a second year for testing and running projects and the third to evaluate and amend the long-term vision. Moreover, participants were encouraged to map and explore funding opportunities from the City of Rijeka especially from the different departments in charge of funding in line with the structure of the local authority (ex. Department of culture, health and social welfare, sport and technical culture). In addition to generic funding to boost the people (i.e. national unemployment fund) and thematic funding for sectors (ex. Department of culture, health and social welfare, sport and technical culture, department of entrepreneurship for in kind funding for start-ups). Moreover, several European funding opportunities were to be mapped and explored as well.

Furthermore, participants were also stimulated to consider other buildings since Rijeka has a rich variety of abandoned industrial heritage not in a very bad shape which could be used at the moment for hosting/testing some temporary pop-ups. Participants agreed to take part in the public dissemination event to be organised by the City of Rijeka, when possible, taking into consideration the local evolution of the health crises. In addition, one participant stated that: “my ambition is to continue with the project”. He expressed his availability to drive the process and liaise with all the participants in order to identify the key projects to start with.

Finally, Philippe Drouillon and Ruba Saleh thanked warmly the participants for their commitment and positive energy in the workshop. Philippe stressed the fact as well that it was very important for him as a facilitator to feel such a positive energy.

## 5.4 Circular Business Model Workshop Salerno

### Background

The correspondence with colleagues from the Salerno municipality focused on identifying adaptive reuse activities for the Edifici Mondo complex. This complex of historical, artistic and architectural values is located in the "Plaium Montis" area, the highest and oldest part of the historical center of Salerno. The complex was denoted as Edifici Mondo, alias World Buildings, by the municipality due to its considerable size (covering an area of 18000 sqm) and complexity. It is composed of Saint Francis (Francesco) Convent which was founded between 1222 and 1238 and used to host the former men's prison within its 8,545.44 sqm area; Saint Pietro a Maiella and Saint Giacomo Convent which was founded in 1332 and used to host the former men's prison as well in its 2.455,45 sqm area with an external space of 234 sqm; Saint Maria della Consolazione which was founded in 1560 and used to host the former women's prison within its 3.877,67 sqm area with an external space of 1.025 sqm; and Saint Massimo Palace. The former prisons were abandoned in the 1980s while the monumental building of Saint Massimo Palace which was founded between 861 and 865, was abandoned in the 1930s. It used to host a secondary school within its 4.465,23 sqm area and it also incorporates an external space of 454 sqm.

In 1997, the Municipality of Salerno launched an international competition of ideas for the adaptive reuse and urban regeneration of the Edifici Mondo complex. The prominent Italian urban planner and architect Prof. Bernardo Secchi was called to preside over the international competition aimed at rehabilitating Saint Massimo Palace and the former prisons. The competition was won by the Japanese architects Sejima and Nishizawa for the regeneration of the public spaces and by Antonio Monestiroli and Manuel De Las Casas for the adaptive reuse of the buildings. At the time, despite the municipality's engagement and various attempts to raise funds, it was not possible to reach the needed threshold for the implementation of the winning proposals.

Due to the constant interest of Salerno's municipality in finding an appropriate adaptive reuse for the Edifici Mondo complex and thanks to the relentless scientific support of their CLIC academic partner IRISS-CNR, and in agreement with ICHEC, on 6 March 2020<sup>12</sup>, the municipality of Salerno launched a public consultation addressing all interested stakeholders for identifying possible regeneration and adaptive reuse projects for the Edifici Mondo complex. The public consultation was presented to the citizenry as an operational experimentation within the framework of H2020 project CLIC. The aim of the public consultation was to identify the perceived needs by the local community and provide an opportunity to express ideas, viewpoints, opinions and proposals. The public consultation was also presented as an opportunity for research. A research to be carried out together with interested parties of the selected proposals of adaptive reuse with the objective of regenerating the public goods.

It is worth mentioning that the consultation is part of the active research and experimentation of a possible governance tool which is currently being undertaken within the framework of project CLIC. More specifically, we are speaking here about CLIC Local Action Plan for adaptive reuse of cultural heritage in the perspective of the circular economy and circular city model which includes in Salerno the regulation for the shared management of cultural heritage as a common good. This municipal regulation will provide the possibility of adaptive reuse of cultural heritage assets by individuals or associated subjects, including private ones (companies, foundations, cooperatives, associations, individual citizens, etc...).

The Municipality of Salerno stated clearly that the proposals received as a result of this public consultation will not be binding in any way for the municipality and the participating subjects will not

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<sup>12</sup> [http://www.comune.salerno.it/client/scheda\\_news.aspx?news=44354&prov=76&stile=7](http://www.comune.salerno.it/client/scheda_news.aspx?news=44354&prov=76&stile=7)

accrue any position of advantage, pre-emption or other type of right in relation to future choices. A score was assigned to every proposal following a selection criteria specified in the call<sup>13</sup> in order to evaluate and define a list of inherent proposals. The participants of the selected proposals were invited to present their projects and participate in the co-design circular business model workshop designed and organized by ICHEC Brussels Management School.

Following the outbreak of COVID19 crises, the foreseen workshop transited to remote mode and the colleagues from Salerno and IRISS-CNR reacted quickly and invited the 14 groups to join the workshop. Although 10 proposals were selected out of the original 14 submitted proposals, we agreed to invite everyone to the workshop. ICHEC proposed Five half-day sessions of 4 hours except for the closing session which was designed to last for of 2 hours. At the end, the workshop was carried out in six sessions. The first five lasted for 4 hours and the last one, bonus session, lasted for 1 hour and 30 minutes.

Since ICHEC's original storyboard was written for an in-situ workshop, it had to be reviewed. This involved not only exploring potential technological apps and tools but also content development and fine-tuning. During the remote session, people used Zoom and Mural and were divided into four groups. The groups worked in break-out rooms and exchanged views in plenary. Fifty-two people participated in session 1 where the local administration participated as well, while thirty people participated proactively in all the sessions.

### **Workshop participants**

Thirty-one people registered / were invited to the co-design workshop. The group was composed by the following professional figures:

Seven architects; two architect and interior designers; public employee; planner; consultant on heritage project design, accountant, territorial marketing & technological innovation consultant, two hotel consultants and trainers, two students of architecture, tourist guide, PhD architect, teacher and architect, architect/researcher, teacher, architect/historian of architecture, theatre and visual art professional, political scientist, mechanical engineer, English literature and language teacher, marketing and multimedia communication entrepreneur, doctor, architect/engineer.

### **CLIC Local partner**

Salerno Municipality

Nine people from Salerno municipality participated pro-actively in session 1

Raffaele Lupacchini (European resources office manager)

Domenico De Maio (City councillor responsible for urban planning)

Antonia Willburger (City councillor responsible for culture)

Sara Petrone (Municipal councillor)

Salvatore Farace (Municipality of Salerno/ university of Salerno)

Rosa Crudele (Municipality of Salerno)

Angela Magliacano (Municipality of Salerno)

Filomena Daraio (Municipality of Salerno)

Annalisa Del Pozzo (Municipality of Salerno)

Salvatore Farace attended all the workshop sessions and in addition to the first session, Raffaele Lupacchini participated in the last session as well.

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<sup>13</sup> [http://www.comune.salerno.it/client/scheda\\_news.aspx?news=44354&prov=76&stile=7](http://www.comune.salerno.it/client/scheda_news.aspx?news=44354&prov=76&stile=7)





### **CLIC Academic partner**

IRISS-CNR

Seven people from IRISS-CNR participated pro-actively in the co-design workshop

Luigi Fusco Girard (CLIC scientific coordinator)

Antonia Gravagnuolo (CLIC WP2 Leader)

Immacolata Vellecco (CLIC WP4 Leader)

Assunta Martone (CLIC Project Manager)

Silvia Iodice (Researcher)

Serena Micheletti (Researcher)

Martina Bosone (Researcher)

Moreover, IRISS-CNR invited one professor from the University of Naples to attend the first session of the workshop

### **Other CLIC partners**

Aliona Lupu (Senior consultant, Iniziativa Cube)

Simone Panaro (Senior Research Associate, University of Portsmouth)

### **Circular Business Model Workshop organising partner**

Ruba Saleh, ICHEC Brussels Management School (CLIC partner), Business Model Workshops coordinator.

Philippe Drouillon, ICHEC Brussels Management School, (CLIC partner), Workshop designer and facilitator

Michiel Van Balen, Architect/entrepreneur, Miss Miyagi, ICHEC consultant

### **Co-designed solutions:**

#### **Solution 1 Hippocratica Hills Health Heritage Hub and water paths**

The aim of this solution was to create a heritage-led circular ecosystem of incubators, laboratories and services specialized in research on health-related issues and dedicated to the creation of artisan products and cultural activities all related to well-being; a complex system integrated in the urban context, with green and sustainable connections, which enhances the unique intrinsic cultural and territorial potential of the Hippocratica Civitas.

The objective was to create an attractive cluster of activities for local and international investors, medical research institutes and education institutions to settle in such a diverse and rich environment. The hub would represent the ideal place for investors to have a flagship store or laboratory that will let them be part of this context and to link the intangible heritage to the tangible one.

#### **Solution 2 House of music**

The purpose of this solution was to integrate the built cultural heritage into the urban metabolism by adaptive reuse which consequently means waste reduction. From the perspective of circular economy, cultural heritage is not only the built environment which worth to be preserved for the future generations, rather it can be seen as a cultural infrastructure which can generate value.

The proposal considers the regeneration of the area as both a heritage conservation project and a project that transforms the use and function of the area. It puts emphasis on the relation between the built cultural heritage and its urban context. The group wanted to improve the cultural liveliness of the neighbourhood. Reusing cultural heritage from the perspective of circular economy always means adaptive reuse. Adaptive reuse is capable of attributing market value to the regenerated area by reactivating the built heritage's life cycle. The proposed new function fits into the set of existing

cultural assets and represents continuity. The project promotes the reuse of existing cultural, natural, social and economic resources. In addition, the project considers the regeneration of the site as an opportunity to renew the historic urban landscape by creating new values.

The group wanted to improve also the ecological footprint of the site by incorporating ecological technologies into their regeneration methodology. By using these technologies, the building parts can be joint to each other by fully respecting the identity of the existing built structure. The project proposes the reuse of existing resources and raw materials in order to reduce the state of degradation and encourage the enhancement of the existing built structure. The group wanted to turn the common linear metabolism of the built environment into a circular metabolism by reusing waste.

The group expected their project to contribute to the social and economic development of the neighbourhood by considering culture as its core. Their proposal relied on how the local community recognise its cultural and creative values.

### **Solution 3 The identity between tradition and innovation**

The group's ambition was to face, challenge and change the status quo in Salerno, tackling the actual societal environment mainly based on activities and services with weak connections with the cultural background of the city and with its cultural heritage (tangible and intangible). The first "movida" we want is a "cultural movida".

This *mixed-use* proposal *roots in* the combination of public, private and civic/social functions, creating, around future and traditional arts, culture and enogastronomy, a vibrant and inspiring place for a very diverse group of stakeholders looking for opportunities to innovate and for a local and inspirational network. By blending study-research, conscious production/consumption, sharing of local arts, talents, food and wine in an inspiring heritage-led environment (tangible and intangible) the group aims to create inclusive-attractive poles - spreading far beyond the boundaries of the sites (systemic approach) - with an emphasis on local green and smart development: circular and sustainable. The solution aims to challenge the status quo in a multidimensional and multisectoral way, innovating and promoting the emergence of a "contemporary forum" (tangible and intangible) open to the Salerno community and beyond, fostering local bonding and building up.

### **Solution 4 Solidarity condominium**

This Social Housing solution is for those who wish to live as at home with a "pinch" of extra care. The community members commit themselves to the culture of solidarity, coexistence and mutual help. The community members are imagined as actively involved in the management of the project. The services are organized by the community itself. The core idea of working together for the common good roots in the famous Gospel suggestion: "one at the service of the other for the common good".

The new use and the kind of shared management turn the space into (semi)public-(semi)private and enhances the connection to the local neighbourhood community. This project proposes that urban resilience is fundamentally based on the ability of change.

The key elements of the project are:

- 1) Solidarity and sharing
- 2) Self-sustainable
- 3) Innovation and Social Inclusion (Community Cooperative)
- 4) Urban welfare
- 5) Training and Technological Innovation 4.0 (Smart Working, Fab Lab, Digital Workshop, Blockchain)

### **Circular Business Model workshop Salerno: Outcome and way forward**

Finally, Philippe Drouillon and Ruba Saleh thanked warmly the participants for their commitment and positive energy and explained that during the business model workshop, the participants worked together on increasing the strength and robustness of their proposals. Since the municipality needs to follow a very rigorous procedure and launch a PPP bid for the renovation and restoration and adaptive reuse of the Edifici Mondo which will take many years, the participants were advised in the meantime to identify a place where to execute their plans in order to make them alive. Moreover, ICHEC's teams advised the groups to test their assumptions and see how to implement concretely, key points would be: funding, attractivity, and feasibility. Finally, since not every solution component could be implemented immediately, teams were advised to prioritize activities.

Due to time constraints, groups haven't filled in the Circular Business Model during the workshop. Therefore, following the workshop, the authors worked on it and completed the four CBMs (see annex).

## **6 Conclusions**

Between 18 February and 18 June 2020, ICHEC led a circular business model workshop, in every local partner city/region. The workshop was either conducted physically or virtually and dedicated to the adaptive reuse of a representative heritage asset proposed by the local partner. Every workshop was prepared and discussed thoroughly with each local partner and its related academic partner in order to agree on the challenge to tackle; the storyboard; the modality of identifying and involving the stakeholders (open call; or by invitation); workshop format (number of days/sessions; tools); participants' profiles; experts to be invited/involved in different capacities and logistics.

Vastra Götaland Region in Sweden choose to focus on the adaptive reuse of the paper mill in Fengersfors. Thirty-nine people participated proactively in the co-design workshop and five complementary business models were co-designed by the workshop participants. This was the only face to face workshop.

The original plan for Pakhuis de Zwijger, in Amsterdam (NL) was to revisit their business model under the circular economy perspective but due to the outbreak of COVID19, Pakhuis de Zwijger, asked ICHEC to change the topic and focus of the workshop in order to synchronize with the current situation and reverberate the repercussions of COVID19 on public places closing their doors. Only one session took place and 6 people participated in the co-design workshop. To this end, very limited aspects of the business model were tackled with Pakhuis De Zwijger senior and middle management due to the time restraints.

The municipality of Rijeka in Croatia asked ICHEC to develop a workshop aimed at addressing the adaptive reuse of the Brick Building within the former Rikard Benčić industrial complex. 23 people registered to Rijeka's circular business workshop. However, only 10 people completed all the sessions. At the end of the six sessions, three complementary business models were co-designed by the workshop participants.

The Municipality of Salerno in Italy asked ICHEC to develop a workshop aimed at addressing the adaptive reuse of the complex of Edifici Mondo (convents of San Francesco and San Giacomo and San Pietro a Maiella and Palazzo San Massimo). Fifty-two people participated in session 1 where the local administration participated as well, while thirty people participated proactively in all the

sessions. By the end of the fifth session, four business models were co-designed by the workshop participants.

ICHEC's main objective was to develop a circular business model for adaptive reuse of cultural heritage in line with the guidelines of the Historic Urban Landscape approach. Adaptive reuse of cultural heritage is considered today key in urban conservation and sustainable development. After reviewing a number of sustainable business model canvases, the flourishing business model was selected and adapted by ICHEC's team to the context of adaptive reuse. The reason behind embracing the flourishing business model is that it is based on a tri-profit metric, namely; economic viability, social benefits and environmental regeneration. Therefore, ICHEC's team found that the flourishing business model was the most adequate model in order to fulfill CLIC's vision and its multidisciplinary human-centered framework.

The co-design workshop aimed at democratizing the design process and enabling participation and pitching of creative proposals. It encouraged participants to partake in the decision making, project planning and evaluation of the needs and adaptive reuse projects. Thus, to develop their own sense of community as heritage communities (Council of Europe, 2005). The ultimate objective was to co-design the new tri-impactful reuse with the people, instead of for the people.

Moreover, the workshop embraced the circular economy as a regenerative economy applied to the economic, social, and environmental aspects. Thus, the circular economy was incorporated as a culture of regeneration. The adapted flourishing business model was instrumental in putting forward the heritage cultural asset as a connective infrastructure where solidarity and cooperation at the local level excels. Hence, the heritage asset was perceived as a common good for collectivity to preserve and regenerate.

The circular business model for cultural heritage adaptive reuse builds on an iterative process already started by ICHEC under the framework of H2020 project CLIC. This process started with a documentation and analysis of the supply (Economic Landscapes) and demand (Perceptions mapping) and ends up with the business model for a specific heritage asset. The circular business model workshop was structured in a way to cover the process; the value propositions; the people and the outcomes. Specific questions were designed for every block in order to keep in mind both the Historic Urban Landscape Approach and the Circular Economy perspective. It was conceived as a co-design process during which participants proposed reuse ideas/solutions in relation to their territorial needs. Every workshop departed from the unique value proposition prioritised and agreed upon by the participants. By tapping into the collective intelligence, participants were divided into groups and every group delineated a list of possible solutions and activities based on the resources and identified needs in the territory. After identifying the different stakeholders, the desirability of these activities was tested and the Minimum Viable solution was updated. Revenue streams were developed with particular attention to environmental, social and economic impacts, both negative and positive. Moreover, groups were asked to select the sustainable development goals that they aim to fulfil in their project. Once this final phase was fine-tuned and the Minimum Viable Solution was updated, every group pitched its circular, desirable, feasible, and economically viable solution(s).

These four workshops were conducted for public and private cultural heritage assets. The key challenges in logistics were:

-Technical barriers: The WIFI connection was not always ideal, and Mural is a heavy program. Therefore, participants were invited to use their phones to connect to Zoom and computers to work on Mural;

-Language: In order to make people feel at ease and express themselves to the maximum, groups were invited to speak/work in the local language in the break-out rooms. Moreover, simultaneous translation in Italian was provided for Salerno's workshop; and

-Attendance: We faced the problem of attendance only in Rijeka. Although participants were consulted via Facebook survey beforehand on the most suitable timetable and dates, very few people committed to the workshop until the end.

The implementation of the co-designed circular business model for the adaptive reuse of the paper mill in Fengersfors is on-going. Following the workshop, ICHEC's team analyzed the workshop outcomes, and a roadmap was set and agreed with Not Quite collective in order to put the Business Model into practice. From their end, Not Quite collective listed and tested their Riskiest Assumptions; confirmed their value streams; and updated Minimal Viable Solutions (MVS) for each revenue stream. The group of four committed persons who are developing the revenue stream for the next three years to come are starting to reap the benefits of their hard and coordinated work. The Phytoremediation solution was granted a funding and Not Quite is about to start the project with the help of a group of researchers. In the meantime, they keep pushing forward the other revenue streams.

Putting into force the business model for a private heritage asset was more straightforward while there are a few implementation challenges for public assets:

- The lack of commitment/official endorsement by the local administration due to administrative regulations and procedures (the need to launch a public bid/PPP);
- The need to create a congruency between research projects, in this case CLIC, and the previous programs approved by the Municipal administration;
- The lengthy and bureaucratic process of approving/deliberating a regulation for the shared management of cultural heritage as a common good; and
- The lack of human and financial resources.

Nevertheless, we believe that the Circular Business model is a useful tool aimed at informing the decision-making process and thus, should be part of the action plan of public and private owners aspiring at evaluating and putting forward coherent investment projects with sustainable urban conservation processes. This is exactly why ICHEC's team invited the participants to reflect on the governance model as a cooperative management, to reconsider the necessary human resources, and revisit in details the BM and financial model. Participants were invited to tap again into the costs, and design a short-term and long-term vision. For the short-run, they were encouraged to consider a first year for planning, a second year for testing and running projects and the third to evaluate and amend the long-term vision. As a result, participants were invited to reflect on the short and long-run adapting to the continuously changing needs of the territory.

Moreover, participants were encouraged to map and explore funding opportunities at the local, regional, national and EU levels. Furthermore, participants were also stimulated to consider other buildings that could be reused at the moment for hosting/testing some temporary pop-ups. Finally, participants were invited to identify a person to drive the collaborative process and liaise with all the participants in order to identify the key projects to start with.



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## 8 Acronyms

[CBM]	[Circular Business Model]
[CC]	[Creative Commons]
[CE]	[Circular Economy]
[EC]	[Economic Landscapes]
[EIB]	[European Investment Bank]
[EMF]	[Ellen MacArthur Foundation]
[HUL]	[Historic Urban Landscape]
[MVS]	[Minimum Viable Solution]
[RAT]	[Riskiest Assumption(s) Testing]
[SDGs]	[Sustainable Development Goals]
[VP]	[Value Proposition(s)]
[WP]	[Work Packages]

## Annex 1: Circular Business Model workshops implementation

### Circular Business Model workshop, Fengersfors

Tuesday 18 February, 2020, 18:00-21:00

Welcome / Introduction Speech 18:00-18:30

Why are we here?

The workshop was inaugurated by the hosts, the Not Quite (NQ) collective. Two representatives of the Not Quite Collective presented the history of the industrial heritage site, its transformations, the current use and the ambition of the NQ collective and the evolution of the New Mill Town project.

Björn Ohlén, CLIC local partner, welcomed the participants on behalf of Vastra Gotaland Region and explained the role of Vastravet and the Local Action Plan which was developed under the framework of CLIC Heritage Innovation Partnerships (HIPs) process in four locations in the region namely, Forsviks (Karlsborg municipality); Fengersfors (Åmåls municipality); Gustavsfors (Bengtsfors municipality); and Strömsfors (Svenljunga municipality).

Christer Gustafsson, CLIC academic partner, explained the rationale and objectives of CLIC and the role of Uppsala university in supporting Vastra Gotaland Region in the co-creation and implementation of the Local Action Plans.

Ruba Saleh, Business Model Workshops coordinator, welcomed the participants on behalf of ICHEC Brussels Management School and clarified the objectives of the workshop.



Image 6: Not Quite team presenting the evolution of the New Mill Town project ©Ruba Saleh



Image 7: Christer Gustafsson explaining the objectives of CLIC and the role of Uppsala university ©Ruba Saleh

Scope - What are these three days about?

Philippe Drouillon, ICHEC's Workshop designer and facilitator, talked the participants through the three-day agenda and what are the expected daily deliverable and final outcome of the workshop.

#### **Ice breaker - The Journalist Game 18:20-19:00**

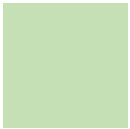
The first session aimed at breaking the ice and getting people to know each other better around four themes:

- What does motivate me to be here?
- What are the most important working principles to make this workshop a great experience?
- What are the 2-3 criteria that each idea/solution should meet?
- What are the skills/experiences/knowledge I can bring to this workshop?

Participants were invited to choose a group according to the colour code and related question. Every teammate had to interview at least two people from the other three groups in addition to one person from his/her group. For example, a participant from the yellow group was supposed to interview at least two people from the green, pink and purple groups in addition to one person from his/her own group.



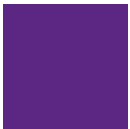
What does motivate me to come here?



What are the most important working principles to make this workshop a great experience?



What are the 2-3 criteria that each idea/solution should meet?



What are the skills/experiences/knowledge I can bring to this workshop?

Yellow group	
#	Q: What does motivate me to come here?
1	Development how NGO can work in entrepreneurial way
2	Environment around
3	Interesting examples of re-used buildings
4	I live here and want to be useful
5	Meeting creative people + co-design
6	Business model that can be used in different places
7	Active cooperation with local and regional partners
8	I want to contribute to this place + engagement
9	I am interested in how this process goes/works here
10	Learn how a group of artists will work in an entrepreneurial way
11	Curiosity and experience
12	Take this to a more exciting reality
13	Research interest for change with social sustainability

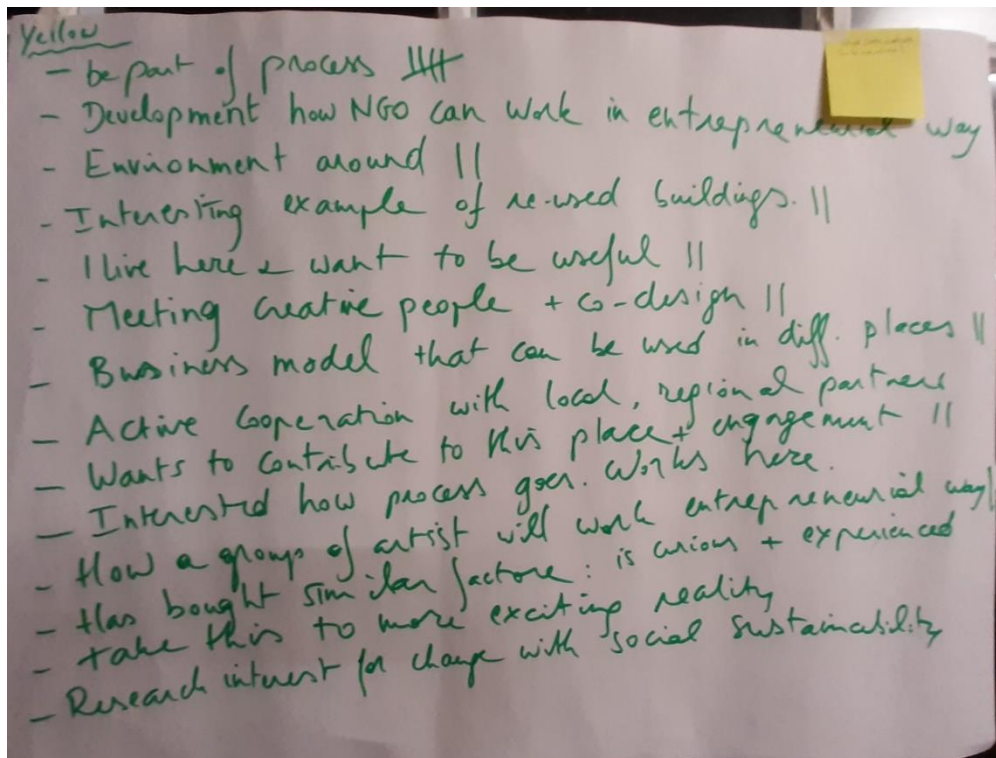


Image 8: Yellow group flipchart ©Ruba Saleh



Green group	
#	Q: What are the most important working principles to make this workshop a great experience?
1	Have fun
2	Openness
3	Model visualisation
4	Be target oriented
5	Time for networking
6	Close collaboration
7	Map obstacles and find strategies for them
8	Being good listeners
9	Mix of theory and practice
10	Time for interactive work / active workshop
11	Risk minimization
12	Open debate, many perspectives
13	Creativity
14	Order and structure / understandability
15	Use the knowledge future ahead in the process
16	Reach the next step / move forward
17	Getting realistic
18	Openness to new businesses and collaborators
19	Make everyone feel included
20	Transparency

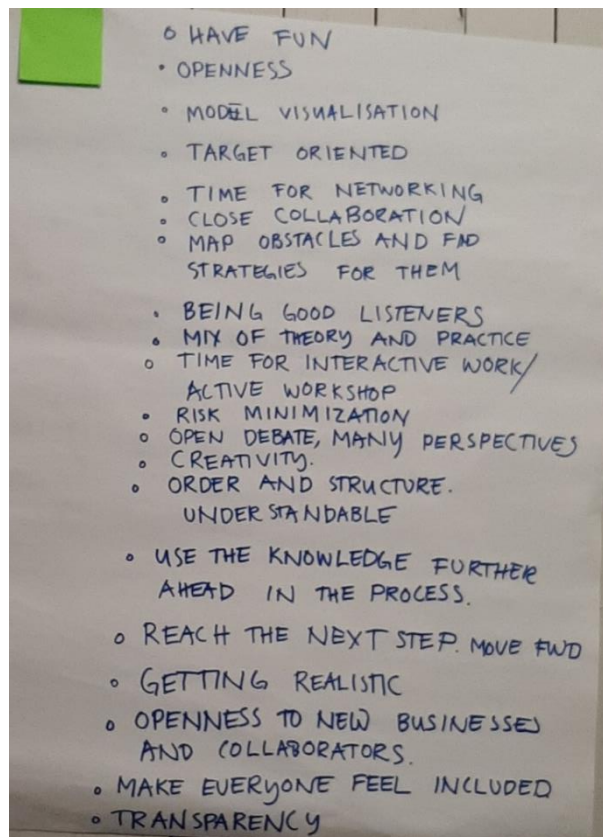


Image 9: Green group flipchart ©Ruba Saleh

Pink group	
#	Q: What are the 2-3 criteria that each idea/solution should meet?
1	Feasibility
2	Challenging / risk taking
3	Failure-friendly climate
4	Tradition and renewal
5	Unique standard
6	Involving the local community
7	Long-term visions
8	Sustainability
9	Maintenance of the buildings
10	Demand oriented communication
11	Happy

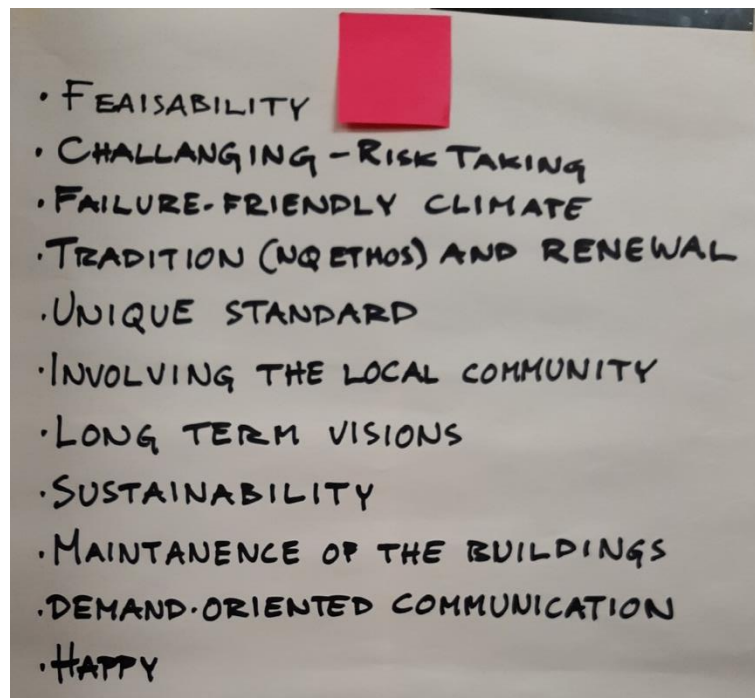


Image 10: Pink group flipchart ©Ruba Saleh



Purple group	
#	Q: What are the skills/experiences/knowledge I can bring to this workshop?
Craft	
1	Place specific knowledge, NQ (Not Quite community)
2	Entrepreneur, baker, vision, sustainability
3	Founder of NQ, research behind NQ
4	Own company, e-commerce
5	Crowdfunding, rural development
6	Present at NQ, self-employed cabinet maker
7	Rural development, accommodation, tourism, leadership, project manager
Heritage and architecture	
1	Nature and cultural heritage jurisdiction
2	Architect
3	Project references knowledge about the entire universe
4	Combining cultural heritage, regional development and innovation
5	EU networks, direction, funding cultural heritage
Local knowledge	
1	Place specific knowledge, NQ
2	Founder of NQ, research behind NQ
3	Own company, e-commerce
4	Project references knowledge about the entire universe
5	Present at NQ, self-employed cabinet maker
6	Business development experience
Jurisdiction	
1	Nature and cultural heritage jurisdiction
2	Law and jurisdiction teacher
Entrepreneur	
1	Entrepreneur, baker, vision, sustainability
2	Owns similar building
3	Founder of NQ
4	Own company, e-commerce
5	Present at NQ, self-employed cabinet maker
6	Rural development, accommodation, tourism, leadership, project manager
Sustainability	
1	Not afraid to ask
2	Combining cultural heritage, regional development and innovation
3	Entrepreneur, baker, vision, sustainability
Innovation	
1	Design innovation
2	Combining cultural heritage, regional development and innovation
3	Business development experience



Image 11: Purple group flipchart ©Ruba Saleh



Image 12: The journalist game interactions ©Ruba Saleh



Image 13: The journalist game interactions ©Ruba Saleh

## Dinner 19:00-19:50

### Rough theme statements 19:50-20:10

Participants were invited to individually write down on two different post-its 2 challenges (one theme per post-it) that could be explored further in order to achieve the expected outcomes. Participants were encouraged to express each idea by starting with "What If" and to link the ideas to challenges related to the twelve vital functions as follows:

- 1-Mobility: Transport at the regional level, transport logistics companies/solutions, smart mobility start-ups, etc...
- 2-Energy: renewable energy (sun, wind, geothermal, wood and waste)
- 3-Construction field: cultural heritage in rural areas, biophilic design, eco-design building companies, bio-sourced materials, alternative housing solutions, etc...
- 4-Education/learning: academia/research institutions, etc...
- 5-Agriculture/nutrition: farmers' associations, aquaculture, food crafting, local producers, possible synergies with Uddebo; organic agriculture, permaculture, agronomy, etc...
- 6-History/diversity/arts/culture; museum director(s)/curators, people knowledgeable about the history of the industry and the workers, NQ collective, migrants
- 7-Public services /common goods: department of planning (regional level), department of culture, department of environment, ect...
- 8-Entrepreneurship: existing ones at Fengersfors, chamber of commerce or entrepreneurs' association, start-up federation, digital native players, corporations and SMEs interested in

developing R&I related to eco-design and sustainability; entrepreneurship development department at the regional level

9-Impact investing: private foundations, impact investors, ethical bank(s), philanthropic associations

10-Communication/social ties: communication SME's, communication strategists

11-Health: alternative medicine centers, elderly caretaking (silver economy) SME's/associations/NGOs, associations working on intergenerational health and wellbeing

12-Natural resources: water, agro-forestry, agro-ecology, soil etc...

### Prioritization 20:10-20:50

With the help of the "Wise crowd" technique, people were invited to prioritize what are the most important challenges to be tackled during the three-day workshop. In a nutshell:

Participants were invited to exchange between each other as often as possible. When the workshop facilitator, Philippe Drouillon, said "stop", participants paired up in two and allocated a maximum of 11 points on the 4 cards they shared re their importance for the challenge. This process was repeated five times and at the end, participants summed up the scores. The working scheme was as follows:

- 1' Individual reflection | 2 post-its
- 2' Mix-up post its ---> circulate
- 2' Pair up (by 2 people)
- 2' Repeat 2+2'

Image 14: Prioritization process ©Ruba Saleh

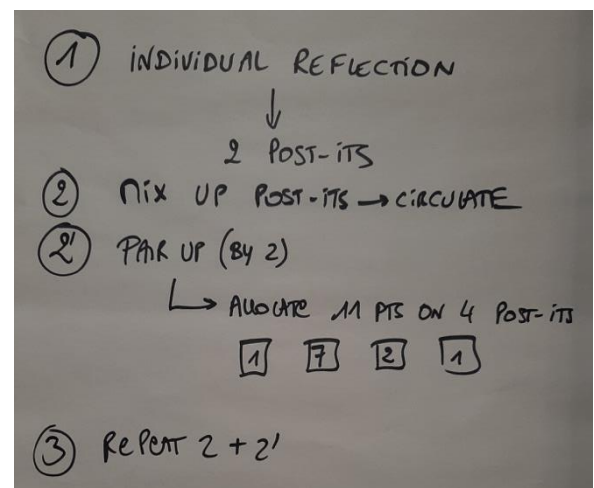






Image 15: Individual reflection ©Ruba Saleh



Image 16: Mix-up post-its ©Ruba Saleh



Image 17: Pair-up ©Ruba Saleh

List of rough ideas:

Through a countdown the most important challenges were identified as follows:

The 6 topics <sup>14</sup>	Challenge
#	
1	A hotel located within the abandoned part of the factory
1	Workshops for groups: learning skills, team building, sales
1	Rent out creative workshops (with lower rents than in urban areas)
1	Combination of B+B / hotel / restaurant / gallery
1	International retreat centre (with artistic, culinary and natural contents)
1	Housing / workshops / business / showrooms
1	Offer the visitors cultural experiences / nature related experiences
2	Waterpower plant (hydropower plant)
2	'Vattenkraft at bruket'
3	Innovation centre / research centre
3	Rural innovation research centre
3	EU research centre for rural innovation and re-activation
3	Showroom and innovation centre for circular use of wood and forest products
4	Phytoremediation services
5	Rent out the large spaces for photo and movie shootings, companies, festivals (without equipment)
5	Creative cluster (horizontal network)
5	Software meets hardware: Invite software game developers to stay in the mill. The mix of new tech and traditional crafts in a place packed with history and exciting surrounding will stimulate creativity for both guests and locals
5	Create global network of specialised actors
6	The skills and perspectives of the artists at NQ are a potential source of knowledge to help others create sustainable solutions

<sup>14</sup> The ideas are roughly organized by the later mentioned 6 topics. Numbers are indicating to which topic the ideas related.

6	Aquaponics system (growing vegetables and raising fish together)
6	Network of many businesses with sustainable practices (food, agriculture, product, craft, art) / education programs
6	Making cheese (using the cold places, water of the lake for cooling)
6	Distillery

Discarded ideas<sup>15</sup>:

#	Challenge
1	Not Quite Dragons Den
2	Find one or two rich tenants who will pay more rent so the others can pay less
3	Build apartments
4	Build bokaler <sup>16</sup> / Apartments + studio / workspace
5	Music / event venue
6	Place based / local production
7	Industrial museum
8	High-end tourism
9	Tourism: accommodation, guided walks, food- and workshops (expensive!)
10	Cluster centre for cultural collaborations / innovation / helping others in the region (not for free!)
11	Studios + workshops for artists
12	Culture (art + craft) + food hub targeting tourists (local job creation)
13	'Kulturbad'
14	'exotiskt svindyrt besörsmål'
15	Increase tourism / creative attractiveness
16	Children art school (boarding)
17	Providing co-housing
18	Winter: mobile home parking, summer: art exhibition / workspace
19	'selling experience' (history, art, culture)
20	Regional centre for crafts and arts: production and training
21	Tenants (craftsmen, artists) / large range of courses
22	Production of values that increases the attractiveness of the area
23	Creative added value for local investors
24	Sustainable businesses
25	Woodwork and handicraft (in the modern architecture)
26	Produce woodwork in the workshops
27	Vattenkraft roterande (hydropower rotating)
28	Cykelkr (Bike craft)
29	Solar panels
30	Vatten värme (water heat)
31	'Kolla vad alla har för elförbrukning' (Check out what everyone has for electricity consumption)

The voting followed the following criteria:

Are the proposed solutions

- Desirable: is anyone interested in this solution?
- Viable: is it worth the effort to fulfil our objective to be sustainable?
- Feasible: is it feasible cost wise?

<sup>15</sup> These ideas were either not voted for or received very few votes

<sup>16</sup> <https://sv.wikipedia.org/wiki/Bokal>



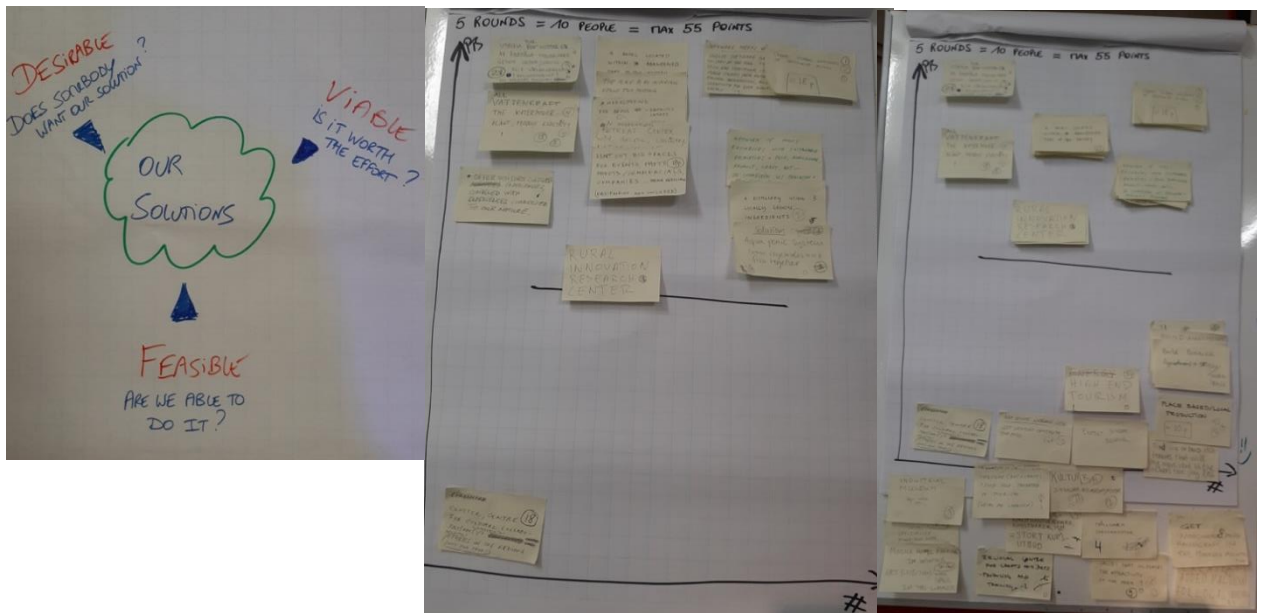


Image 18: Voting criteria and solutions ranking ©Ruba Saleh

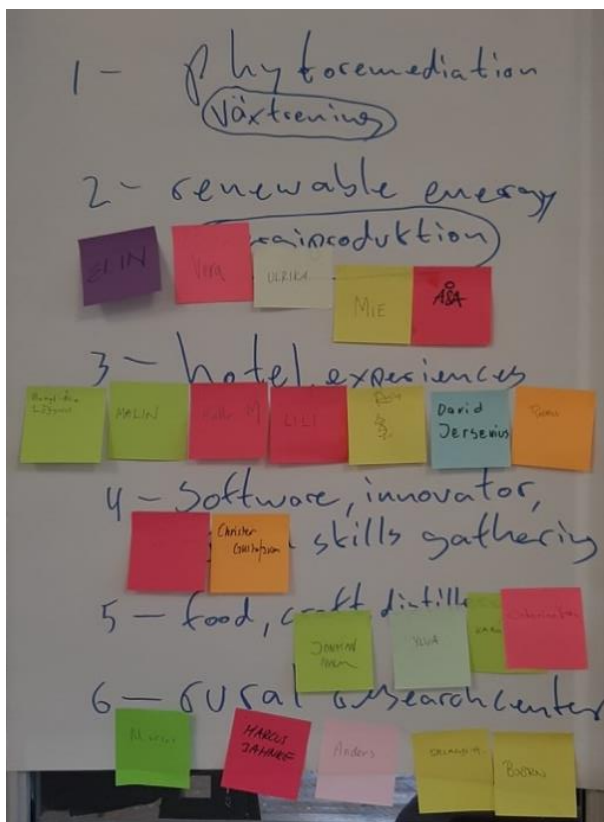


Image 19: The 6 most voted solutions ©Ruba Saleh

At the end of the session and based on the voting, 6 themes were identified as follows:

**Solution 1:** Accommodation, retreats, events

**Solution 2:** Renewable energies

**Solution 3:** Rural innovation centre

**Solution 4:** Phytoremediation services

**Solution 5:** Hub/cluster/network of creative industries

**Solution 6:** Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions

The participants were invited to choose a group of interest and to put their names next to the group.

### What's next? 20:50-21:00

Finally, Philippe Drouillon explained that this evening session, was necessary for introducing the participants to each other and to collectively identify and agree on the projects to be co-designed. He highlighted that the next day will start from the identified 6 solutions for the possible reuse of the paper mill with an ideation session.



Image 20: Philippe Drouillon explains what's next? ©Ruba Saleh

**Wednesday 19 February, 2020, 09:00-17:30**

**Welcome 09:00-09:15**

Philippe Drouillon welcomed the participants and presented the program of the day and made sure that every participant has selected a team.



Image 21: Philippe Drouillon presenting the program of the day ©Ruba Saleh

**Mill visit 09:15-10:00**

The chairman of Not Quite collective, led the visit of the mill and accompanied the participants to the various spaces by explaining the type of exploitation, number of users, frequency of use and revenues. Participants explored the site together and thanks to the informative visit led by the chairman, they had additional insights about the strengths' and weaknesses of the place.





Image 22: Chairman of Not Quite starting the visit ©Ruba Saleh



Image 23: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh





Image 24: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



Image 25: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



Image 26: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh

Image 27: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh







Image 28: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



Image 29: Chairman of Not Quite narrating the history of the industrial heritage site ©Ruba Saleh



Image 30: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh

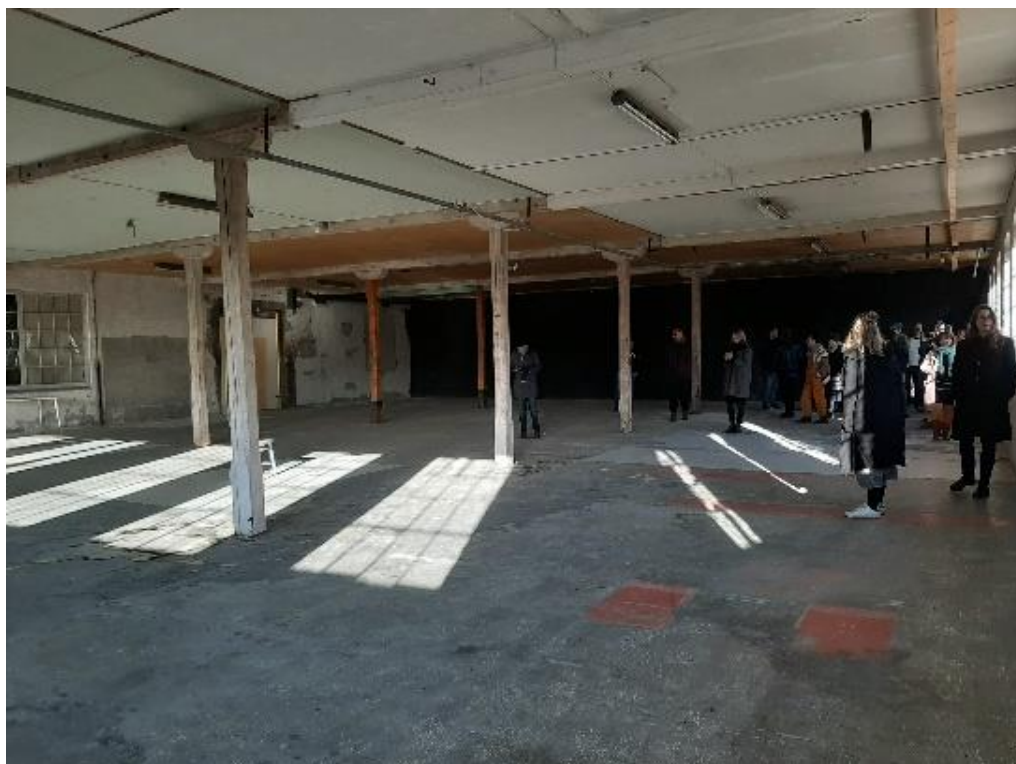


Image 31: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



Image 32 (to the right): Chairman of Not Quite  
accompanying the participants to the various spaces  
©Ruba Saleh

Image 33 (below): Chairman of Not Quite  
accompanying the participants to the various spaces  
©Ruba Saleh





Image 34: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



Image 35: Chairman of Not Quite accompanying the participants to the various spaces ©Ruba Saleh



### Ideation session (including break) 10:00-11:15

Once back to the workshop room, Philippe Drouillon presented the ideation session and the aim was to materialize themes into actionable solutions. Based on the group's theme (see identified 6 themes), the participants were asked to generate solutions and then to select features. Moreover, participants were provided with the 9Rs strategies and invited to include circularity as much as they can in their solution. Participants started working individually on generating first ideas based on the Ideation Pathways and Crazy 8's. Every participant was provided with an A4 sheet and asked to divide it into 8 boxes. Participants were invited to populate the 8 boxes by drawing 8 different features of their solution.



Image 36: Solution 2: Renewable energies. Every participant delineated its Crazy 8's ©Ruba Saleh

Each teammate introduced his/her 8 drawings/features. Participants shared ideas and assessed together their desirability (is anyone interested in this feature?), viability (Is it worth the effort to fulfil our objective to be sustainable and economically sound?) and feasibility (is it feasible? Do we have the resources and capabilities to fulfil it?) and what is the impact (Does it respond to societal issues? Does it generate positive impacts?)

### Prioritization 11:15-11:55

Participants shared ideas and assessed them within the group. The top 4 ideas were listed up on a flipchart. Finally, a mix of participants from other groups were invited to prioritize the ideas among the top 4 ideas. Philippe Drouillon informed the participants that the co-selected ideas are the ones to be prototyped for each theme.

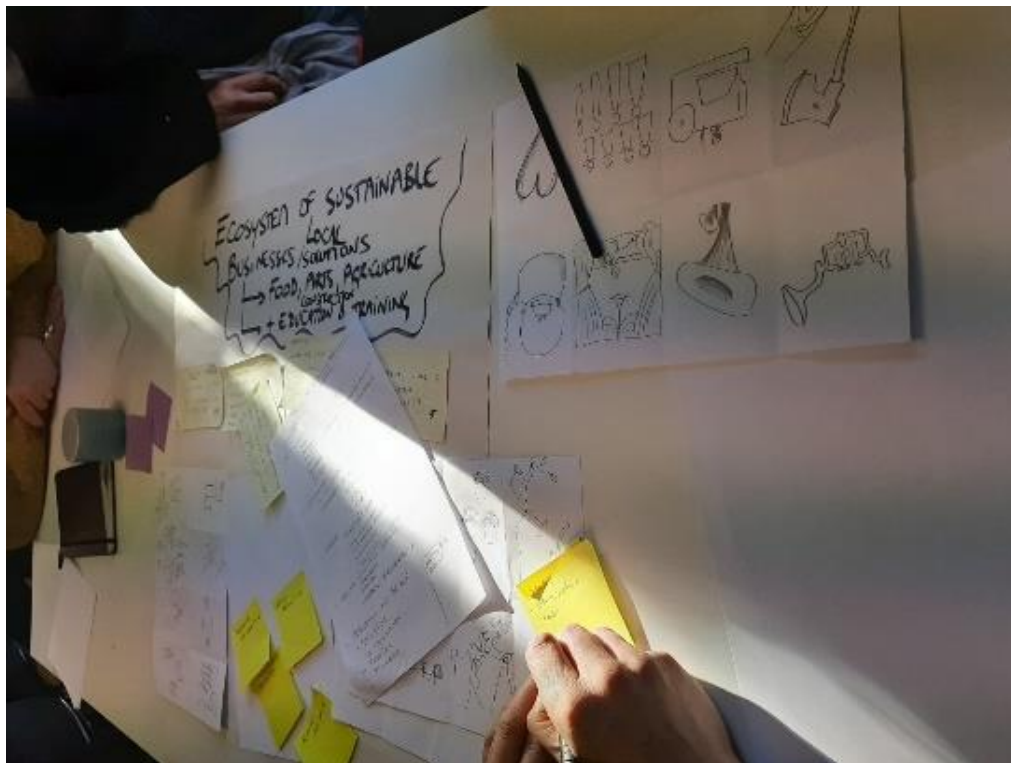


Image 37: Participants assessing the features for Solution 6 collectively ©Ruba Saleh

**Lunch 11:55-12:55**

**Energizer 12:55-13:10**

After the lunch Philippe Drouillon carried out an energizing exercise to stimulate the brain for the prototyping session.



Image 38: Energizing exercise ©Ruba Saleh



**Prototyping – Introduction 13:10-13:20**

The session started by explaining three key concepts:

- What is a Prototype? How can I design a prototype?
- What is a Minimal Viable Solution? And
- What do we mean by RAT (Riskiest Assumptions Test)?

After the introduction, participants were invited to:

- Co-design a first prototype (solution);
- Identify customers' / user and their needs
- Co-design value proposition(s)

Solution 1: Accommodation, retreats, events

PROCESS		
<p><b>Resources</b></p> <p>Advisory committee, Åmås kommun, Hospitality entrepreneurs, Financing: banks, investors, Peter Stordalen) Peter Stordalen (<a href="https://en.wikipedia.org/wiki/Petter_Stordalen">https://en.wikipedia.org/wiki/Petter_Stordalen</a> He is a Norwegian billionaire businessman, hotel and property developer and self-proclaimed environmentalist.) Bygglov (permits) Construction manager, Construction company, Engineer and fire engineer, Architects, designers and developers</p>	<p><b>Solution</b></p> <p>Solution component 1: Twenty rooms hotel on the top floor of Ocean Hustet (Ocean House).</p> <p>Solution component 2: Food + drink</p> <p>Solution component 3: Digital arena website</p> <p>Solution component 4: Better transport (better connection to the train station)</p> <p>Solution component 5: Activities program</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p>		<p><b>Partnerships</b></p>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>Accommodation is necessary to support and develop other activities on site. We propose to build a twenty-room hotel providing a unique and immersive heritage and nature experiences.</p>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p>The team 'accommodation' envisions eight types of end users, customers and stakeholders.</p> <p>1-International 'slow-down' tourists by providing rural accommodation.</p> <p>2-Local and international families with children are the main target audience.</p> <p>3-By providing high-quality service and accommodation in a beautiful natural area, wedding parties and other gatherings are especially welcomed.</p> <p>4-The same applies to business and other conferences.</p> <p>5-Artists and arts and crafts students (aka hipsters) are also potential end users of the workshops the facility could provide.</p> <p>6-In addition to the potential end users, architecture schools are important stakeholders of the project.</p> <p>7-Besides architecture schools, development partners are also considered as main stakeholders of the project.</p>	<p><b>Needs</b></p> <p>1-'Unique' space;</p> <p>2-Church;</p> <p>3-Housing and accommodation;</p> <p>4-Investors and sufficient network;</p> <p>5-Expertise of the cultural value of the area;</p> <p>6-Inclusive access to nature;</p> <p>7-Wide range of leisure activities such as biking tours and guided tours;</p> <p>8-Leisure facilities such as saunas and a playground;</p> <p>9-Better transport for instance available shuttle service;</p> <p>10-General inclusivity by the combination of affordable and high-end services are very much need.</p>
<p><b>Governance</b></p>	

## Solution 2: Renewable energies

PROCESS		
<p><b>Resources</b></p>	<p><b>Solution</b></p> <p>Solution component 1: Establish a renewable energy production company related to sewage gas, solar energy, biogas (from toilet and fish waste) and hydropower<sup>17</sup>;</p> <p>Solution component 2: Educational workshops; and</p> <p>Solution component 3: Tourism-related services.</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p>		<p><b>Partnerships</b></p>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>We propose a 'local circular system' which includes a greenhouse used for both food production and energy production from sewage gas. We aim at establishing a renewable energy production company related to sewage gas, solar energy, biogas (from toilet and fish waste) and hydropower. The produced green energy is for both selling (for instance charging electric cars) and using it locally (for instance to heat the facilities and providing gas for the forge workshop). In addition, the renewably energy hub will also provide educational activities through workshops and tourism-related services.</p>

<sup>17</sup> The group proposed to work together with Azelio. "Stirling engine: The Stirling engine is unique in its ability to provide incredibly efficient conversion of thermal energy into a mechanical movement that can generate electricity." azelio.com

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p>1-Visitors that can be tourists or locals; 2-Members of the proposed 'local circular system'; 3-Universities and schools; 4-Power companies; and 5-Fish farmers.</p>	<p><b>Needs</b></p> <p>1-DIY 'cross-science creative' education; 2-Need for renewable and sustainable energy and energy production (for instance to charge electric cars); 3-Double-check and rationalise the energy consumption of every activity at the mill (for instance the bakery, NQ, Fishkolding).</p>
<p><b>Governance</b></p>	

Solution 3: Rural innovation centre

PROCESS		
<p><b>Resources</b></p>	<p><b>Solution</b></p> <p>Solution component 1: Multidisciplinary retreat Solution component 2: Investigation hub 3. Rural innovators can access networks (global, EU, national, local) 4. Living lab testing sustainable solutions focusing on local rural issues</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p>		<p><b>Partnerships</b></p>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>Our rural innovation centre entails the regeneration and restoration of the old industrial site. The proposal is embedded in the local socioeconomic context by utilizing local sources and physically locate the facility into the old underused factory. The motto of the team is: "your needs are our seeds". It means that the innovation hub creates value (knowledge, but also money) from the challenges (needs) of the local communities in order to solve such challenges. We believe that urban and rural challenges are intertwined. Thus, responding to rural challenges could trigger urban development. Such challenges need to be solved locally. The rural innovation hub could work as an accelerator. The facility can welcome multidisciplinary teams to work on solutions. The name of the service is Multidisciplinary retreat and it means that people with different competencies and from different fields (such as research, consultancy, etc) go to a place together where they have time to focus and reflect on their issues. It is important that they do 'thinking, making and working' together. <i>Knowledge sharing will be exploited. For example: data collected and elaborated from workshops, reports</i></p>

and/or seminars can be sold. So, people would pay to access the knowledge created here.

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p>Category 1: 1.1 artists; 1.2 entrepreneurs; 1.3 policy makers; 1.4 researchers.</p> <p>The second group of the identified stakeholders are: (2.1) companies in Category 2: 2.1 companies in Dalsland; 2.2 municipalities in Dalsland</p> <p>Category 3: 3.1 a creative hub/NGO/cultural centre.</p>	<p><b>Needs</b></p> <p>Category 1: 1.1 time, new context, meet other people, inspiration, human contact;</p> <p>1.2/1.4 cheap space, meeting in person;</p> <p>1.3 complementary viewpoints, meeting in person, dedicated time, efficiency.</p> <p>Category 2: 2.1/2.2 keeping companies alive, learn about innovation; and</p> <p>2.2-fighting against depopulation, keeping companies in the region, keeping services around and increase attractiveness.</p> <p>Category 3: 3.1 finding synergies, partnerships and funding.</p>
<b>Governance</b>	

Solution 4: Phytoremediation services

PROCESS		
<b>Resources</b>	<b>Solution</b>	<b>Channels</b>
<b>Adaptive reuse</b>	<p>Solution component 1: Decontaminate the toxic soil by planting flowers and special plants that could absorb the contaminated soil,</p> <p>Solution component 2: Recreational park.</p>	<b>Partnerships</b>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>We propose to decontaminate the toxic soil around the old mill by creating a beautiful recreational park. The park, with natural and artistic values, would turn the area of the mill accessible and functional for recreational purposes.</p> <p>By planting flowers and special plants that could absorb the contaminated soil, the necessary purification of the ground would be easier than 'simply' physically changing the soil. Such natural park combining with a temporary and/ or permanent outdoor artistic sculpture exhibition would be a 'special' landscape experience. There is a potential in this idea to collaborate with local architects,</p>

landscape designers and artists. A local expert of architecture and landscape design will coordinate the design process of the park. The role of such expert would be each year to invite other (even international) architects and designers to contribute to the design of the park. This methodology suggests a dynamic process instead of investing millions of euros into finalising the park in one step. The flexible and dynamic co-design process would go on for years. Thus, the gradual evolution (the implementation process) of the park could be something that locals can relate to by witnessing the change year by year.

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p>1-Architecture and landscape professionals and students who are participating in the co-design process or just visiting the site on a field trip;                  2-Locals are especially targeted by this proposal. They are the key 'customers' who would purchase yearly pass to be able to visit the landscape park unlimitedly;                  3-Other visitors might be tourists from other parts of Sweden or abroad who are environmentally conscious, interested in the topic of phytoremediation or simply would like to enter the park to spend some quality time there;                  4-Professionals in the study field of phytoremediation;                  5-Local and regional municipalities; and                  6-Owners and other actors related to the mill.</p>	<p><b>Needs</b></p> <p>1-Clean, toxic-free soil;                  2-Low climate impact travel destinations;                  3-Vitalisation of such rural area;                  4-increasing of biodiversity;                  5-Increasing of ecosystem services;                  5-New, exciting local experience.</p>
<p><b>Governance</b></p>	

Solution 5: Hub/cluster/network of creative industries

PROCESS		
<p><b>Resources</b></p>	<p><b>Solution</b></p> <p>Solution component: The creative hub could host start-up creative businesses, artists' workshops and ateliers.</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p>		<p><b>Partnerships</b></p>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>We propose to upgrade the existing creative space into a creative-hub. We intend to build on the value that has already been created here, the cultural and creative value and turn the place even more inclusive and financially profitable. The creative hub would host creative businesses which are different in scale, expertise, value creation and actual revenue creation.</p> <p>We would offer the artists who are possibly incapable to pay rent in a market price, but they create very much creative value to be</p>

supported by higher income businesses. Thus, their rent would be zero or very low.

We would offer stable creative companies with income who are able to pay rent to be the users of the long-term rental option. Finally, we offer the 'diamonds' alias companies that are extremely successful in their field and willing to pay a higher rent price, to bring their office to the proposed creative hub because of the close proximity of creative people and the artistic value that the start-up creative businesses create. Finally, we offer temporary users of the facilities, for instance, companies who are organizing creative workshops or such kind of short-term (3-day) events a variety of differentiated prices.

What is unique in our offer is that by hosting creative industries and creative individuals, the creative value creation would stimulate local development. In addition, the area of the mill will be fully rehabilitated. We aim at settling in a heterogeneous and inclusive community.

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <ul style="list-style-type: none"> <li>1-Creative industries;</li> <li>2-Foreign employees;</li> <li>3-Human capital services;</li> <li>4-Entrepreneurs;</li> <li>5-Investors; and</li> <li>6-Creators/artists</li> </ul>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>1-low carbon; and</li> <li>2-creative input</li> </ul>
<p><b>Governance</b></p>	

Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions

PROCESS		
<p><b>Resources</b></p>	<p><b>Solution</b></p> <p>The team suggests to 'develop an ecosystem of sustainable businesses and local solutions'. The factory is already a pioneer of sustainable solutions and that profile should be strengthened. We want to reinforce the infrastructure for sustainable businesses by upgrading spaces. The project proposal contains the following crucial elements:</p> <p>Solution component 1: Renting out space (for small local businesses related to sustainable services);</p> <p>Solution component 2: Organizing courses in cooperation with local actors;</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p>		<p><b>Partnerships</b></p>



	<p>Solution component 3: Selling food, handicrafts and 'experience'; Solution component 4: Creating a food production infrastructure; Solution component 5: Utilizing the knowledge already created by NQ; and Solution component 6: Creating a co-working space for people working on sustainable solutions.</p>	
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VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b> The team envisions the sustainable business hub as a completely local project. Sustainable goals are only achievable if the services are embedded in the local socioeconomic context. <i>"There is a whole range of sustainable goals we fulfil by arranging everything locally (local ownership, local shopping, local resources and using local business life for maintaining, renovating, etc)."</i> In addition, the team look at the old factory as a source of cultural and economic values.</p>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b> 1-Companies related to sustainability; 2-Local community; 3-Artists and craftsmen; 4-Private investors; 5-Schools and universities; 6-Tourists and food lovers; and 7-Restaurants and cafes.</p>	<p><b>Needs</b> 1-Need for physical and mental health; 2-Exploration and creative thinking; 3-Ecological sustainability; 4-Image, identification, experience and trust; 5-Storage, studios, co-kitchen, co-working space and community space; and 6-DIY, team building.</p>
<p><b>Governance</b></p>	

It is worth mentioning that groups discussed lengthy and reflected on every component of the circular business model. However, not everything was written on paper or noted on the group's BM canvas. Therefore, each group's BM canvas was revised by this report authors and further developed based on the discussions with teams during the workshop.

### Prototyping - First Minimal Viable Solution (MVS) 13:20-14:35

During this session, the first thirty minutes were dedicated to design the riskiest assumptions. For this endeavour, participants were invited to list down all the assumptions behind the solution that **MUST BE** tested and verified. The following examples were provided:

- How far are we sure that the product / service we propose responds to needs, expectations of specific users / customers segments?
- What do people expect regarding functionalities that are behind the proposed service / product?

In a second step, the participants were invited to design the test action plan. Each group was requested to co-design the test plan. This meant: co-design questionnaires/ survey/ Forms /; agree on the questions; distribution method (in person/ via social media) and identify potential interviewees. The objective was to agree on a list of people to get in touch with to test the solution and the value proposition. Each teammate was invited to perform 5-7 interviews.

Although groups brainstormed and worked hard on defining the test action plan, due to time constraints, no one wrote the questions and list of interviewees, the groups preferred to enter into action and conduct the call interviews in order to make best use of time.

### Desirability Testing - Get out of the building 14:35-16:45

The participants started testing their prototype and riskiest assumptions through: online tests by using social media and sending emails; and by contacting by phone experts and reference people



Image 39: Participants looking for interviewees and calling them ©Ruba Saleh

### MVS update and check out 16:45-17:30

Each group was invited to consolidate its learning from the tests and participants were encouraged to elaborate on what worked; what could be improved: interesting questions; and additional ideas. Based on the finding, groups were requested to revise their Minimum Viable Solution and update their Value Propositions.

It is noteworthy that at the end of the day Solution 2: Renewable energies merged with Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions. For affinity of thematic but also because the majority of the solution 2 participants couldn't attend the last day of the workshop.

At the end of the session, Philippe Drouillon summarized the achievements of the day by stating that after the visit, solutions were described and prototyping was launched. At the end of the day, the First Minimal Viable Solution (MVS) was tested and the next day will be dedicated to fine-tuning solutions.

Thursday 20 February, 2020, 10:00-19:00

**Welcome 10:00-10:10**

The workshop started an hour later in order to facilitate the arrival of additional participants from the region. Philippe Drouillon started by explaining what was achieved up-to-date, what were the objective of the day and what should be accomplished at the end of the workshop.

**Business Model update session 10:10-10:40**

Groups were invited to explore the economic viability of their solutions with the help of Revenue Stream Brainstorm Cards. Every group had the opportunity to discover Revenue Stream cards and see which revenue streams could be activated re the different components of their solution(s).

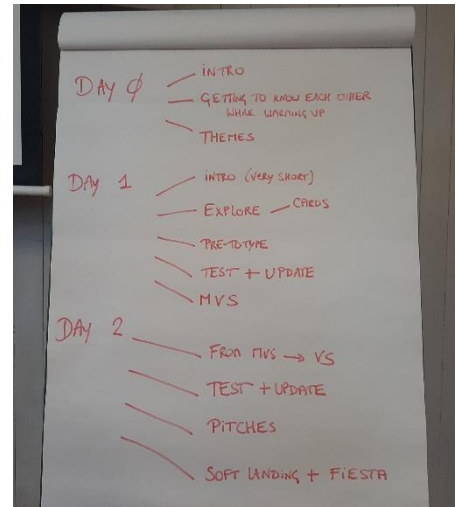


Image 40: Workshop roadmap ©Ruba Saleh

**Viability of the solution - Quantify revenue streams 10:40-11:10**

During this session, groups put figures in front of each revenue stream they've identified previously. Moreover, every group specified for every revenue stream:

- Related feature/product/service/solution;
- For which customer;
- For how many customers/year; and
- The annual expected revenues.

Solution 1: Accommodation, retreats, events				
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
Product	A twenty room hotel on the top floor of Ocean Hustet (Ocean House)	Families; Wedding parties (church); Arts and crafts students (workshops); Conference groups / companies Development partners / architecture schools	4320	€400000
Cross-selling	Slow-tourism experience and packages	Hipsters (who are the gentrifiers); International 'slow-down' visitors Artists (artists residencies)	720 conference days; 1560 workshop days (10pp*workshop) Concerts (1000pp) 5 wedding parties 50 groups of 10 each	€360000+ €187200+ €200000+ €350100+ €150000
				€1647300

<b>Solution 3: Rural innovation centre</b>				
<i>Type of revenue stream</i>	<i>For what feature / product / service / solution</i>	<i>For which costumers?</i>	<i>How many costumers / sales per year?</i>	<i>Yearly revenues</i>
Robin Wood	Living Lab (solutions for rural challenges)	Local inhabitants ; Entreprises ; Public institutions ; Creative hub/NGOs/cultural centre	100	€150000
Unlimited subscription	Investigation hub (new useful data and information)	Local/national/EU policymakers; Companies in Dasland and pioneers elsewhere; Universities &	100	€180000
Product (Go rural)	Business advisory services (access to workshops, customers, retreat, support)	Enterprises	240	€300000
Product	Multidisciplinary co-working space	Municipalities; Companies related to renewable energy; Researchers/universities; Tech industry; Communicators & rural activists	50	€24000
				€654000

<b>Solution 4: Phytoremediation services</b>				
<i>Type of revenue stream</i>	<i>For what feature / product / service / solution</i>	<i>For which costumers?</i>	<i>How many costumers / sales per year?</i>	<i>Yearly revenues</i>
Membership fee of the park. revenue per year.	High-end landscape and sculpture park combining poetic environment and decontamination	Professionals and university students from the fields of architecture, landscape and urban design; schools in the areas; social foundations, environmentally conscious visitors.		€200.000
Freemium (selling flowers in a small and also in a large scale (for weddings, small stores, parties, gatherings, etc.)	High-end landscape and sculpture park combining poetic environment and decontamination	Community, social foundations, environmentally conscious visitors.		€2000
Product (ceramic products with flower stamps)	High-end landscape and sculpture park combining poetic environment and decontamination	Special customers such as art collectors which would create		€4.000

Permit (photo and movie shootings).	High-end landscape and sculpture park combining poetic environment and decontamination	Entrepreneurs, creative and cultural industries		€25.000
Experience package (a hotel, specialised in architecture, brownfield tourism and nature tourism)	High-end landscape and sculpture park combining poetic environment and decontamination	The hotel would offer a package that contains accommodation, food and experience to visitors		€15000+ including food and beverage (€4500)
Experience package (one-day and overnight boat tours).	High-end landscape and sculpture park combining poetic environment and decontamination	The experience package would offer overnight boat tours including accommodation, and food to visitors		€300.000
Experience package (guided tours)	High-end landscape and sculpture park combining poetic environment and decontamination	The experience package would offer guided tours to visitors		€60.000
	Consulting and phytoremediation services	Owners of old industrial buildings, Dalsalands municipalities, Länsstyrelse (county administration)		€24000
				€634500

Solution 5: Hub/cluster/network of creative industries				
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
'Low rent' for services and the coordinators of the innovation hub	Start-up creative businesses, artists' workshops and ateliers generating very much creative value rent would be zero or very low	Creative industries; creators		€25.000
Long-term rent providing 'network and innovation environment' for 'companies with innovation needs'	Stable creative companies with income who are able to pay rent = users of the long-term rental option	Creative industries; Foreign employees; Human capital services; Cultural investors; Creators		€75.000
	'Diamond' companies that are extremely successful in their field, willing to pay a higher rent price and interested in bringing their office close to creative people and the artistic value that the start-up creative businesses create	Creative industries; Foreign employees; Human capital services; Cultural investors; Creators		



'Pop-up' 'short-term' 'high-fee' workshops for companies with short-term creative needs	Temporary users of the facilities – e.g. companies who are organizing creative workshops or such kind of short-term (3-day) events - bringing the short-term high-fee rental option.	Creative industries; Foreign employees; Human capital services; Cultural investors; Creators	200 people per year (20 groups with 10 members) whose 'accommodation, food, labs, and process leader' are included in the price of €1000 per person	€200.000
Various public funding (investment funding, EU funding, regional funding, 'Kommun Vinnova', and Tillväxtverket -	Start-up creative businesses, artists' workshops and ateliers; Stable creative companies; Diamond companies	NQ providing 'food', 'housing' and 'facilitators		€100.000
Membership card of the creative hub enabling the members to attend events, concerts, courses and visit the public gallery for a lower price -	Start-up creative businesses, artists' workshops and ateliers; Stable creative companies; Diamond companies			€10.000
				€410.000

Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions				
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
Pre-purchase	This is applied for rents, courses & handicrafts and local crafts (pay the rent and/or course in advance).	Individuals; businesses; public actors; members; and tenants.	20 courses x 10 people x €800	€48,000 + €160,000
Pay per use	Short-term rentals for weddings and events	Individuals; businesses; public actors; members; and tenants.	20 events x €500	€10,000
Selling the use (use of the proposed co-kitchen and co-working place)	Food production infrastructure e.g.: aquaponics system, cheese, distillery using local ingredients	Individuals; schools and universities; NGOs; small-scale manufactures; and entrepreneurs	50usersx30daysx€5 (€7500) + 120 days x €100 (€12000)	€19,500
Two-sided: attracting key audience and charge a third party to access that particular audience.	Education programs around sustainability matters in cooperation with local actors	By the two-sided model local municipalities and job centres are targeted		€10000
Pay-what-you-can': rentals for the artist association of NQ	A network of businesses and people working on	Companies related to sustainability; Local community; Artists and		€10000

and other long-term initiatives using the facilities of the factory	sustainable solutions who access: - rental spaces - a co-working space - co-kitchen	craftsmen; Private investors; Schools and universities; Tourists and food lovers; Restaurants and cafes.		
Marketplace (to sell renewable energy and related tools)	A network of businesses and people working on sustainable solutions	Companies related to sustainability; Local community; Private investors; Schools and universities; Restaurants and cafes.		€25000
				€282,500

### Viability of the solution - Cost perspective in running mode 11:10-12:00

During this session, teams estimated the cost related to their solution in terms of investments, fixed & variable costs. At the end of the session, teams have configured their first draft cost perspective of the solution. Since the objective was to be self-financed as much as possible, Philippe Drouillon invited the groups to identify possible private and public funding and quantify them in relation to which feature/ product/ service / solution and how much annually. Groups were encouraged to explore funding opportunities as seeding or scaling funds. Due to time constraints, participants haven't quantified the needed investments, they have instead identified the possible investors both public and private.

Solution 1: Accommodation, retreats, events					
Variable costs		Cost / Unit	# of units	Cost / year	
Equipment, goods				€120.000	
Energy, water, raw material required for sourcing, manufacturing, distribution				€20.000	
External services					
			<b>Variable costs / Year</b>	140.000	
Fixed costs		Cost / Unit	# of units	Cost / year	
Internal staff				€150.000	
External staff					
Recurring costs (admin, energy, insurances,...)				€22.360	
			<b>Fixed costs / Year</b>	€172.360	

Solution 3: Rural innovation centre				
Variable costs		Cost / Unit	# of units	Cost / year
Equipment, goods		Furniture, energy, water, goods and raw materials		€3500

Energy, water, raw material required for sourcing, manufacturing, distribution				
<b>External services</b>		8 meetings*4 days*20 participants (81600)+ 8 meetings*2 days*30 participants (108800)		€190400
			<b>Variable costs / Year</b>	€193900
<b>Fixed costs</b>	<b>Cost / Unit</b>		<b># of units</b>	<b>Cost / year</b>
<b>Internal staff</b>		Staff	4 people	€200000
<b>External staff</b>		Experts	workshop facilitators, specialised expertise, innovators	€74820
<b>Recurring costs (admin, energy, insurances,...)</b>		€19200 loan	15 years	€1280
			<b>Fixed costs / Year</b>	€276100

#### Solution 4: Phytoremediation services

This group hasn't elaborated on details. They estimated the variable and fixed costs to amount to 140000 Euro annually.

Solution 5: Hub/cluster/network of creative industries				
Variable costs		Cost / Unit	# of units	Cost / year
<b>Equipment, goods</b>	Smedja (forge)			€200.000
	Snickeri (joinery)			
	Textile			
	Ceramics			
	Photo studio			
	Art galleries			
	Music studio			
	Offices			
Energy, water, raw material required for sourcing, manufacturing, distribution				
<b>External services</b>				€60.000
			<b>Variable costs / Year</b>	€260000
Fixed costs		Cost / Unit	# of units	Cost / year
<b>Internal staff</b>	1 executive		4 employees	€250.000
	1 economist			
	1 innovation manager			
	1 admin			
<b>External staff</b>				

Recurring costs (admin, energy, insurances,...)				
			<b>Fixed costs / Year</b>	€250.000

Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions				
Variable costs		Cost / Unit	# of units	Cost / year
Equipment, goods				€6.000
Energy, water, raw material required for sourcing, manufacturing, distribution				€30.000
External services				
			<b>Variable costs / Year</b>	€36000
Fixed costs		Cost / Unit	# of units	Cost / year
Internal staff	1 CEO			€350.000
	1 economist			
	1 event manager			
	2 janitors			
External staff				€36.000
Recurring costs (admin, energy, insurances,...)				
			<b>Fixed costs / Year</b>	€386000



Image 41: Solution 5 group discussing costs ©Ruba Saleh



Image 42: Solution 4 group discussing costs ©Ruba Saleh





Image 43: Solution 3 group discussing costs ©Ruba Saleh

**Sustainability dimension 12:00-12:45**

Sustainability cards were available on the tables for each team to take into consideration. Each team identified the sustainability cards that are directly leveraged by the solution. Moreover, each team identified the SDGs that are directly leveraged by their solution. The five teams agreed on having a core sustainable business models: Regeneration, Circularity, Inclusion, Bio-inspiration, Relocalization, Dematerialization and voted the following circularity, inclusion and local collaboration models:

<b>Circularity</b>	
<i>Business models</i>	<i>Solution component</i>
Regeneration and restoration	All solutions
Environmental and social certifications	
Reuse	
Industrial ecology	
Closed loop design	
Biomimicry	

<b>Inclusion</b>	
<i>Business models</i>	<i>Solution component</i>
DIY total	All solutions
Universal accessibility	
Low Tech	
Fair trade value allocation	
Price and cost transparency	
inclusive production	
Fair wages	

Local & Collaboration	
Business models	Solution component
Local sourcing	All solutions
Local Economic development	
Local ownership	
Local shopping	
Local partnerships	
Frugal innovation	
Collective purchases	

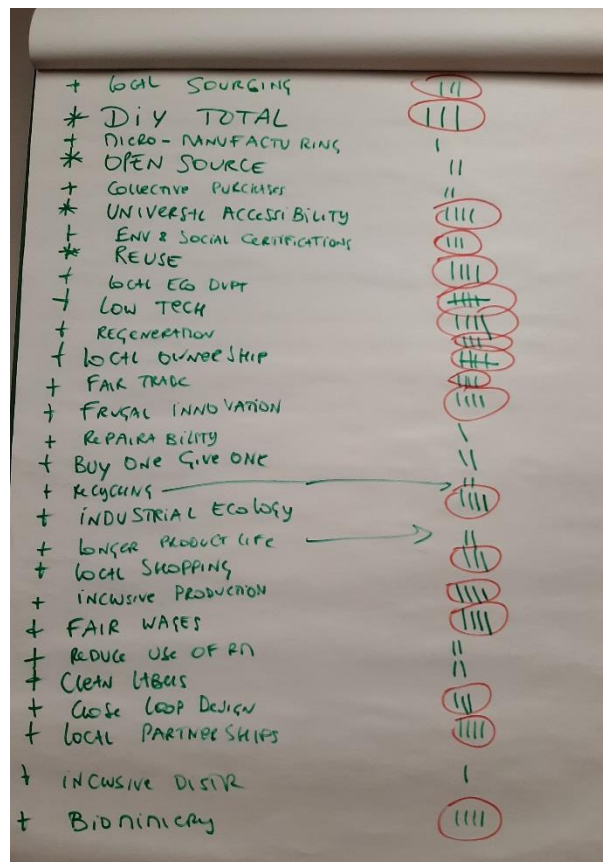


Image 44: Agreed upon circular, inclusive and local collaboration models ©Ruba Saleh

While the adopted SDGs differed from one solution to another  
Solution 1: Accommodation, retreats, events

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**




Solution 3: Rural innovation centre

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



Solution 4: Phytoremediation services

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



Solution 5: Hub/cluster/network of creative industries

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions



**Cross-team - Feasibility testing 12:45-13:15**

After the completion of the MVS, a cross-team feedback session on the updated solution was deemed necessary. One person per team presented the MVS and the updated value proposition to participants from the other groups. Concretely 1 teammate, the spokesperson, stayed at his group’s table and presented to visiting participants while his/her teammates went and visited other projects and exchanged views with the other groups in order to get their buy in, feedbacks and learnings.



Image 45: Spokesperson presenting the MVS for solution 6 ©Ruba Saleh





Image 46: Spokespersons presenting the MVS to other participants ©Ruba Saleh

**Solution update 13:15-13:45**

Based on the received feedback, groups finalized their solutions from a feasibility perspective.

**Lunch 13:45-14:45**

**Pitch preparation 14:45-16:15**

Teams prepared their pitches



Image 47: Philippe announcing the pitch preparation and presentation modality ©Ruba Saleh





Image 48: groups working on their pitches and building prototypes ©Ruba Saleh

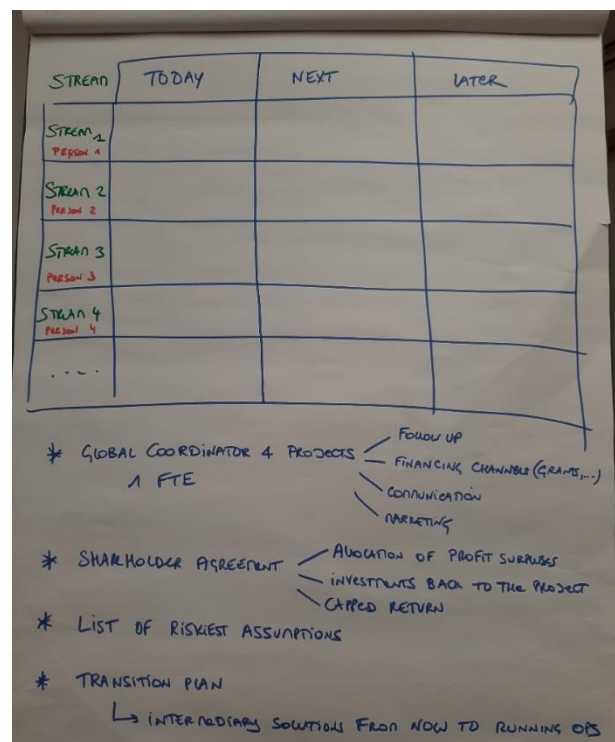
Image 49: The way forward presented by Philippe Drouillon ©Ruba Saleh

### Workshop assessment & Check out 16:15-17:00

Philippe Drouillon praised the participants for their amazing work during the three-day workshop. He emphasised that the participants managed to co-design five revenue streams that together could make a sound and sustainable business model. The workshop was successful because of the motivated and creative minds that worked hard on assessing and answering the needs and prototyped and tested solutions for the adaptive reuse of the paper mill.

Philippe Drouillon opened the discussion and asked the participants to comment on the three-day workshop and to express their expectations for the future. There was a collective enthusiasm and willingness to engage in driving the process and transforming the identified BMs into a concrete reality.

Therefore, Philippe Drouillon provided similar existing experience in the EU and asked the groups to commit to the following plan:





Revenue Streams:

- List of Riskiest Assumptions
- Defining / Confirming the value streams of the project
- Generating Minimal Viable Solutions (MVS) for each stream

Identify a global coordinator for four vital processes:

- Follow up
- Financial aspects, channels
- Communication
- Marketing

Shareholders agreement:

- Allocation of profit surpluses (to reinvest in the development of the site)
- Return of investments back to the project
- Capped return

Transition plan:

- Delineate a three-year vision for each stream
- Road mapping the MVSs
- Prioritizing which revenue stream to move forward first
- Make sure not to burn-out or loose motivated people by allocating a role according to time availability
- Identifying quarterly objectives
- Running 4-6 weeks Sprints to move the project forward and keep the momentum among team partners
- Designating a person leading on every revenue stream
- Weekly synchronization between team members

**Break 17:00-17:30**

**Pitch time 17:30-18:30**

Each team presented its solutions and the other participants scored the solutions. All the solutions were deemed desirable, feasible, and viable.

### Celebration 18:30-19:00

The successful implementation of this workshop would not have been possible without the hard work of Björn Ohlén and Vera Telemo from Vastravet, and the beautiful collaboration and wonderful organization of the Not Quite collective who made sure to bring together a group of brilliant people to whom goes our gratitude. A special thank you to our colleagues from Uppsala University Christer Gustafsson and Jermina Stanojev.



Image 50: End of workshop & celebration



## **Solution 1: Accommodation, retreats, events**



# Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

City/site/building: Frengersfors							
Team: Accommodation							
Date:							
CONTEXT	PROCESS		VALUE PROPOSITIONS	PEOPLE		EXTERNAL ENVIRONMENT	
<p><b>Historic Urban Landscape mapping</b> See attached Economic Landscape, map n.2</p> <p><b>Tangible heritage (Listed)</b> Religious (R): Church of Fidsjåge Industrial heritage: Fengersfors bruk Other heritage: 4 protected buildings</p> <p><b>Intangible heritage</b> Events and workshops related to the industrial heritage (Fengersfors bruk) Music and performing arts festival (Fengersfors bruk, Not Quite) Market Water activities (fishing, sailing...)</p> <p><b>Cultural assets (Not-listed)</b> School (SC): Fridsheimens Fengersfors skool Creative Industry (CI): Not Quite Museum/ exhibitions: Fengersfors bruk</p> <p><b>Natural assets</b> Agricultural and other green area (A) Playground (S) Protected natural area Lake and river (R)</p>	<p><b>Resource</b> # building Circa 20 buildings, indoor area circa 7000 SQM. Fengersfors mills have high architectural and cultural historical value</p> <p># land 80000 SQM</p> <p># skills, expertise &amp; know how Available creative people and artistic skills, craftsmen, architect, multidisciplinary researchers, entrepreneurs, bio baker (bread &amp; pastry), nationwide fame of Not Quite successful experiences, Ånås kommun, NEDCO</p> <p><b>Advisory committee</b> Hospitality entrepreneur, Planning: Sævi, Investon, Peter Stordalen Byggen (permits) Construction manager, Construction company, Engineer and fire engineer, Architects and designers</p> <p># materials artistic &amp; craftsmen tools and materials, office equipments (desks, printers, computers will be leased and used collectively)</p> <p># assets Local source: Delaland's nature (lake, water, forests, wood, flora and fauna)</p>	<p><b>Solution</b> 1-A twenty room hotel on the top floor of Ocean Huset (Ocean House). 2-Slow-tourism experience and packages</p>	<p><b>Channels</b> 1-Targeted marketing; attractive food and beverage offer; Digital arena: website communication; 2-Better transport (better connection to the train station); endearing activities program sent regularly via emails and social media</p>	<p><b>Value co-preservation and co-creation</b> Accommodation is necessary to support and develop other activities on site. We propose to build a twenty-room hotel providing a unique and immersive heritage and nature experiences.</p>	<p><b>End users, "customers" &amp; other stakeholders</b> 1-Families; Wedding parties (church); Arts and crafts students (workshops); Conference groups / companies Development partners / architecture schools 2-Hyppers (who are the gentrifiers); International 'slow-down' visitors Artists (artists residences)</p>	<p><b>Needs</b> Space, Unique space, church, Housing, accommodation, Presentation equipment, Money, materials Investors, networking Knowledge of the place's cultural value, nature, silence, stars, lake, Sauna, bikes, guided tours, leisure activities, children's activities, playground, shuttle service, different price ranges,</p>	<p><b>External factors</b> <b>Political Factors</b> Västtra Gotaland Region is very supportive. The national environmental law requires the mill purchaser to decontaminate the land. <b>Economic Factors</b> unemployment rates could be an opportunity to attract new companies to the area <b>Social Factors</b> The demographic characteristics related to depopulation rate, age, distribution and cultural barriers (new migrant communities) are to be taken into consideration. <b>Technological Factors</b> The uniqueness of the place could attract companies developing disruptive technologies to move to a heritage and nature immersive setting. <b>Environmental Factors</b> The strong sustainability commitment of the Not Quite collective might contribute to boosting awareness and performance of operating companies and new start-upers in the design and final offered products and services.</p>
<p><b>Spatial integration</b> See attached Economic Landscape, map n.4 Transportation Main road and cycling path Road Bus stop</p> <p>Tourism amenities Other accommodation (B&amp;B) Bakery Travel agency</p> <p>Land use Built areas Sand and mountain Water Agricultural area Forest and open land</p>	<p><b>Adaptive reuse</b> Phase one: restoration, regeneration and reuse of all the spaces already in use and decontaminate the toxic part. Phase two: reuse the decontaminated part</p>	<p><b>Partnerships</b> Partnership with Johan Hellström who established Furillen (<a href="https://www.furillen.com">https://www.furillen.com</a>) Peter Stordalen a Norwegian billionaire businessman, hotel and property developer and self-proclaimed environmentalist.</p>	<p><b>Governance</b> SVS-aktiebolag (under Swedish law a Public Limited Liability Company with limitation on how much yearly profit that can be transferred out of the company. DNAB (Den Nya Bruksorten AB: share holding company</p>				
OUTCOMES							
<p><b>Costs (-)</b> The estimated financial costs of the project in terms of the conservation work and adaptive reuse (NOT QUITE to estimate) The capital expenditures and operational costs associated to the solution: variable costs: Furniture, average, water, goods and raw materials= 120000 Euro/year External services= Fixed costs: Recurring costs= 20000+2000+360 External services= Staff=150000 Total=292360 Euro</p>	<p><b>Contribution to the Whole - Sustainable Development Goals</b> Goal 5. Achieve gender equality and empower all women and girls 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanisation and capacity for participation, integrated and sustainable human settlement planning and management in all countries 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage Goal 12. Ensure sustainable consumption and production patterns 12.2 By 2030, achieve the sustainable management and efficient use of natural resources Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 15.2 By 2030, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>			<p><b>Benefits (+)</b> The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following models: for solution 1 product, for solution 2 cross-selling. Revenue streams= 400000+360000+187200+ 200000+350100+150000+ 1847300 annually The social and environmental benefits will be generated by adopting the following circular business models: Environmental and social certifications, reuse, regeneration and restoration, industrial ecology, closed loop design, biomimicry. Inclusion adopted models: DIY total, universal accessibility, low Tech, fair trade value allocation, price and cost transparency, inclusive production, fair wages Local &amp; collaborative models: local sourcing, local Eco development, local ownership, local shopping, local partnerships, frugal innovation, collective purchases. Core issues: Regeneration, Circularity, Inclusion, Bio-Inspiration, Relocalization, Dematerialization</p>			





Solution 3: Rural innovation centre

City/site/building: Fregersfors						
Team: Rural innovation centre						
Date:						
CONTEXT	PROCESS		VALUE PROPOSITIONS	PEOPLE		EXTERNAL ENVIRONMENT
<p><b>Historic Urban Landscape mapping</b> See attached Economic Landscape, map n.1: Tangible heritage (Listed) Religious (R): Church of Fröklovs Industrial heritage: Fregersfors bruk Other heritage: 4 protected buildings</p> <p><b>Intangible heritage</b> Events and workshops related to the Industrial heritage (Fregersfors bruk) Music and performing arts festival (Fregersfors bruk, Not Quite) Market Water activities (Fishing, sailing...) Cultural assets (Not-listed) School (SC): Fridtjofhemmet Fregersfors school Creative industry (CI): Not Quite Museum/ exhibitions: Fregersfors bruk</p> <p><b>Natural assets</b> Agricultural and other green area (A) Playground (S) Protected natural area Lake and river (R)</p>	<p><b>Resources</b> # building Circa 20 buildings, indoor area circa 7000 SOM. Fregersfors mills have high architectural and cultural historical values # land 60000 SOM # skills, expertise &amp; know how creative people and artistic skills, craftsmen, architect, multidisciplinary researchers, entrepreneurs, bio baker (bread &amp; pastry), nationwide fame of Not Quite successful experience # materials artists &amp; craftsmen tools and materials, office equipments (desks, printers, computers will be leased and used collectively) # assets Local sources: Delaland's nature (lakes, water, forests, wood, flora and fauna)</p>	<p><b>Solution</b> 1. Living Lab (solutions for rural challenges) 2. Investigation hub (new useful data and information) 3. Business advisory services 4. Multidisciplinary co-working space</p>	<p><b>Channels</b> 1. Artists, multidisciplinary researchers, entrepreneurs &amp; innovators 2. Newsletter, seminars, conferences, reports, internships and fellowships 3. Access to workshops, customers, immersive retreat and business support 4. Cozy and tailored offices</p>	<p><b>Value co-preservation and co-creation</b> Urban and rural challenges need timely responses by the society. The rural innovation accelerator will be tackling these issues in a multidisciplinary way and in a place where things are already happening and solutions emerge. Local people's needs (issues and problems) will be the seeds of the accelerator. People with different competencies will work together in order to come up with innovative solutions. This accelerator is a living lab open to everyone to be involved in a shared space where we altogether try to unravel challenges in unique setting were nature, heritage and human relations flourish</p>	<p><b>End users, "customers" &amp; other stakeholders</b> 1.1 local inhabitants 1.2 entrepreneurs 1.3 public institutions 1.4 creative hubs/NGOs/cultural centre 2.1 Local/national/EU policymakers 2.2 companies in Dastland and pioneers elsewhere 2.3 universities &amp; research centers 3.1 Enterprises 4.1 municipalities, 4.2 companies related to renewables energy 4.3 researchers/universities 4.4 tech industry 4.5 communicators &amp; rural activists</p> <p><b>Needs</b> 1.1 meet other people, inspiration, human contact, mediator 1.2/1.4 cheap space, meeting in person, time, new context 1.3 complementary viewpoints, meeting in person, dedicated time, efficiency, mediator 2.1/2.3 keeping companies alive, learn about innovation 3.1 find synergies, find funding, find partnerships, exchange experiences 4.1/4.2 fighting against depopulation, keeping companies in the region, keeping services around, increase attractiveness 4.3/4.5 skills, tools, methodologies, inspiration</p>	<p><b>External factors</b> <b>Political Factors</b> Västra Götaland Region is very supportive. The national environmental law requires the mill purchaser to decontaminate the land. <b>Economic Factors</b> unemployment rates could be an opportunity to attract new companies to the area <b>Social Factors</b> The demographic characteristics related to depopulation rate, age distribution and cultural barriers (new migrant communities) are to be taken into consideration. <b>Technological Factors</b> The uniqueness of the place could attract companies developing disruptive technologies to move to a heritage and nature immersive setting. <b>Environmental Factors</b> The strong sustainability commitment of the Not Quite collective might contribute to boosting awareness and performance of operating companies and new start-ups in the design and final offered products and services.</p>
<p><b>Spatial integration</b> See attached Economic Landscape, map n.4 Transportation Main road and cycling path Road Bus stop</p> <p>Tourism amenities Other accommodation (B&amp;B) Bakery Travel agency</p> <p>Land use Built area Semi and mountain Water Agricultural area Forest and open land</p>	<p><b>Adaptive reuse</b> Phase one: restoration, regeneration and reuse of all the spaces already in use and decontaminate the toxic part. Phase two: reuse the decontaminated part</p>	<p><b>Partnerships</b> Local authorities Fyrodals kommun/Förbund (Fyrodal Municipal Association) <a href="https://www.fyrodal.se">https://www.fyrodal.se</a> Swedish Association of Local Authorities and Regions <a href="https://skr.se/Janster/englishpages.411.html">https://skr.se/Janster/englishpages.411.html</a> Delandens municipalities Local Government Research institutions University of Gothenburg <a href="https://www.gu.se/english/?langueid=100001&amp;disableRedirect=true&amp;returnUrl=http%3A%2F%2Fwww.gu.se%2F">https://www.gu.se/english/?langueid=100001&amp;disableRedirect=true&amp;returnUrl=http%3A%2F%2Fwww.gu.se%2F</a> Gothenburg Centre for Sustainable Development (GMV) <a href="https://gmv.chalmers.se/en/english/?langueid=100001&amp;disableRedirect=true&amp;returnUrl=http%3A%2F%2Fgmv.chalmers.se%2F">https://gmv.chalmers.se/en/english/?langueid=100001&amp;disableRedirect=true&amp;returnUrl=http%3A%2F%2Fgmv.chalmers.se%2F</a> Chalmers University of Technology <a href="https://www.chalmers.se/en/Pages/default.aspx">https://www.chalmers.se/en/Pages/default.aspx</a> The Oslo School of Architecture and Design <a href="https://aho.no/en">https://aho.no/en</a> Delandens folkhögskola <a href="https://www.dels.fhs.se">https://www.dels.fhs.se</a> University West <a href="https://www.uw.se/en/">https://www.uw.se/en/</a> Karlstad University <a href="https://www.kau.se/en">https://www.kau.se/en</a> RISE <a href="https://ec.europa.eu/info/research-and-innovation/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/riise-group_en">https://ec.europa.eu/info/research-and-innovation/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/riise-group_en</a> Enterprises and organizations representatives (Art and crafts organizations)</p>	<p><b>Governance</b> SvB-aktiebolag (under Swedish law a Public Limited Liability Company with limitation on how much yearly profit that can be transferred out of the company, DVB&amp;B (Den Nya Bruksorten AB: share holding company)</p>			
OUTCOMES						
<p><b>Costs (-)</b> The estimated financial costs of the project in terms of the conservation work and adaptive reuse (NOT QUITE to estimate) The capital expenditures and operational costs associated to the solution: variable costs: Furniture, energy, water, goods and raw materials= 3300 Euro/year External services=8meetings*4days*20 participants (81600)+ 8meetings*2days*30 participants (108800) Fixed costs: Recurring costs=19200 loan/13 years=1280 External services: workshop facilitators, specialised expertise, innovators=74820 Staff: 4 people= 200000 Total=3300+81600+108800+1280+74820+200000=470000</p>	<p><b>Contribution to the Whole - Sustainable Development Goals</b> Goal 5. Achieve gender equality and empower all women and girls 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Goal 6. Ensure availability and sustainable management of water and sanitation for all 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage 11.5 Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning Goal 12. Ensure sustainable consumption and production patterns 12.2 By 2030, achieve the sustainable management and efficient use of natural resources Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>			<p><b>Benefits (+)</b> The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following models: Robin Wood for solution 1, Unlimited subscription for solution 2, Product (Go rura) for solution 3 &amp; Product for solution 4. Revenue streams: 120000+180000+300000+24000= 654000 annually The social and environmental benefits will be generated by adopting the following circular business models: Environmental and social certifications, reuse, regeneration and restoration, industrial ecology, closed loop design, biomimicry Inclusion adopted models: DIY total, universal accessibility, low Tech, fair trade value allocation, price and cost transparency, inclusive production, fair wages Local &amp; collaborative models: local sourcing, local Eco development, local ownership, local shopping, local partnerships, frugal innovation, collective purchases. Core issues: Regeneration, Circularity, Inclusion, Bio-inspiration, Relocalization, Dematerialization</p>		

### Solution 4: Phytoremediation services

City/site/building: Frøengerfors					
Team: Phytoremediation services					
Date:					
CONTEXT	PROCESS	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT	
<p><b>Historic Urban Landscape mapping</b> See attached Economic Landscape map n.1: Tangible heritage (listed) Religious (R) Church of Frøengerfors Industrial heritage: Frøengerfors brick Other heritage: 4 protected buildings</p> <p><b>Intangible heritage</b> Festivals and workshops related to the industrial heritage (Frøengerfors brick) Music and performing arts festival (Frøengerforsbråk, Not Quite) Market Water activities (fishing, sailing...)</p> <p><b>Cultural assets (Not listed)</b> School (S): Frøengerfors Frøengerfors school Creative industry (CI): Not Quite Museum/exhibitions: Frøengerfors brick</p> <p><b>Natural assets</b> Agricultural and other green areas (A) Recreation (R) Protected natural area Lake and river (L)</p> <p><b>Special integration</b> See attached Economic Landscape map n.4 Transportation Main road and cycling path Road Bus stop</p> <p><b>Tourism amenities</b> Other accommodation (B&amp;B) Bakery Travel agency</p> <p><b>Land use</b> Built area Sand and mountain Water Agricultural area Forest and open land</p>	<p><b>Resources</b> # building Circa 20 buildings, indoor area circa 7000 SQM. Frøengerfors mills have high architectural and cultural historical values</p> <p><b># land</b> 80000 SQM</p> <p><b># skills, expertise &amp; know-how</b> creative people and artistic skills, craftsmen, architect, multi-disciplinary researchers, entrepreneurs, bio-builder (bread &amp; pastry), nationwide fame of Not Quite successful experience</p> <p><b># materials</b> artistic &amp; craftsmen tools and materials, office equipments (desk, printers, computers will be leased and used collectively)</p> <p><b># assets</b> Local sources: Galdland's nature (lake, water, forests, wood, flora and fauna)</p> <p><b>Adaptive reuse</b> Phase one: restoration, regeneration and reuse of all the objects already in use and decontaminate the toxic part. Phase two: reuse the decontaminated part</p>	<p><b>Challenges</b> 1- High competition in collaborations with municipality of Åmnes, study trips for professionals and university students from the fields of: architecture, landscape and urban design. 2- Conferences and workshops for owners of old industrial buildings</p> <p><b>Partnerships</b> Landsbyggen (county administration), Sveinge arkitektur (Swedish architect), NL, Turistbrettet Vidsteinge (Western Swedish Tourist Board), Björnsätter Lerne (power shop in Åmne), Kunskapsbyrå, Bakstaden Turist (Tourism Department of Galdland), Tidningsverket (Swedish Agency for Economic and Regional Growth), Frøengerfors (Sweden's innovation agency)</p>	<p><b>Value co-preservation and co-creation</b> A lot of the mill lands is protected. We propose to create a landscape and sculpture park that would decontaminate naturally the soil and attract visitors to the park and site. Our landscape and sculpture park will make the outside area of the mill beautiful, more accessible and an enjoyable place to be. When guests will enter in winter, our sculptures will still be there to top up the beauty of the snow</p>	<p><b>End users, "customers" &amp; other stakeholders</b> A Professionals and university students from the fields of: architecture, landscape and urban design, schools in the area; social foundations, environmentally conscious visitors, owners of old industrial buildings, Galdland municipalities, Landsbyggen (county administration)</p> <p><b>Needs</b> 1- More destinations for one of the most beautiful and basic cities environment, need for more renovation / heritage, 2- More activities (regional development plan), increased biodiversity and ecosystem services will urge requirements for decontamination with additional values: "remitter" (rock) new experiences for visitors</p>	<p><b>External factors</b> Political Factors Västra Götalands Region is very supportive. The national environmental law requires the mill purchaser to decontaminate the land. Economic Factors unemployment rates could be an opportunity to attract new companies to the site Social Factors The demographic characteristics related to depopulation rate, age, distribution and cultural factors (new migrant communities) are to be taken into consideration. Technological Factors The uniqueness of the place could attract companies developing disruptive technologies to move to a heritage and nature-immersive setting. Environmental Factors The strong sustainability commitment of the Not Quite collective might contribute to boosting awareness and performance of operating companies and new startups in the design and final offered products and services.</p>
OUTCOMES					
<p><b>Costs (-)</b> The estimated financial costs of the project in terms of the conservation work and adaptive reuse (NOT QUOTE to estimate) The capital expenditures and operational costs associated to the solution: variable costs: Furniture, energy, water, goods and raw materials+ Durables/year External services Fixed costs: Recruiting costs External services Costs: Totals: 40000 Euros</p>	<p><b>Definition for the Article - Sustainable Development Goals</b> Goal 5. Achieve gender equality and empower all women and girls 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Goal 6. Ensure availability and sustainable management of water and sanitation for all 6.3. By 2035, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable urban and territorial planning and management in all countries 15.A. Strengthen efforts to protect and safeguard the world's cultural and natural heritage Goal 12. Ensure sustainable consumption and production patterns 12.2. By 2030, achieve the sustainable management and efficient use of natural resources 12.6. Encourage companies, especially large and transnational corporations, to adopt sustainable practices and to integrate sustainability information into their reporting cycle Goal 13. Take urgent action to combat climate change and its impacts 13.3. Promote, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 13.1. By 2030, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>	<p><b>Benefits (+)</b> The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following model: membership fee, Premium, Premium product, photo shooting, Experience packages by the rates: 100€ tour, day package Revenue streams = 200000€+2300€+14300€+4000€+25000€+5000€+4300€+120000€+40000€+24000€ Euros annually</p> <p>The social and environmental benefits will be generated by adopting the following circular business model: Environmental and social certifications, reuse, regeneration and restoration, industrial ecology, closed loop design, circularity. Inclusion adopted models: DIV total, universal accessibility, low Tech, fair trade value allocation, price and cost transparency, inclusive production, fair wages Local &amp; collaborative model: local sourcing, local eco development, local ownership, local shopping, local partnerships, digital innovation, collective purchases. Core issues: Regeneration, Circularity, inclusion, Bio-Inspiration, Re-localization, Dematerialization</p>			



Solution 5: Hub/cluster/network of creative industries

City/site/building: Fengersfors						
Team: Creative Industries Hub						
Date:						
CONTEXT	PROCESS		VALUE PROPOSITIONS	PEOPLE		EXTERNAL ENVIRONMENT
<p>Historic Urban Landscape mapping See attached Economic Landscape, map n.1: Tangible heritage (Listed) Religious (R): Church of Fräskogs Industrial heritage: Fengersfors bruk Other heritage: 4 protected buildings</p> <p>Intangible heritage Events and workshops related to the industrial heritage (Fengersfors bruk) Music and performing arts festival (Fengersfors bruk, Not Quite) Market Water activities (fishing, sailing...)</p> <p>Cultural assets (Not-listed) School (S): Fridtjofhemmet Fengersfors school Creative industry (CI): Not Quite Museum/exhibitions: Fengersfors bruk</p> <p>Natural assets Agricultural and other green area (A) Playground (S) Protected natural area Lake and river (R)</p>	<p>Resources # building Circa 20 buildings, indoor area circa 7000 SQM. Fengersfors mills have high architectural and cultural historical values</p> <p># land 60000 SQM</p> <p># skills, expertise &amp; know how creative people and artistic skills, craftsmen, architect, multidisciplinary researchers, entrepreneurs, bio baker (bread &amp; pastry), nationwide fame of Not Quite successul experience</p> <p># materials artists &amp; craftsmen tools and materials, office equipments (desks, printers, computers will be leased and used collectively)</p> <p># assets Local sources: Dalsland's nature (lakes, water, forests, wood, flora and fauna)</p>	<p>Solution A creative hub that hosts creative businesses which are different in scale, expertise, value creation and actual revenue creation. 1 - start-up creative businesses, artists' workshops and ateliers generating very much creative value rent would be zero or very low 2 - stable creative companies with income who are able to pay rent = users of the long-term rental option 3 - 'diamond' companies that are extremely successful in their field, willing to pay a higher rent price and interested in bringing their office close to creative people and the artistic value that the start-up creative businesses create 4 - Temporary users of the facilities - e.g. companies who are organizing creative workshops or such kind of short-term (3-day) events - bringing the short-term high-fee rental option.</p>	<p>Channels 1-Design competition in collaboration with municipality of Amals; Study trips for professionals and university students from the fields of: architecture, landscape and urban design 2-Conferences and workshops for Owners of old industrial buildings</p> <p>Partnerships (1) local authorities (2) research institutions (3) enterprises and organizations representatives (4) art and crafts organizations</p> <p>!!! Need to develop specific value propositions for each partner so that they WANT to work with us.</p> <p>Potential <u>early adopters</u> (1) Carl Bennet (Swedish billionaire businessman) (2) Riksidrottsförbundet (Swedish Sports Confederation)</p>	<p>Value co-preservation and co-creation A place where an heterogeneous and inclusive community of creative industries and creative individuals are co-working contributing to the stimulation of local development. It allows startups to get closer to successful players fostering collaboration. Beyond getting inspired with start ups, stable and diamond companies would develop their business in a stimulating and ad hoc environment that especially fit to creative industries. Moreover rental rates will be significantly lower compared to urban rates without being disadvantaged thanks to remote technology. Revenues brought by these companies are one of the streams contributing to the rehabilitation of the site.</p>	<p>End users, "customers" &amp; other stakeholders 1 - creative industries* 2 - foreign employees 3 - human capital services 4 - cultural investors 5 - creators</p> <p>* advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, R&amp;D, software, toys and games, TV and radio, video games, education,...</p> <p>A community of early adopters will be elaborated on the existing network the NQ community already has ((metal craft, wood craft, textile craft) and attract creative start-ups and already successful businesses through that network</p> <p>Governance SVB-aktiebolag (under Swedish law a Public Limited Liability Company with limitation on how much yearly profit that can be transferred out of the company. DNBA8 (Den Nya Bruksorten AB: share holding company</p>	<p>Needs 1 - Upgraded spaces and offices that include various equipments and modular working environments 2 - An environment that brings creative input 3 - High technology (eg : bandwidth) allowing effortless remote work 4 - Low carbon footprint</p> <p>External Factors <b>Political Factors</b> Västra Götaland Region is very supportive. <b>The national environmental law</b> requires the mill purchaser to decontaminate the land. <b>Economic Factors</b> unemployment rates could be an opportunity to attract new companies to the area <b>Social Factors</b> The demographic characteristics related to depopulation rate, age, distribution and cultural barriers (new migrant communities) are to be taken into consideration. <b>Technological Factors</b> The uniqueness of the place could attract companies developing disruptive technologies to move to a heritage and nature immersive setting. <b>Environmental Factors</b> The strong sustainability commitment of the Not Quite collective might contribute to boosting awareness and performance of operating companies and new start-ups in the design and final offered products and services.</p>
<b>M</b>						
<p><b>Costs (-)</b> The estimated financial costs of the project in terms of the conservation work and adaptive reuse (NOT QUITE to estimate) 1 - Goods, equipment and needed furniture (smedja (forge), snickeri (joinery), textile, ceramics, music studio, photo studio, art galleries, offices) - €200.000 / yr 2 - External services - €60.000 / yr 3 - Fixed costs : salaries of 4 employees (1 executive, 1 economist, 1 innovation manager) - €250.000 / yr Total costs : €510.000 / yr</p>			<p><b>Contribution to the Whole - Sustainable Development Goals</b> Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>		<p><b>Benefits (+)</b> The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following models: membership fee, Robin Wood, rental (1) 'low rent' for services and the coordinators of the innovation hub - €25.000 per year (2) long-term rent providing 'network and innovation environment' for 'companies with innovation needs' - €75.000 / year (3) 'pop-up' 'short-term' 'high-fee' workshops for companies with short-term creative needs : 200 people per year (20 groups with 10 members) whose 'accommodation, food, labs, and process leader' are included in the price of €1000 per person - €200.000 / year (4) various public funding (investment funding, EU funding, regional funding, 'Kommun Vinnova', and Tillväxtverket for the NQ, 'food', 'housing' and 'facilitators' - €100.000 / year (5) membership card of the creative hub enabling the members to attend events, concerts, courses and visit the public gallery for a lower price - €10.000 / year. Total revenue : €410.000 per year. <b>Benefits to the "whole"</b> will be generated by adopting the following models: (1) inclusive audience and accessibility, (2) boosting local economy; (3) accessible environment; (4) positive social impact of what is created; (5) low tech solutions; (6) open innovation Sustainable Business Models that are activated are : 1) Frugal 2) Open Source 3) Relocalization</p>	

### Solution 6: Ecosystem of sustainable businesses (food, arts, agriculture, construction, education & training) / local solutions

City/site/building: Fengersfors						
Team: Sustainable Solutions						
Date:						
CONTEXT	PROCESS	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT		
<p><b>Historic Urban Landscape mapping</b> See attached Economic Landscape, map n.1: <b>Tangible heritage (Listed)</b> Religious (R): Church of Frösågs Industrial heritage: Fengersfors bruk Other heritage: 4 protected buildings</p> <p><b>Intangible heritage</b> Events and workshops related to the industrial heritage (Fengersfors bruk) Music and performing arts festival (Fengersfors bruk, Not Quite) Market Water activities (fishing, sailing...)</p> <p><b>Cultural assets (Not-listed)</b> School (S): Fridåhemmet Fengersfors school Creative industry (CI): Not Quite Museum/exhibitions: Fengersfors bruk</p> <p><b>Natural assets</b> Agricultural and other green area (A) Playground (S) Protected natural area Lake and river (R)</p>	<p><b>Resources</b> # building Circa 20 buildings, indoor area circa 7000 SQM. Fengersfors mills have high architectural and cultural historical values # land 60000 SQM # skills, expertise &amp; know how creative people and artistic skills, craftsmen, architect, multidisciplinary researchers, entrepreneurs, bio baker (bread &amp; pastry), nationwide fame of Not Quite successful experience</p> <p><b># materials</b> Artists &amp; craftsmen tools and materials, office equipments (desks, printers, computers will be leased and used collectively)</p> <p><b># assets</b> Local sources: Dalsland's nature (lakes, water, forests, wood, flora and fauna)</p>	<p><b>Solution</b> An ecosystem of sustainable businesses and local solutions made of: (1) handicrafts &amp; local craft "experience" (2) a food production infrastructure eg: aquaponic system, cheese, distillery using local ingredients (3) education programs around sustainability matters in cooperation with local actors (4) a network of businesses and people working on sustainable solutions who access: - rental spaces - a co-working space - co-kitchen</p>	<p><b>Channels</b> # Website # Local markets # Local shops # Social networks # Networks of sustainability-focused entrepreneurs and social entrepreneurs</p> <p><b>Partnerships</b> (1) local authorities (2) research institutions (3) high schools &amp; universities (4) event coordinators (5) aquaponics / permaculture specialists (6) local farmers &amp; fishfarmers (7) Logistics companies</p> <p>(1) construction companies focused on preservation; (2) high schools in Dalsland; (3) Stadsör; (4) Biogas Brålanda AB; (5) Event coordinators (systems from marketing schools); (6) Bo Ramberg (Biogas); (7) Gröna Klustret Nånstorp; (8) St Sigfrid Folkhögskola; (9) Lånshyttisen; (10) Sjöföretar; (11) Actores; (12) Cykelkraft; (13) Swedish University of Agricultural Sciences; (14) local artists and craftsmen; (15) local farmers and fish farmers; (16) Larsson's Gärd; (17) University of Gothenburg; (18) Fyrisödal; (19) TransEurope; (20) Steneby; (21) Folkhälsa (Public health); (22) Region Västergötland; (23) West Sweden</p>	<p><b>Value co-preservation and co-creation</b> The ecosystem of sustainable businesses and local solutions provides an ideal environment for social, positive impact and sustainability entrepreneurs to develop their solutions and flourish thanks to spaces, support and infrastructures that fit with their development needs. The same ecosystem allows local inhabitants and communities to access to an increased amount of local production increasing the local resilience and self-sufficiency.</p>	<p><b>End users, "customers" &amp; other stakeholders</b> (1) companies related to sustainability (2) local community (3) artists and craftsmen (4) private investors (5) schools and universities (6) tourists and food lovers (7) restaurants and cafes.</p> <p><b>Needs</b> (1) restore / maintain physical and mental health (2) exploration and creative thinking; (3) ecological sustainability; (4) image, identification, experience and trust; (5) storage, studios, co-kitchen, co-working space and community space; (6) DIV, team building.</p>	<p><b>External Factors</b> <b>Political Factors</b> Västergötland Region is very supportive. The national environmental law requires the mill purchaser to decontaminate the land. <b>Economic Factors</b> Unemployment rates could be an opportunity to attract new companies to the area <b>Social Factors</b> The demographic characteristics related to depopulation rate, age, distribution and cultural barriers (new migrant communities) are to be taken into consideration. <b>Technological Factors</b> The uniqueness of the place could attract companies developing disruptive technologies to move to a heritage and nature immersive setting. <b>Environmental Factors</b> The strong sustainability commitment of the Not Quite collective might contribute to boosting awareness and performance of operating companies and new start-ups in the design and final offered products and services.</p>
<b>M</b>						
<p><b>Costs (-)</b> Goods &amp; Equipments : €5.000 per year Raw materials : €30.000 per year Internal staff : €30.000 per year (1 CEO, 1 economist, 2 janitors, 1 event manager) External staff : €36.000 per year Total yearly costs : €470.000</p>	<p><b>Contribution to the Whole - Sustainable Development Goals</b> Goal 2. <b>Advance food security and improved nutrition and promote sustainable agriculture</b> 2.4. Ensure sustainable food production systems and implement resilient agricultural practices that help maintain ecosystems, that strengthen capacity for adaptation to climate change 2.5. Maintain the genetic diversity of seeds, cultivated plants Goal 7. <b>Ensure access to affordable, reliable, sustainable and modern energy for all</b> Goal 9. <b>Build resilient infrastructure, promote inclusive and sustainable industrialization</b> 9.4. Upgrade infrastructure and retrofit industries to make them sustainable with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies Goal 12. <b>Ensure sustainable consumption &amp; production patterns.</b> 12.2. Achieve the sustainable management and efficient use of natural resources 12.5. Substantially reduce waste generation through prevention, reduction, recycling and reuse Goal 13. <b>Take urgent action to combat climate change and its impacts</b> 13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters 13.3. Improve education, awareness raising on climate change Goal 16. <b>Promote peaceful and inclusive societies for sustainable development</b> 16.7. Ensure responsive, inclusive, participatory and representative decision-making Goal 17. <b>Strengthen the means of implementation</b> 17.17. Encourage and promote effective public, public-private and civil society partnerships</p>			<p><b>Benefits (+)</b> <b>Types of revenue streams</b> (1) 'pre-purchase': applied for rents [pay the rent in advance] and courses. Target audience : (1) individuals; (2) businesses; (3) public actors; (4) members; (5) tenants -&gt; €48.000 + €160.000 (20 courses x 10 people x €800) (2) 'pay per use': short-term rentals for weddings and events -&gt; €10.000 (20x€500) (3) 'selling the use': use of the proposed co-kitchen and co-working place. These premises will be used by (1) individuals; (2) schools and universities; (3) NGOs; (4) small-scale manufacturers; and (5) entrepreneurs -&gt; 20x30x€5 (€7500) + 120 days x €100 (€12000) = €19.500 (4) 'pay-what-you-can': rentals for the artist association of NQ and other long-term initiatives using the facilities of the factory= €10.000 (5) 'two-sided': attracting key audience and charge a third party to access that particular audience'. So, by the two-sided model local municipalities and job centres are targeted = €10.000 (7) 'marketplace': used to sell renewable energy and related tools = €15.000 <b>Overall yearly revenue : €282.500.</b></p> <p>The social and environmental benefits will be generated by adopting the following circular business models: Environmental and social certifications, reuse, regeneration and restoration, industrial ecology, closed loop design, biomimicry. Inclusion adopted models: DIV total, universal accessibility, low Tech, fair trade value allocation, price and cost transparency, inclusive production, fair wages Local &amp; collaborative models: local sourcing, local Eco development, local ownership, local shopping, local partnerships, frugal innovation, collective purchases. Core issues: Regeneration, Circularity, Inclusion, Bio-inspiration, Relocalization, Dematerialization</p>		



## Circular Business Model workshop Pakhuis de Zwijger

Friday April 24, 2020  
Remote session 1

### Session opening 09:30-09:45

The Zoom session opened at 09:20 in order to anticipate technical issues. At 09:30 sharp the session started officially by welcoming the participants. During the first 15 minutes, the facilitator, Philippe Drouillon, talked the participants through the program of the session and introduced them to the tools that will be used during the session, namely: Zoom and Mural.



Image 51: Philippe Drouillon introducing the session ©Ruba Saleh

### Setting the scene and challenge statement 09:45-10:20

In order to set the scene, it was important to start brainstorming about:

- Their state of mind considering the COVID19 crises?
- The top 3 most valuable assets of Pakhuis de Zwijger? and
- The top 3 challenges to be addressed?

Participants were divided in two groups and at the end of the 25 minutes, the participants were able to:

Know better one's level of energy, top 3 most valuable assets and top 3 "how to" challenges.

*Assets and challenges were filled in by the two groups on the same matrix*

#	Assets	Challenges
<b>Heritage value</b>		
1	Heritage value of the building and its location	The challenge is to keep the connection with the history of the place and the role Pakhuis de Zwijger in keeping the sense of place and transforming the urban landscape.



<b>Governance and management</b>		
2	Established name for business and partnerships	The challenge is to keep the very professional and successful image. In case we approach the municipality for funding they say, 'you're a successful business you don't need money'. The successful identity, nice staff and good quality food create high expectations and make people believe we are full of money.
3	Communal space open & participatory	How to build a loyal community connected to our 'why'?
4	Long lasting history and legacy of Pakhuis de Zwijger as an institution	The agreement with the municipality lasts for 25 years. It was agreed that the municipality would protect the status of the heritage building by renting and giving the cultural subsidy only for cultural industries not for residential or commercial uses.
5	Pakhuis de Zwijger has become synonymous with up to date, relevant, independent programmes and being a frontrunner in the public discussion	How to have a balance of senior and 'less senior' groupmates?
		How to make our organisation lead/adaptive for continuous innovation in the future?
		How to link the digitalisation of the programming during covid-19 crisis to a financial revenue
6	Young, creative, smart workers: strong ground for innovation	How to keep young people?
		We invest our time teaching our interns. Last year we started paying them because the public opinion was that we you the interns. Our employees lobbied to give them money. The professional staff doesn't want to work with unpaid people.
7	Locally represented through the dependences in Southeast New West Amsterdam	How to diversify the audience, reaching a wider audience?
<b>Economic and financial</b>		
8	Great variation of partnerships (government, large businesses, SME, grassroots organizations, citizen initiatives, knowledge institutes)	How to make the organization less dependent on the two founders?
9	Combination of public programmes, bar and restaurant, capering and venue hiring	How to create structural financing for Pakhuis de Zwijger (in commercial partnerships, in visitors' contribution)
		How to create a holistic business concept between commercial and foundation?
		How to combine attracting commercial partnerships while staying independent?
10	Purpose driven organization and employees	The commercial activities are in lockdown. They depend on two entrepreneurs with a big social heart who take their own capital and take the risk. It is a big challenge. Future challenge is to continue on this path, a combination with public, private and commercial revenue streams.

## 1 - Assets & Challenges

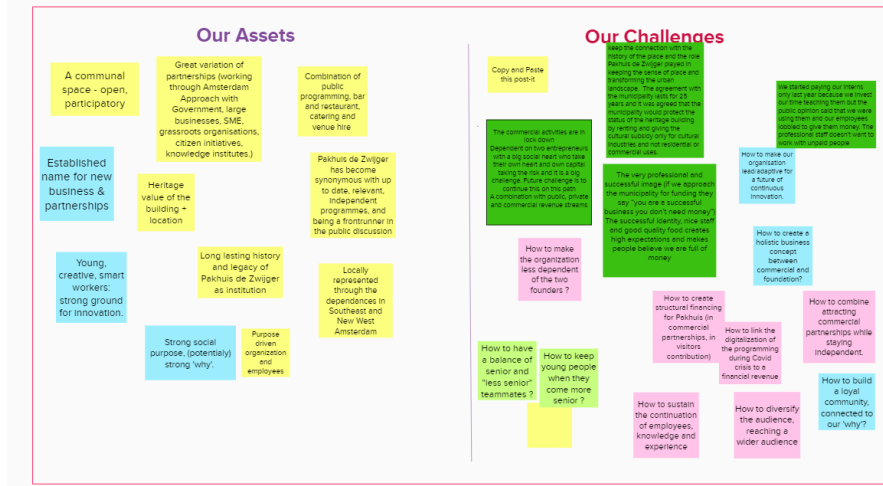


Image 52: List of assets and challenges ©Ruba Saleh

### "What if..." Ideation session 10:20-11:35

Following the clustering of challenges, the participants were introduced to three types of brainstorming cards (business models & monetization cards) as sources of inspiration. Moreover, groups were set up and ideas were generated through 2 rounds of 25 minutes each based on a set of business models & monetization cards. At the end of the two rounds, each group identified the top five ideas to be pushed forward in relation to the **12 vital functions of a territory**.

- 1-Mobility; public transport at the metropolitan level, transport logistics, smart mobility, etc
- 2-Energy; renewable energy: sun, water, wind, and waste
- 3-Construction field (housing/building); eco-design building, bio-sourced materials, alternative housing solutions (temporary housing solutions)
- 4-Education/learning: academic/research partners
- 5-Agriculture/nutrition; urban farming, microbreweries, food crafting, local production, agronomy, etc...
- 6-History/creative industries/culture; museums, cultural institutions, people knowledgeable about the history of PDZ and the workers, migrants, Creative industries (fashion design, printing, gaming, etc)
- 7-Public services /common goods; department of planning (regional level), department of culture
- 8-Entrepreneurship; Fablabs, city-makers, chamber of commerce or entrepreneurs' association, start-up federation, digital native players, digital technology expert (laser cutters and 3D printing and other cutting-edge technologies), corporations and SMEs interested in developing R&I related to eco-design and sustainability; entrepreneurship development department at the regional level.
- 9-Invest; private foundations, impact investors, ethical bank(s), philanthropic associations
- 10-Communication/social ties; communication SME's, communication strategists
- 11-Health; alternative medicine centers, SME's/associations/NGOs, associations working on intergenerational health and wellbeing
- 12-Natural resources: water specialist, agro-ecology, soil specialist.

*Participants were divided in two groups and each group listed a number of ideas in reference to the 12 vital functions*

*Business model, channel & revenue streams*

#	Group one ideas
<b>Heritage value</b>	
1	Organize tours of the building of Pakhuis de Zwijger more actively and work together with other storage warehouses to become a touristic visiting site
<b>Governance and management</b>	
1	New program/service: Health is out of scope for Pakhuis de Zwijger
2	New program/ service: Growing our own food (on the rooftop/terrace)
3	Knowledge sharing: disseminating by doing (sharing our experiences in an open source way)
4	Join an energy and waste collective
5	Provide an overview of sustainable and social choices for customers (healthy food, places to shop locally)
<b>Economic and financial</b>	
1	New solution: opening on weekends for production events (i.e. showing movies or theatre shows)
2	New solution: Use the building on weekends for initiatives such as clothing swap markets / farmers markets/ using our dependences for collecting clothes for recycling/reusing
3	New solution: offer circular cooking workshops
4	New solution: Create educational / long learning / online training programming on the basis of the themes within our programming
5	New solution: Pakhuis de Zwijger food box with local suppliers
6	New solution: Mobility, bike or skate rental
7	New solution: Join a food delivery service; cater food for people who are on a boat
8	New solution: Become a boat shop (canal boats)
9	Transparency on the business model: including costs of the programme per person and how Pakhuis de Zwijger works (make it more understandable to people)
<b>Channels &amp; revenue streams</b>	
1	Offer advertisement possibilities
2	Robin Hood method
3	Freemium: offer free access to livestream and programs on site but create a subscription to access the information at a later stage
4	Microtransaction: something we can sell?
5	Razor & Blade for participation projects: 1 <sup>st</sup> meet up for free, charging for later stages of the project
6	Pop-up presence: Creating pop-up presence in Amsterdam North and other cities
7	Component branding: Creating a consultancy branch to generate revenue on knowledge sharing; Extend our role as organizer of participatory projects (even outside Amsterdam)
8	Loyalty programs: 'Friends of Pakhuis de Zwijger' system: create an opportunity for people to contribute to Pakhuis de Zwijger
9	Product/service platforms: extending programming with ticket sales (in-situ and on-line)
10	Micromanufacturing: Provide a living lab for Amsterdam Circular City

#	Group two ideas
<b>Governance and management</b>	
1	Formulate and communicate SDG goals from Pakhuis de Zwijger and make them a 'why strategy'
<b>Economic and financial</b>	

1	New solution: weekend opening
2	Transparent variance of partnership fees
3	Connect to the impact start-up industry
4	Start thinking like a social enterprise not like a cultural organization
5	New solution: be a creative hub open 24h
<b>Channels &amp; revenue streams</b>	
1	Loyalty programs: 'Friends of Pakhuis de Zwijger' system
2	Superior product: paid exclusive content; Stakeholder dialogues sale
3	Component branding: Trainings and workshops for other institutions; Consultancy on organizing public events; Consultancy on participation processes; Facilitate workshops on innovation for the cultural/creative industries
4	Lease or loan: rent out desks; rent out the space at night as a nightclub / music venue; make the space open for freelancers
5	Switchboard: Work together with competitors in the space-rental business on concept and resources; Sports: yoga, OneFit, gym collaborations
6	Two sided: rent out the space only to social enterprises, companies or initiatives and facilitate these rentals with professional moderation and consulting
7	Brand leverage
8	Brand extension
9	Certification
10	Micromanufacturing

### Ideation prioritization 11:35-12:05

Each idea was assessed with the help of the RI<sup>2</sup>CE model (Reach / Impact for the organization / Impact for the beneficiaries / level of Confidence / Efforts).

#### Idea Prioritization / Group 1

	<b>High</b>	Create educational / long learning / online training programming on the basis of the themes within our programming	'Friends of Pakhuis de Zwijger' system: create an opportunity for people to contribute to Pakhuis de Zwijger	Extending programming with ticket sales
		Sponsoring	Provide a living lab for Amsterdam Circular City	'Friends of Pakhuis de Zwijger'
		Trainings and workshops for other institutions		Formulate and communicate SDG goals from Pakhuis de Zwijger and make them a 'why strategy'
		Rent out desks		Razor & Blade for participation projects: 1 <sup>st</sup> meet up for free, charging for later stages of the project
		Join a food delivery service with local food		Organize tours of the building of Pakhuis de Zwijger more actively and work together with ARCAM and other architecture partners and storage warehouses to become a touristic site
				Offer advertisement possibilities: only for purpose companies e.g. on building/website
		<b>Impact</b>		

	<b>Middle</b>			more understandable of how Pakhuis de Zwijger works
				Creating pop-up presence in Amsterdam North and other cities
	<b>Low</b>	Pakhuis de Zwijger food box with local suppliers		Transparent variance of partnership fees
		Mobility, bike or skate rental		Circular cooking workshops
		Cater food for people who are on a boat		Join an energy and waste collective
		Become a boat shop (canal boats)		Disseminating by doing: sharing our experiences in an open source way
				Use the building on weekends for initiatives such as clothing swap markets / farmers markets / concerts by young bands / showing movies and theatre shows
			Growing our own food (on the rooftop/terrace)	Using our dependences for collecting clothes for recycling/reusing
		<b>Low</b>	<b>Middle</b>	<b>High</b>
	<b>Feasibility</b>			

### Idea Prioritization / Group 2

<b>Impact</b>	<b>High</b>	Consultancy on participation processes	Join an energy and waste collective	Formulate and communicate SDG goals from Pakhuis de Zwijger and make them a strategy
		Trainings and workshops for other institutions		'Friends of Pakhuis de Zwijger' system: create an opportunity for people to contribute to Pakhuis de Zwijger
				Work together with competitors in the space-rental business on concept and resources
	<b>Middle</b>	Sports: yoga, OneFit, gym collaborations	Create educational / long learning / online training programming on the basis of the themes within our programming	Opening weekends for production events such as showing movies or theatre shows
				Pakhuis de Zwijger foodbox with local suppliers
				Make the space open for freelancers, desk rental. Be a creative hub open 24h
	<b>Low</b>	Circular cooking workshops		Organize tours of the building of Pakhuis de Zwijger more actively and work



				together with other storage warehouses to become a touristic visiting site
		Low	Middle	High
<b>Feasibility</b>				

It is worthwhile to highlight that there are some overlaps between the ideas proposed by group 1 and group 2.

### Selection of solutions 12:05-12:35

During this last session, every group highlighted its top 3 ideas which should be elaborated further. The participants were also invited to:

- describe the different components of each solution;
- target customers / users;
- Needs that are addressed; and
- Value added of the solution for target customers /users

The last 15 minutes were dedicated to a presentation for feedback in the plenary session. The 6 combined top idea were:

- Creating a consultancy branch to generate revenue on knowledge sharing
- Active donation system for public visitors with more revenues
- Extend program makers role as organizers of participatory projects and consultancies on participation processes (even outside of Amsterdam)
- Paid exclusive content
- 'Friends of Pakhuis de Zwijger' system: create an opportunity for people to contribute to Pakhuis de Zwijger
- Formulate and communicate SDG goals from Pakhuis de Zwijger and make them a strategy

### Check out 12:35-12:50

The checkout session was conducted as a roundtable where people were able to provide feedback about the session highlighting one gem and one stone. The gem was related to the fact that this was a new exercise which gave the team the possibility to reflect together. The stone was that Pakhuis de Zwijger was facing major financial issues and they needed handy immediate answers and there is no time for iterative processes at the moment.

### Conclusions & next steps 12:50-13:00

At the end of the workshop, Philippe provided a few insights about agile road mapping & project management and ICHEC teams suggested to host a second workshop in order to investigate the 6 highlighted ideas.



# Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

## Pakhuis de Zwijger, BM

City/site/building: Pakhuis de Zwijger							
Team: Group 1 & Group 2							
Date: 24 April 2020							
CONTEXT	PROCESS	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT			
<p>Historic Urban Landscape mapping</p> <p>See attached Economic Landscape, map n.5 Cultural capital.</p> <p>Tangible heritage (Climate)</p> <p>Intangible heritage</p> <p>Cultural events (Not listed)</p> <p>Natural assets</p>	<p>Resources</p> <p># Building Listed national Industrial Heritage building built in 1938 and restored in 2006 One building of 6,214 m<sup>2</sup> composed of 7 floors, floor area 890 m<sup>2</sup> Interior has been custom designed and made by craftsmen</p> <p># Land Outside spaces renovated by the municipality # Skills, expertise &amp; know how Cultural program making, catering and venue hiring Young, creative, smart workers: strong ground for innovation</p> <p># materials Office equipment's (desks, printers, computers) Fully equipped kitchen FOZ rents the working space to 10 companies working in the fields of cultural and creative industry, digital services, ICT, Fab Lab, shared workshops, repair cafe, manufacturing, and craft</p> <p># assets Bar and restaurant Renewable energy (80% of total energy / 3% produced on site) Established name for business and partnerships Intangible history of FOZ as an industrial and equipped cultural building Legacy of Pakhuis de Zwijger as a leading cultural institution</p>	<p>Solution</p> <p>Event series (design sessions, movie screenings, debates, presentations by and for the city of Amsterdam and its inhabitants) City exhibitions Commissies of practice FOZ public, freely accessible events Festivals Live stream sessions Group visits Restaurant</p>	<p>Channels</p> <p>1- Great variation of partnerships (government, large businesses, SME, grassroots organizations, citizens initiatives, knowledge institutes) 2- Independent front-runner programs in the public discussion both in the venue and live stream Main channels: direct contact with partners and visitors, and online registration</p>	<p>Value co-preservation and co-creation</p> <p>Pakhuis de Zwijger is a platform for initiatives, voices and narratives. We provide access to information, knowledge and networks to all Amsterdamers in the city to keep up-to-date with the latest city making projects, future-proof policies and initiatives and social innovations worldwide and in the Netherlands. Pakhuis de Zwijger is a front-runner in the public discussion. We provide Amsterdamers with cutting-edge, relevant and independent debates and programs that inform their daily practice. Our purpose driven organization aims together with its passionate employees to keep providing Amsterdamers with a rich cultural offer and lighting ideas to keep using the city as a playground for creative experimentation aimed at an enhanced wellbeing.</p>	<p>End users, "customers" &amp; other stakeholders</p> <p>Local authorities Academe Societal organizations SME businesses Social entrepreneurs Citizens</p>	<p>Reach</p> <p>Inform and connect people and the city of Amsterdam</p>	<p>External Factors</p> <p>Political Factors Public authorities at the national, regional and municipal levels are very supportive.</p> <p>Economic Factors According to the UNCTAD, the Netherlands ranks 5th place worldwide with regard to prosperity and recognized as the 6th largest EU economy. Amsterdam GDP (PPP) million: USD 170,378 The area benefits from a central geographic location, excellent transportation infrastructure and strong workforce.</p> <p>As part of its Plan for the Arts (2017-2020), Amsterdam's available funding for arts and culture has been increased to over 9% to €90 million per year. In addition, €5 million have been allocated to fund innovation, experimentation and talent development. Percentage creative industries employment in Amsterdam: 9%</p> <p>Social Factors Population of Amsterdam in 2020 is 1,149,000, a 0.79% increase from 2019. 180 different nationalities Education level: percentage with degree level or higher: 42% The Eastern Docklands is a high density mixed use district where businesses are intertwined in the residential area Absence of local neighborhood services such as hairdresser, bicycle repairer, local shops (butcher, fishmonger, baker), places for community gathering. The harbour structure and buildings create a continuity with the Amsterdam history of the Eastern Docklands and represent a distinguished urban/architectural design</p>
<p>Spatial Integration</p> <p>See attached Economic Landscape, map n.10 spatial integration of cultural capital.</p> <p>Cultural capital</p> <p>Transportation</p> <p>Tourism amenities</p> <p>Land use</p>	<p>Adaptive reuse</p> <p>The warehouse in the Eastern docklands was rehabilitated and inaugurated in 2006 as a cultural organization, a debate centre.</p>	<p>Partnerships</p> <p>460 collaboration organizations 80,000 people in the community</p>	<p>Governance</p> <p>Owner: Stadsdeel - public limited company non-profits committed to cultural heritage (the public body owns 52% of the company) Pakhuis de Zwijger Foundation rents work spaces Pakhuis de Zwijger private company manages the spaces Moraxia Pakhuis de Zwijger is another company that manages the restaurant 20 permanent jobs divided between PZ Foundation and PZ private company Quick turnover of employees</p>	<p>Technological Factors</p> <p>High level of innovation The Netherlands has an internet penetration rate of 95.5% The Dutch government offers competitive tax reductions, reimbursements, and allowances for technology innovations The Netherlands is a leading ICT innovator and a digital gateway to Europe. It has strong ICT infrastructure and an open innovation model that leads to high-level research</p> <p>Environmental Factors</p> <p>Sustainability is one of Amsterdam's top priorities. A variety of grants and loans are available, and the Sustainability Fund (Duurzaamheidsfonds) is sometimes willing to provide low-interest loans when other investors might not. By 2025, the city government's own CO2 emissions are set to decrease by 45%. Amsterdam also aims to be smarter about applying the rules, leaving room for experimentation and making it easier to implement sustainable initiatives. Amsterdam specific environmental policies Clean air policy aims at zero emissions from 2030 Circular economy policy aims to halve the use of new raw materials by 2030 and to achieve a fully circular city by 2050. The policy is focusing on 3 value chains: food and aquatic waste streams, Consumer goods and Built environment Phasing out natural gas policy aims to phase out natural gas by 2050 Renewable energy policy aims to reduce energy usage per resident and promotes the production and use of</p>			
OUTCOMES							
<p>Costs (€)</p> <p>personnel (1300K €/ year)</p> <p>maintenance (7)</p> <p>energy (1,025,400 €/year)</p> <p>branding, marketing (50K €/ year)</p> <p>water (2,441 m<sup>3</sup>)</p>	<p>Contribution to the Whole - Sustainable Development Goals</p> <p>Goal 5: Achieve gender equality and empower all women and girls 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Goal 6: Ensure availability and sustainable management of water and sanitation for all 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>	<p>Benefits (€)</p> <p>Programs in Assignment Financial partnerships Project Assignments Consultancy Subsidies Pay as you like (20K €/ year) European funding rental of working spaces (200K €/ year) Management of the spaces (venue rental) bar and restaurant</p>					



## **Circular Business Model workshop Rijeka**

**Tuesday 28 April, 2020, 13:00-17:30**

**Remote session 1**

### **Session opening 13:00-13:20**

The Zoom session opened at 12:45 in order to anticipate technical issues. At 13:00 sharp the session was inaugurated with the three CLIC partners, Rijeka municipality, Nova Gorica University and ICHEC Brussels Management School, welcoming the participants. Afterwards, the workshop facilitator, Philippe Drouillon, talked the participants through the program of the session and introduced them to the tools that will be used during the session, namely: Zoom and Mural.

Philippe also explained the challenge, aka the context and objectives as follows:

Context: To dedicate the children's house to educational activities related to art, heritage and circularity for children of the age of 0 to 18.

Objective: To explore how to develop a portfolio of circular & child-oriented activities that will make this place sustainable from an economic viewpoint.

### **Getting to know each other 13:20-13:50**

These thirty minutes were dedicated to facilitating interactions and helping the participants to get to know each other better around 2 themes:

- What does motivate me to be here?
- What are the 2 important criteria to have successful 2-day workshop?

The participants were set up in groups of 5 in order to share their answers

### **Setting the scene and rough theme statement 13:50-14:10**

During this time slot the participants were individually invited to think about one main theme that should be investigated further in relation to the children's house and the 12 vital functions:

1-Mobility; public transport, transport logistics, smart mobility, etc...

2-Energy; renewable energy expert(s): sun, wind, geothermal, wood and waste

3-Construction field (housing/building); conservation, biophilic design, eco-design, bio-sourced materials, alternative construction solutions

4-Education/learning: academic/research centres; children education organizations', parents' association etc...

5-Agriculture/nutrition; farmers' associations, local producers, organic agriculture producers etc...

6-History/diversity/arts/culture; museum of modern and contemporary art, city museum, city library, knowledgeable people about the history of Bencic, minorities representatives, children art education organizations: Art-Kino (<https://www.art-kino.org/en/>), City Puppet Theatre (<http://www.gkl-rijeka.hr/>), Benčić Youth Council (<http://vijecemladihbencic.com/en/activities/lab/>)

7-Public services /common goods; department of planning, department of culture, department of education and early childhood, department of health, department of heritage

8-Entrepreneurship; local enterprises and start-up with projects/apps for children, Chamber of commerce or entrepreneurs' association, start-up federation, digital native players, corporations and SMEs interested in developing R&I related to eco-design and sustainability; entrepreneurship development department at the municipal/regional level

9-Invest; private foundations, impact investors, ethical bank(s), philanthropic associations

10-Communication/social ties; communication SME's, communication strategist(s)

11-Health; Children health organizations', disabled children emancipation organizations', associations working on intergenerational health and wellbeing

12-Natural resources: water specialist.

First, participants were asked to individually think broadly\* about two themes, by considering the 12 Vital Functions. Secondly, they were invited to write down each theme on a post-it on Mural. Every phrase has to start with 'how to'. Participants were invited to formulate phrases in which each theme starts with "What If" and note them down. The main objective was to generate a list of broad themes to be investigated further.

\*Participants were strongly invited to investigate a broad landscape of areas: children care, health, education, disabled children emancipation, art and heritage education, circularity, natural resources management, science, agriculture...

Following the workshop, we classified the identified themes into the following three categories:

#	Education and pedagogy	culture and creativity	Sustainability
1	How to translate circular to kids' level	How to engage kids to create cultural content	How to make children act for the re-naturalization, re-greening of Rijeka
2	How to improve learning mathematics and physics	How to promote culture as something 'cool' and get a wider range of teenagers interested in arts and culture	How to promote healthy food and lifestyle to children from disadvantaged families
3	How to promote STEM knowledge	How to inspire kids to take care of cultural history	How to originate peer education in health and nutrition in local community
4	How to promote reading to children (not only obligatory school literature)	How to promote to children a better understanding of the traditional built environment	How to promote walking to kids and make them look for more sustainable mobility (walking/cycling VS cars)
5	How to create an institution that is not intimidating for kids	How to provide art education resources and cater for professional development for K-5 educators and leaders in arts education	How to make children become 'stewards' of environment VS adults' bad behaviours
6	How to teach civil education through games	How to recreate famous sculptures with used items	How to promote circular economy principles to youth
7	How to role play circular business	How to teach and engage teens in sustainable cultural production (film, photograph, VR)	How to make children to refuse the use of non-sustainable materials
8	How to give a sustainable financial education	How to provide an artistic program linked to the history of the city and its relationship to the sea	How to organize learning about importance of reusing things through playing while recycling
9	How not to discriminate people	How to change the way science is thought through visual and performing arts	How to save energy
10	How to establish a tinkering studio where activities and workshops are designed for playful invention, investigation and collaboration	How to combine art and sport education	How to use natural resources wisely
11	How to save imagination and creativity during long formal education	How to reuse abandoned industrial heritage of Rijeka as research centre	How to inspire kids to see their environment as their own

**Prioritization 14:10-15:10**

Participants were invited to prioritize what are the most important themes to work on during the workshop. They were grouped in teams of 4 – 5 persons. Every group assessed the level of attractiveness of the different themes then each group shared its ranking and finally results were consolidated among groups letting emerge the top themes

The main Objectives of this work slot were to:

- Prioritize themes;
- Position each theme on the grid; and
- Highlight the top four themes

It's worth mentioning that although middle positions were not proposed on the grid, the participants opted for high circularity potential/middle impact for children (twice) and middle circularity potential/middle impact for children (twice) as well.

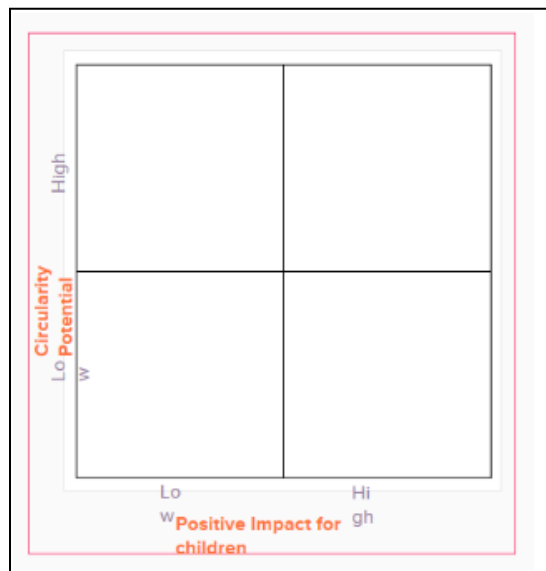


Image 53: Prioritization grid

<b>Circularity potential</b>	<b>High</b>	How to promote to children a better understanding of the traditional built environment	How to inspire kids to take care of cultural history?	How to promote healthy food and lifestyle to children from disadvantaged families
		How to reuse abandoned industrial heritage of Rijeka as research centres?	How to make children to refuse the use of non-sustainable materials	How to promote culture as something 'cool'
		How to use natural resources wisely?		How to inspire kids to see their environment as their own
		How to give a sustainable financial education?		How to promote walking to kids and make them look for more sustainable mobility (walking/cycling VS cars)
				How to make children become 'stewards' of environment VS adults' bad behaviours
				How to promote circular economy principles to youth



				How to organize learning about importance of reusing things through playing while recycling
				How to originate peer education in health and nutrition in local community
				How to recreate famous sculptures with used items
				How not to discriminate people
				How to establish a tinkering studio where activities and workshops are designed for playful invention, investigation and collaboration?
				How to save energy
	<b>Middle</b>		How to make children act for the re-naturalization, re-greening of Rijeka	
			How to increase kids' awareness of sustainability?	
	<b>Low</b>	How to translate circular to kids' level		How to improve learning mathematics and physics?
				How to promote STEM knowledge?
				How to promote reading to children (not only obligatory school literature)
				How to engage kids to create cultural content?
				How to create an institution that is not intimidating for kids?
				How to save imagination and creativity during long formal education?
				How to get a wider range of teenagers interested in arts and culture?
				How to combine art and sport education?
				How to teach and engage teens in sustainable cultural production (film, photograph, VR)
				How to teach civil education through games
				How to cater for professional development for K-5 educators and leaders in arts education
		<b>Low</b>	<b>Middle</b>	<b>High</b>
	<b>Impact for children</b>			

### Break 15:10-15:25

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session. After the break, fewer participants pursued the workshop

### Teams set up 15:25-15:45

Participants were invited to pick one of the identified solutions thus, group themselves according to their area of interest under one of the three themes.



Based on the collective prioritization process the participants identified three themes to be developed in the workshop and sub-themes to be tackled:

**SOLUTION 1: Health & Food Hub (5 teammates)**

**Sub-themes:**

- How to promote healthy food and lifestyle to children from disadvantaged families?
- How to originate peer education in health and nutrition in local community?

**SOLUTION 2: Creativity Hub (5 teammates)**

**Sub-themes:**

- How to engage kids to create cultural content?
- How to establish a tinkering studio where activities and workshops are designed for playful invention, investigation and collaboration?
- How to organize learning about the importance of reusing things through playing while recycling?

**SOLUTION 3: STEM (Science, Technology, Engineering, Mathematics) Hub (4 teammates)**

**Sub-themes:**

How to promote STEM knowledge?

**Solution session part I 15:45-17:15**

The ideation session was explained to the participants and the aim was to materialize themes into actionable solutions. Thus, participants were asked to generate solutions and then to select features. Moreover, participants were provided with the 9Rs strategies and invited to include circularity as much as they can in their solution.

The three groups were sent into breakout rooms where they worked first individually on generating solutions with Ideation Pathways and Crazy 8's. Based on the 8 boxes sheet, participants were asked to draw 8 different features of their solution. Each teammate introduced his/her 8 drawings. Every teammate was asked to copy and paste his/her generated features on the group's board on Mural.





Image 56: Creativity Hub group features of the Crazy 8s

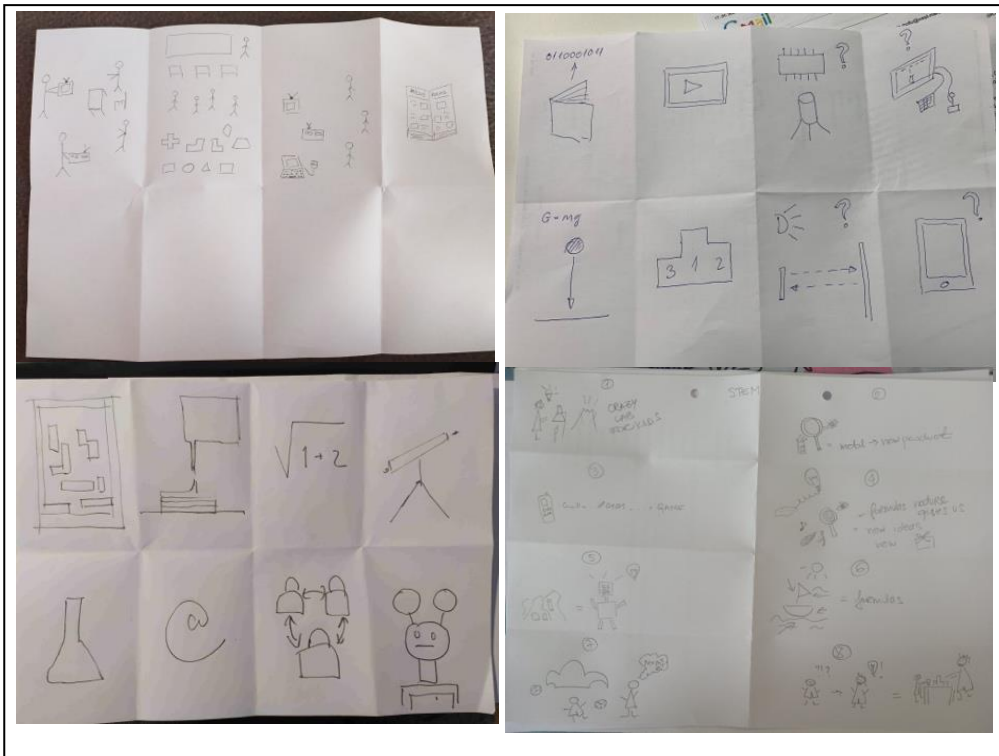


Image 57: STEM Hub group features of the Crazy 8's

## **SOLUTION 1: Health & Food Hub**

### **1.1-Ideate Divergence: individual ideation using the crazy 8s method**

*Objective: to generate solutions then to select features*

- Organizing educational activities
- Outdoors: as main learning platform for life and health
- Solidarity dinner (and other events): sense of sharing and togetherness
- Food event, topic: healthy food
- Cooking together with children
- Urban gardening for schools: 'learning by doing'
- Gaming (Minecraft) for healthy food
- Camping: stay outdoor, understand nature
- Ambassadorship: being an ambassador (someone famous or relevant for children)
- Porto Etno Festival for children with authentic music (learning about differences through food and music)
- Full circle of food: from production to usage (zero waste politics and philosophy), on site learning (take an onion from earth, put it in a bowl, and cook a soup)
- Landscape storytelling: teach children to understand historic background of the food from the area they come from

## **SOLUTION 2: Creativity Hub**

### **1.1-Ideate Divergence: individual ideation using the crazy 8s method**

*Objective: to generate solutions then to select features*

- Roundtables with artists; putting up an exhibition; discussion panel (two sides so they can discuss)
- Making a movie workshop (how to be a director, cameramen, producer); making effects for movies/cartoons
- Puppet show workshops
- Theatre: kids put up a show, doing everything from casting through directing, producing to acting; art with recycling ('using that already been used' or 'creating art from garbage')
- Art therapy program (painting, music, dancing, etc)
- Interactive storytelling and story-making
- Carnival costume making workshop using available resources and reuse materials
- Art and science workshops (where artists explain science in a creative way and create objects and where scientists with the help of artists transform complex concepts into playful and enjoyable co-creation workshops)
- Local craftsmanship workshop (where children get introduced to local crafts, products, materials and 'how to')
- Little city guides program
- Cultural production for teens
- Arts and education research centre
- Workshops and different programs in nature: woods, meadows, outside, parks, nearby mountains, sea
- Bring different cultures closer to the children through workshops, shows, performances
- Bring museums, galleries and libraries closer to the children through different programmes
- Informal talks and programs with the emphasis on humour and laughing (Rijeka intangible heritage)
- Different art workshops with different art professionals (stop-motion, fictional film, sync)
- Film literacy classes
- Combine physical and mental activities (sports and culture)
- Debate/voting by children on films/music/artworks they want to see/hear/enjoy
- Making art from things found in the nature



- Letting and leading teens organise something cultural by themselves from idea to production/implementation
- Use popular social media for visibility (TikTok for example)

### SOLUTION 3: STEM (Science, Technology, Engineering, Mathematics) Hub

#### 1.1-Ideate Divergence: individual ideation using the crazy 8s method

*Objective: to generate solutions then to select features*

- gamification analogue or digital
- programming through building games
- electronics and robotics
- learning from by doing (for example: DIY, DIT, repair, assemble)
- learning STEM skills by experimentation and from natural phenomenon
- fabrication-making labs

#### Check out session 17:15-17:30

The session was concluded by listening to participants' feedback and comments.

**Wednesday 29 April 2020, 13:00-17:00**

#### Remote session 2

#### Welcome 13:00-13:15

Philippe started the session by assessing the state of mind under lockdown. Next, participants were introduced to the topics of the session and the facilitator, Philippe Drouillon, answered all their questions.

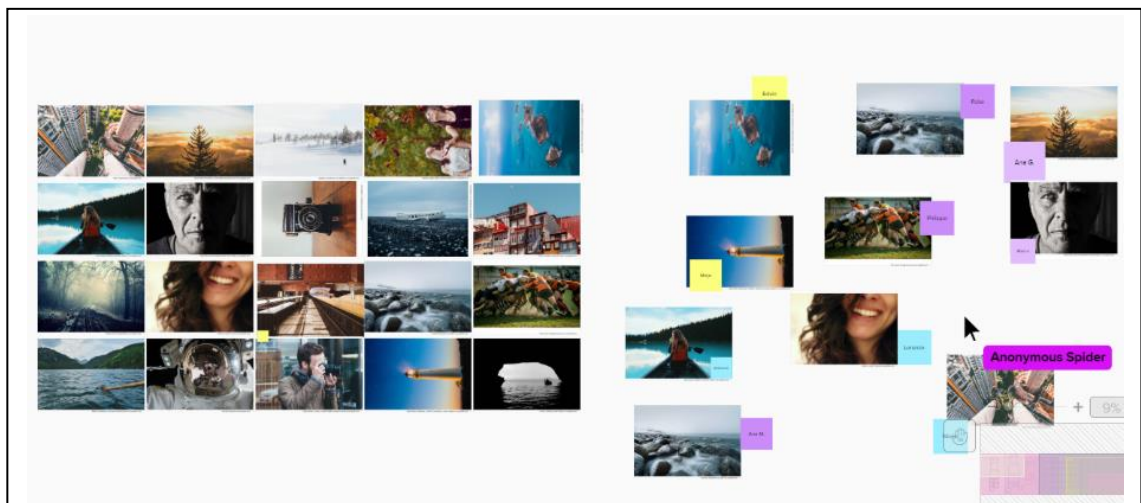


Image 58: State of mind

#### Solution session part II 13:15-14:00

Groups started evaluating the individual features and each teammate had five voting points to be distributed among features. Teammates had also the possibility of allocating all the points on the same feature. The voting was deemed necessary in order to get a shared agreement on the most interesting feature(s) to be included in the solution. Finally, the participants were invited to note down the selected features and build a shared solution around it.

## **SOLUTION 1: Health & Food Hub**

### **1.2- Ideate Convergence**

*Objective: to get a shared agreement on features to be included in the solution*

- Organizing educational activities
- Gaming (Minecraft) for healthy food
- Porto Etno Festival for children with authentic music (learning about differences through food and music)

### **2-Pre-totype / Materializing the solutions**

*Objective: To describe the solution based on selected features*

#### **City Escape**

- it is for school classes, kindergarten groups and self-organized family groups
- a week of activities linked to the nature, gardening and sport: how to live with nature
- learn how to grow vegetables
- learn how to store food for tomorrow
- board games linked to healthy food
- sport activities
- learning about wild plants
- how to cook wild plants and mushrooms
- how to orientate oneself in nature
- how to light a fire

#### **Minecraft linked to healthy food**

- using video games (especially Minecraft) to promote healthy food
- healthy food would be promoted on gaming tournaments

#### **Healthy Food Festival: Children's Porto Etno in Children's House**

- cooking together with children, different type of food
- solidarity dinner
- different stands where children can learn the origin of food, where does it come from
- dance activities for children: children can learn how to dance
- 'healthy week' with healthy instructions to children

## **SOLUTION 2: Creativity Hub**

### **1.2- Ideate Convergence**

*Objective: to get a shared agreement on features to be included in the solution*

- kids' theatre: kids put up a show, doing everything from casting through directing, producing to acting;
- workshops and different programs in nature: woods, meadows, outside, parks, nearby mountains, sea
- different art workshops with different art professionals (stop-motion, fictional film, sync)
- letting and leading teens organise something cultural by themselves from idea to production/implementation
- film literacy classes

## 2-Pre-totype / Materializing the solutions

*Objective: To describe the solution based on selected features*

### **Theatre production workshops**

- Duration: few months (maybe a semester) or more intense summer workshop, depending on resources
- For whom? children from the age of 9 to 18 years' old
- How:
  - starting with introductory interactive classes on "how to": cast, direct, produce, scenography, acting and costume making
  - Dividing kids in groups (directors, actors, producers) and guiding them through the process.
  - Theatre show can be musicale with carnival related theme so we could incorporate recycled materials in scenography and costumes. In addition to dance and music.
  - Result: show put on and made by kids with guidance by experts

### **Art and nature workshops**

- Duration: two options will be available: a program for schools all school year long and individual enrolments for children on the weekend
- For whom? children from the age of 5 to 12 years' old
- How:
  - different programs for different ages aimed at introducing children to the local fauna and flora, existing local resources and how to make art productions inspired by nature and by using existing materials which mimic nature. Workshops will be conducted in-situ and in nature according to the season: woods, meadows, outside, parks, nearby mountains, sea
  - the concept of sustainability will be explained through visual and performing arts workshops according to the age-range.
  - Result: awareness raising about the surrounding environment and how to interact with it in a creative and sustainable way.

### **Punk rock music/dance show**

- Duration: every semester and intense summer and winter workshops (depending on resources)
- For whom? children from the age of 3 to 18
- How:
  - Putting up a music show with local band (collaboration with maybe RiRock NGO) which would make a music for a dancing act (inFlame dancing team collaborations)
  - Result: Punk rock music/dance show

### **Film literacy and production workshops**

- Duration: intensive courses of two months open for 10 teenagers every Saturday from September till June.
- For whom? children from the age of 14 to 18
- How:
  - Through workshops and lessons, teenagers can learn about cultural production (film, music, etc.), and with the help of professionals they will get an idea what exactly they want to do.
  - With the guide of the adults they will organise an event, such as screenings of their own short films made in the workshop (stop-motion, TV reportage, fictional film sync...) with a concert afterwards.

- 10 teenagers can work on it every Saturday for 2 months with the help of two professionals that would be changing respecting the progress of the project – film theorists first to explain the basis – Film literacy, then film professionals while doing the short films.
- In the end PR and marketing experts to help them announce the project and invite people.
- Result: introduction to film production literature and techniques.

### SOLUTION 3: STEM (Science, Technology, Engineering, Mathematics) Hub

#### 1.2- Ideate Convergence

*Objective: to get a shared agreement on features to be included in the solution*

- Gamification analogue or digital
- Learning from by doing (for example: DIY, DIT, repair, assemble)
- Fabrication-making labs

#### 2-Pre-totype / Materializing the solutions

*Objective: To describe the solution based on selected features*

- Children’s House - mixture of museum, workshop, laboratory, lecture place: all the workshops would complement themselves without the need to go from 1 to 10
- Implementing a ‘playground’ that would be used by children from age 2-3 until the end of high school. The idea is to organize birthday events for younger children (that is the way to gain money and be self-sustainable). For schoolchildren, the schools would organize project days. After-class activities would be organized that also include playing. Those activities would be analysed in the classes.
- Webservice of Dječja kuća (<https://rijeka2020.eu/it/program/casa-dellinfanzia/>): access, online promotion, online lectures (videos and texts)

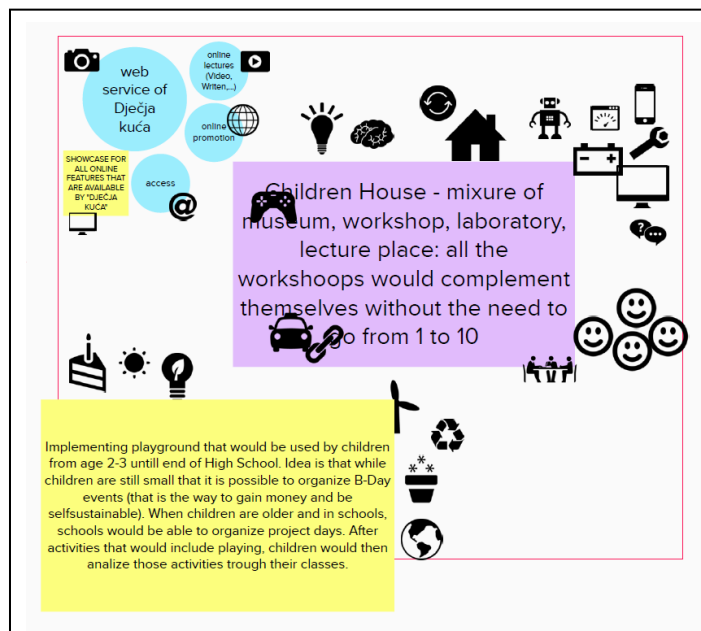


Image 59: Example: Pre-totyping STEM Hub

**Cross-team Feedback session n°1 15:00-15:15**

Groups shared their solutions between each other in order to get feedbacks. Concretely 1 teammate presented in 5 minutes and at the end of his/her presentation, the group received additional insights/questions/comments from the other groups.

**Break 15:15-15:30**

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

**Solution description with the help of the Circular Business Model Canvas 15:30-16:20**

The solution description was facilitated by the introduction and use of the circular business model. While context and the external environment were documented during perceptions mapping and economic landscapes mapping conducted by ICHEC previously, the rest of the blocks had to be co-designed. Therefore, the solution description started by defining the following blocks:

- From process: resources; adaptive reuse and solutions
- From value propositions: Value co-preservation and co-creation
- From people: end users / customers; and needs / problems

**Solution 1: Health and food Hub**

PROCESS		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>- building: tension structure</li> <li>- land: land permits from the city</li> <li>- skills, expertise &amp; know how: professional event organizer, culinary experts, food providers</li> <li>- materials: stalls with cooking and eating stations, stages equipped with lights and music equipment</li> </ul>	<p><b>Solution</b></p> <ul style="list-style-type: none"> <li>- participation of children and minority</li> <li>- improve one's diet and awareness of healthy life</li> <li>- help the neediest children</li> </ul>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- Food marked in the PM Export drvo</li> <li>- Public space in front of Children's House</li> <li>- City beach Brajdica</li> <li>- Riecina River Banks</li> </ul>		<p><b>Partnerships</b></p>



VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <ul style="list-style-type: none"> <li>- The Festival should be organized in a co-creative way, allowing people to shape it at their best</li> <li>- Children are learning the qualities of healthy food in a co-creative environment, making the experience as "their own" - becoming thus ambassadors for the future</li> <li>- Children can involve their parents building new relationships in the city on specific sustainable topic</li> <li>- The Festival can introduce new inspiration also in the Educational system, making, if involved, schools preparing and participating</li> <li>- This festival could contribute to the rediscovering of traditions in the area</li> </ul>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <ul style="list-style-type: none"> <li>- civil associations</li> <li>- parents</li> <li>- children</li> <li>- artists</li> <li>- city</li> <li>- volunteers</li> <li>- cultural even management agency</li> <li>- local farmers</li> <li>- minorities with their food and music</li> </ul>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- how to satisfy children need to play and be active               <ul style="list-style-type: none"> <li>- spending quality time together (parents and their children)</li> <li>- learning (trying new activities)</li> <li>- multicultural event</li> <li>- practice presentation skills</li> <li>- smell and taste something different, hear and move different</li> </ul> </li> </ul>
<p><b>Governance</b></p>	

## Solution 2: Creativity Hub

PROCESS		
Resources	Solution	Channels
<p>Internal staff:</p> <ul style="list-style-type: none"> <li>-Educational programme advisor</li> <li>-Financial and administrative officer</li> <li>-Marketing and PR officer</li> <li>-Programmes manager</li> <li>-Facility manager</li> </ul> <p>Film literacy and production workshops:</p> <ul style="list-style-type: none"> <li>- equipped workshop space,</li> <li>- filming equipment (camera, etc.),</li> </ul> <p>place for holding the final event</p> <ul style="list-style-type: none"> <li>- External experts: film theory professors, film professionals, PR &amp; marketing professionals, other experts,</li> </ul> <p>Punk rock music/dance show:</p> <ul style="list-style-type: none"> <li>- instruments</li> <li>- place for rehearsals and a show</li> <li>-workshop materials (office supplies, instruments)</li> <li>- equipment (lights, stage, sound system)</li> <li>-External experts: professionals (musicians, dancers)</li> </ul> <p>Art and nature workshops:</p> <ul style="list-style-type: none"> <li>- a small bus to go for nature trips</li> <li>- chairs, tables, soft cushions</li> <li>- Open space for artistic production</li> <li>- Workshop materials (colors, paper, tools, used safe materials, etc...)</li> <li>- Exhibition space</li> <li>- External experts: Visual and performing artists specialized in nature and art; experts and knowledgeable citizens about Croatia's nature</li> </ul> <p>Theatre production workshops:</p> <ul style="list-style-type: none"> <li>- materials for costumes, scenography</li> <li>- theatre</li> <li>-workshop materials (office supplies)</li> <li>- theatre equipment (lights, stage, sound system)</li> <li>- External experts: professionals (producers, directors, actors)</li> </ul>	<p>Film literacy and production workshops;</p> <p>Punk rock music/dance show;</p> <p>Art and nature workshops;</p> <p>Theatre production workshops.</p>	



<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- indoor spaces</li> <li>- outdoor space in front of Children's House</li> <li>-spots to be identified in the woods, meadows, parks, nearby mountains, sea side (city beach)</li> </ul>	<p><b>Partnerships</b></p>
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VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>Film literacy and production workshops: Our film literacy and production workshops aim to help children to develop creativity and encourages them to create their own content in the field of film art by providing them with film theory, film-making and cultural production knowledge.</p> <p>Punk rock music/dance show: Our Punk rock music/dance show will create a synergy between existing musical shows performed by local bands, children's creativity and the possibility to host international players. For the first time, children will be the protagonists and they will learn how to appreciate, compose and play punk rock music combined with dance shows.</p> <p>Art and nature workshops: Our art and nature workshops aim to introduce children to the ecosystem, how to appreciate it and make best use of it without depleting the resources. Our entry point would be the arts. We thus aim at engaging children with fun and friendly activities to be conducted during school time and/or as extra-activities with friends and family. A precious immersive moment to enjoy in company of art and nature.</p> <p>Theatre production workshops: Our Theatre Production Workshops aims at providing a safe space for children to express themselves and collaborate together in building a representative performance depicting their life experiences, the story of the city and reflecting on a more sustainable and circular society. They will be guided by seasoned actors and producers together with art academy students and international fellows. A unique experience of DIY and cross-cutting contaminations.</p>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p><u>Film literacy and production workshops:</u></p> <ul style="list-style-type: none"> <li>- users: teens (14-18-year-old)</li> <li>- costumers: parents, schools (as part of media literacy lessons), teens themselves-pocket money, certain universities (pre-education programmes)</li> </ul> <p>Punk rock music/dance show:</p>	<p><b>Needs</b></p> <p><u>Film literacy and production workshops:</u></p> <ul style="list-style-type: none"> <li>- Parents: encourage children's growth</li> <li>- Schools: relieve school professors, extracurricular activities</li> <li>- Teens: gaining knowledge for future – work, university, or just hobbies (for example, if they need to make a short film as an entry to art university)</li> <li>- Universities: pre-education programme for future students</li> <li>- Users: gaining knowledge, creativity, social interaction</li> </ul>

<ul style="list-style-type: none"> <li>- users: children (3-18-year-old)</li> <li>- customers: schools, families, music production houses</li> </ul> <p><u>Art and nature workshops:</u></p> <ul style="list-style-type: none"> <li>- users: children (5-12-year-old)</li> <li>- customers: schools, summer and winter camps, families</li> </ul> <p><u>Theatre production workshops:</u></p> <ul style="list-style-type: none"> <li>- users: children (10+)</li> <li>- consumers: schools, tourists, parents and families</li> </ul>	<p><u>Punk rock music/dance show:</u></p> <ul style="list-style-type: none"> <li>- Users: learn about the city's intangible music heritage</li> <li>- Customers: circulate and innovate Rijeka's musical excellence</li> </ul> <p><u>Art and nature workshops:</u></p> <ul style="list-style-type: none"> <li>- Users: learn about nature</li> <li>- Schools: enrich their artistic curricula, democratise culture "arts for all"</li> <li>- Users: get acquainted with visual and performing arts</li> <li>- Families: an immersive experience with children</li> </ul> <p><u>Theatre production workshops:</u></p> <ul style="list-style-type: none"> <li>- inclusion in the hole process</li> <li>- showing talent</li> <li>- working behind the scenes</li> <li>- working with professionals</li> <li>- collaborating with other (producers with actors...making art)</li> <li>- audience: getting experience in how kids can do everything needed so it could help them encourage kids in their future</li> <li>- schools: extracurricular activities, ideas for future, field trips</li> <li>- inclusion of kids with special needs</li> </ul>
<p><b>Governance</b></p>	

### Solution 3: STEM Hub

PROCESS		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>- skills in math, physics, engineering, education, programming</li> <li>- stable employees, lecturers</li> <li>- several spaces in the Children's House and the playground outside for workshops and for storage</li> <li>- computers, laboratory equipment, software, electronics</li> </ul>	<p><b>Solution</b></p> <ul style="list-style-type: none"> <li>- mixture of a museum, workshop, laboratory, lecture place and playground</li> <li>- promotion: online, newspapers and TV/radio</li> <li>- online lectures (videos, texts)</li> <li>- showcase for all online features that are available by Dječja kuća</li> </ul>	<p><b>Channels</b></p>

<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- Use indoor spaces</li> </ul>	<ul style="list-style-type: none"> <li>- making of products/results that will be developed and profitable for partners</li> <li>- finding solutions and developing the products together: learning opportunities, future job opportunities for young</li> <li>- Promoting collaboration and co-creative work</li> </ul>	<p><b>Partnerships</b></p>
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VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>Our solution proposes STEM learning concept for Dječja Kuća through playing and experimentation in workshops, children's playground and museum. Parents, children and youth as well as teachers will gain more skills and spend quality time together.</p> <p>This kind of unique educational proposal is focusing more on individuals' interests and connects STEM stakeholders with educators and interested youngsters.</p> <p>The program offers children/youth from different age periods a variety of programs to engage accordingly; from STEM museum and playgrounds towards the fabrication labs and workshops. The educational experimental box is offered as a product which enables children/youth to experiment and develop STEM skills at home.</p> <p>The proposed STEM Hub helps:</p> <ul style="list-style-type: none"> <li>- schools to organize practical classes through playing, experimenting and workshops</li> <li>- parents to organize quality time with their children</li> <li>- children and youths to gain new skills</li> <li>- teachers to gain more skills</li> <li>- children who wants to improve their knowledge to gain new skills, be with their friends with similar interests.</li> </ul> <p>The activities of the STEM Hub organized by educated lecturers skilled in particular fields (unlike in conventional school education).</p> <p>The STEM Hub connects STEM stakeholders with the young generation.</p> <p>The STEM Hub wants to implement STEM knowledge into Dječja kuća.</p>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <ul style="list-style-type: none"> <li>- users: children &amp; youth, parents, teachers and educators</li> <li>- stakeholders: schools and educational facilities, providers or STEM services, philanthropists</li> </ul>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- learn through experience</li> <li>- knowledge</li> <li>- improvement of interests</li> <li>- space to experiment: see what they would like to do in the future</li> <li>- creative space and time to spend together with or without children (safe environment)</li> <li>- spend quality time with children</li> <li>- equipment and space</li> <li>- know how</li> </ul> <p>(Additional sections):</p> <ul style="list-style-type: none"> <li>- Developers of educational solutions (Arduino, Raspberry Pi, ...)</li> </ul>





<b>Governance</b>	

**Prototyping - First Minimal Viable Solution (MVS) 16:20-16:50**

The session started by explaining what is a Prototype and what is a Minimal Viable Solution? After the introduction of the above-mentioned topics, participants were invited to:

- Co-design a first prototype;
- Identify customers' / user needs
- Co-design value proposition(s)

**Solution 1: Health and food Hub**

Parents will spend quality time with their children during our festival  
Children to try to learn an important lesson in life  
Our health festival will help children and parents

**Solution 2: Creativity Hub**

Film literacy and production workshops:

Our film literacy and production workshops aim to help children to develop creativity and encourages them to create their own content in the field of film art by providing them with film theory, film-making and cultural production knowledge.

Punk rock music/dance show:

Our Punk rock music/dance show will create a synergy between existing musical shows performed by local bands, children’s creativity and the possibility to host international players. For the first time, children will be the protagonists and they will learn how to appreciate, compose and play punk rock music combined with dance shows.

Art and nature workshops:

Our art and nature workshops aim to introduce children to the ecosystem, how to appreciate it and make best use of it without depleting the resources. Our entry point would be the arts. We thus aim at engaging children with fun and friendly activities to be conducted during school time and/or as extra-activities with friends and family. A precious immersive moment to enjoy in company of art and nature.

Theatre production workshops:

Our Theatre Production Workshops aims at providing a safe space for children to express themselves and collaborate together in building a representative performance depicting their life experiences, the story of the city and reflecting on a more sustainable and circular society. They will be guided by seasoned actors and producers together with art academy students and international fellows. A unique experience of DIY and cross-cutting contaminations.

**Solution 3: STEM Hub**

The proposed STEM Hub helps:

- Schools to organize practical classes trough playing, experimenting and workshops
- Parents to organize quality time with their children
- Children and youths to gain new skills
- Teachers to gain more skills

- Children who want to improve their knowledge to gain new skills, be with their friends with similar interests.

The activities of the STEM Hub organized by educated lecturers skilled in particular fields (unlike in conventional school education).

The STEM Hub connects STEM stakeholders with the young generation.

The STEM Hub wants to implement STEM knowledge into Dječja kuća.

### Check out session 16:50-17:00

Due to time constraints, the participants managed to describe only the value proposition. The test action plan was postponed to the next session. In the meanwhile, participants were invited to identify a number of interviewees and list some questions to share with the teammates for the next session. The session was concluded by listening to participants' feedback and comments.

### Tuesday 5 May 2020, 13:00-15:00

#### Remote session 3

#### Welcome 13:00-13:20

Participation was the lowest since the beginning of the workshop. We waited a bit but people didn't show up so we voted and participants decided to work for a couple of hours. While waiting for other people to join, Philippe conducted a Pulse survey to see how people were coping with everyday life during lockdown.

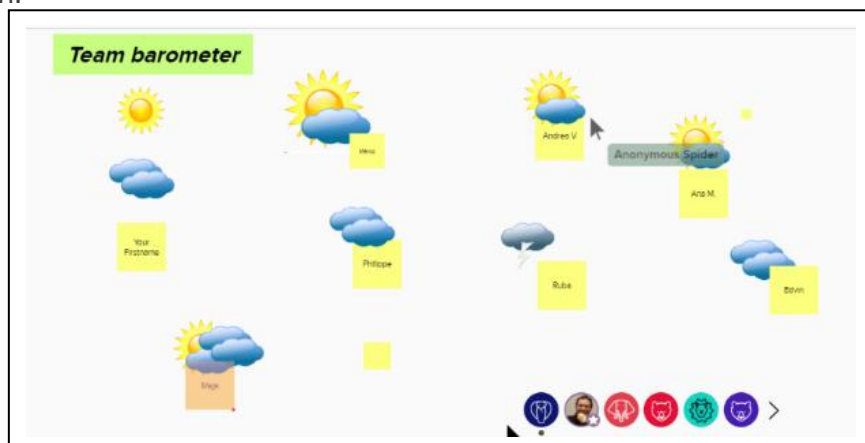


Image 60: Pulse survey

Following the survey, participants were introduced to the topics of the session by Philippe Drouillon.

#### Test action Plan – Design 13:20-14:20

Each group was requested to co-design the test plan. This meant: co-design questionnaires/ survey/ Forms /; agree on the questions; distribution method (in person/ via social media) and identify potential interviewees.

The objective was to agree on a list of people to get in touch with to test the solution and the value proposition. Each teammate was invited to perform 5-7 interviews.

Deliverable: Test plan

### Solution 1: Health and food Hub

Interviewee	Q1	Q2	Q3	Q4
Children & Youth	Do you cook with your parents/grandparents? What do you like about it?	Would you attend/compete in Minecraft healthy foods?	Would you like to have a place in Rijeka where you can cook with your friends?	
Parents	Do you cook with your children?	Would you participate with your children in healthy food growing and cooking workshops?	Would you participate with your children in self-organized activities linked to sport and 'living with nature'?	
Elders	Would you share your cuisine and receipts and teach youngsters to cook?	Would you like to have a place in Rijeka where you can cook together with other people?		
Teachers and educators	Are you interested in promoting healthy food to children and teenagers?	How do you think schools could improve in teaching healthy dietary habits? (In a place dedicated to healthy food)		
Possible partners / stakeholders / farmers / artists	Are you interested in promoting healthy food to children and teenagers?	Do you think promoting healthy products is important?	Are you available to provide local food products for the food festivals?	If yes, how much/how often?
Local NGOs (minorities, cultural, farming cooperatives, volunteers)	Would you share your cuisine and receipts?			
Entrepreneurs in the food industry	Would you be in favour of having a place in Rijeka where healthy food is explained?	Would you contribute to such place?	If yes, how?	
City of Rijeka / Region PGZ / Civil Services	How would you assist the providers with permits and allowances for land use / temporary use?	Would you be able to allocate some part of land for urban/community gardens? Under what conditions?	How would you promote and assist establishment of the urban orchards and urban beekeeping?	Would you promote vertical gardening, micro-gardening, balcony gardening in urban areas?
Questions for all	How important nutrition knowledge is?	What is the most important aspect of the project for you?	Who else should I interview?	

### Solution 2: Creativity Hub

Interviewee	Questions to all
Educational activity providers (library, camps, museums, cultural centres)	Do you have any experience with similar projects?
Educational programme advisor	Would a better understanding of the local ecosystem halt misuse and encourage sustainable and circular practices? please elaborate!
Rijeka municipality (education, culture, youth and environment departments)	In your opinion, how would this idea help children develop creativity?
Natural museum in Rijeka and elsewhere in Croatia	How can we make this idea become attractive to schools and families?
Children	Can art and nature contribute to children's wellbeing?
PR expert	How do you think we could animate children to participate?
Psychologist	What would make you attracted to these activities?
Storytelling and advertising experts	What would make you support these activities?
Cultural economist	How would you propose it to parents/schools/universities?
Visual and performing artists	Would it be possible to charge for activities?
Film professionals	Could you tell me what could we improve?
Ecological experts and landscape architects	Do you have any additional ideas or questions?
Parents	Are you aware of similar activities in Rijeka?
Teachers	

### Solution 3: STEM Hub

Interviewee	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Children & youth	Does STEM interest you?	Would you like to be involved in STEM workshops?	What would you like to learn during STEM workshops?	Who would you more likely to invite with you to STEM workshops?			
Parents	Would you involve your child in STEM workshops?	Would you like to be involved in STEM workshops together with your child?	Would you pay for your child's STEM workshops incorporated in school classes?	How much are you willing to pay for such service for your child?	When would be the best to have STEM workshops? Weekdays or weekends? Which time period of the day?	How many times per week would you like your child tending STEM program?	At what age are children allowed to go by themselves? in the afternoon for example?
Teachers and educators	Would you and your class like to be involved in STEM workshops in the Children's House?	Would you be willing to prepare some sort of 'project days' when going to STEM workshops with your class?	What would discourage you to use the STEM offered by Dječja Kuća?	How do you think the workshops would contribute to the promotion of STEM knowledge to children and youth?			

Possible partners and stakeholders	Would you like to be involved in STEM workshops in the Children's House as a lecturer or co-lecturer?	Would you finance or co-finance STEM workshops?	Would you like to help the STEM Hub by providing education assets, tools, equipment and materials?	How often would you like to participate? Possible answers: one-of a kind; temporary; recurrent (like once per week, once per month, few times per year....), permanently (every week, month...)			
City of Rijeka	Would you promote and co-finance the STEM Hub?	Would you help finance STEM workshops?	What do you see as benefit for the city in this program?				
Questions for all	What are your interests in the field of STEM?	How often would you willing to be involved in the STEM workshops?	What could be improved /added to the proposed STEM Hub?	What do you think you would gain by participating /using STEM workshops?	Who else should I interview?	What is most important for you?	

STEM Interviewees	Hub	STEM Value proposition
Parents		<p>With this questionnaire, we are inviting you to evaluate our group program and business model proposition for Dječja Kuća in Benčić. We are proposing a museum workshop and laboratory lecture place with playground, where children could learn STEM - Science-Technology-Engineering-Mathematic knowledge and gain new skills through play.</p> <p>Our STEM learning concept proposal for Dječja Kuća would help children and youth to gain new skills through experimentation and play while spending quality time with their parents. Unlike conventional education, the STEM program would help teachers and schools organizing the practical classes through playing, experimenting and workshops provided with the equipment and lab spaces in Dječja Kuća.</p> <p>Educated and skilled lecturers from the particular fields would give the STEM knowledge workshops, thus connecting with the interested young and broader population.</p> <p>You are invited to participate to evaluate our model from a parental perspective.</p>
Stakeholders / partners		<p>With this questionnaire, we are inviting you to evaluate our group program and business model proposition for Dječja Kuća in Benčić. We are proposing a museum workshop and laboratory lecture place with playground, where children could learn STEM - Science-</p>



	<p>Technology-Engineering-Mathematic knowledge and gain new skills through play.</p> <p>Our STEM learning concept proposal for Dječja Kuća would help children and youth to gain new skills through experimentation and play while spending quality time with their parents. Unlike conventional education, the STEM program would help teachers and schools organizing the practical classes through playing, experimenting and workshops provided with the equipment and lab spaces in Dječja Kuća.</p> <p>Educated and skilled lecturers from the particular fields would give the STEM knowledge workshops, thus connecting with the interested young and broader population.</p> <p>You are invited to participate to evaluate our model from a parental perspective and/or as a stakeholder or possible partner in the process.</p>
Children & youth	<p>With this questionnaire, we are inviting you to evaluate our group program and business model proposition for Dječja Kuća in Benčić. We are proposing a musealic workshop and laboratory lecture place with playground, where children could learn STEM - Science-Technology-Engineering-Mathematic knowledge and gain new skills through play.</p> <p>Our STEM learning concept proposal for Dječja Kuća would help children and youth to gain new skills through experimentation and play while spending quality time with their parents. Unlike conventional education, the STEM program would help teachers and schools organizing the practical classes through playing, experimenting and workshops provided with the equipment and lab spaces in Dječja Kuća.</p> <p>Educated and skilled lecturers from the particular fields would give the STEM knowledge workshops, thus connecting with the interested young and broader population.</p> <p>You are invited to participate to evaluate our model from a parental perspective and/or as a stakeholder or possible partner in the process.</p>

### Cross-team Feedback 14:20-14:40

Groups share their interviewees profiles and questionnaire questions and dissemination tools (calls, email, social media, etc...)

### Check out and explaining the Desirability Testing 14:40-15:00

Based on the test plan designed beforehand, the participants were invited to test the prototype through:

- Field interviews (due to COVID19 restrictions, only phone calls were possible, no face to face meetings or conversations)
- Online tests / Skype / Zoom/ Social media
- Contacts with experts and reference people

Homework:

Participants' were expected to reach out to the absent teammates and work together towards interviewing the above-listed profiles and delivering learnings regarding the collected feedbacks from the interviewees.

**Friday 8 May 2020, 13:00-17:00**  
**Remote session 4**

**Welcome 13:00-13:20**

Participants' were introduced to the topics of the session by the facilitator, Philippe Drouillon. Since session 3, the number of participants started decreasing exponentially. Only ten people completed the entire workshop from session 1 to 7.

**Minimum Viable Solution (MVS) update 13:20-14:00**

Each group was invited to consolidate its learning from the tests through the use of the below feedback grid. The participants were encouraged to elaborate on what worked; what could be improved: interesting questions; and additional ideas. Based on the finding, groups were requested to revise their Minimum Viable Solution and update their Value Propositions.

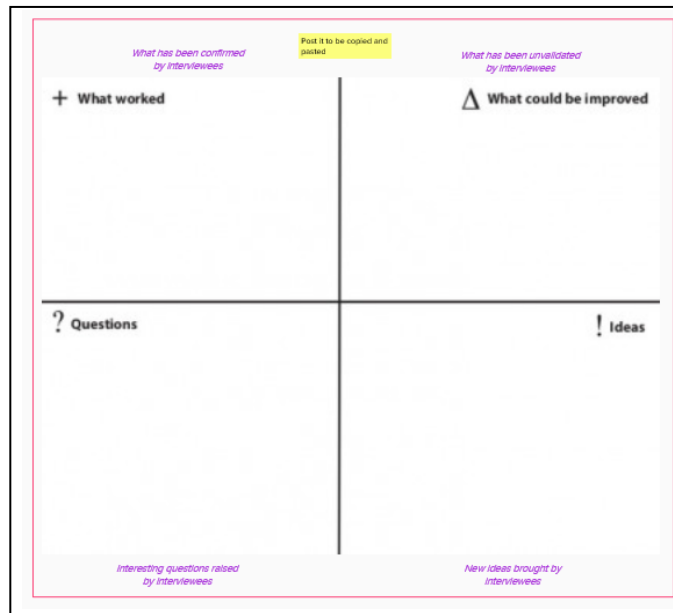


Image 61: Feedback grid

**Learning from tests**

*Objective: to collect and share all learnings coming from interviews*

**Solution 1: Health and food Hub**

The group did not elaborate on learning from tests.

<b>Solution 2: Creativity Hub</b>	
<b>What worked</b>	The idea, everybody liked ideas and that kids are included in the hole process
	Workshops that last longer than week or so
	Collaboration with real professionals
	Idea that parents have someplace safe to leave kids during school break
	kids: idea that they are in charge and listened to
	Everybody liked the ideas because they offer the young generation much needed tools to understand culture and be part of it, as these tools are often neglected in conventional education, therefore not available for 'mass public'

<b>What could be improved</b>	Better define age group for each part of the workshop
	Present the projects as steppingstones for children to learn more about their interests and get directed in the work areas based on their talent and interest
	Choose a professional that would lead the children through the whole process, no matter at which stage of it
	Project should last at least one school semester
<b>Questions?</b>	Price: what is the price, what if 2 or more family members are included, what is happening in case of absence?
	Duration?
	Who is included?
	How would you animate children to participate? Which means would you use to inspire children to continue learning and participating after the end of the projects (to continue using the Children's House?)
	Where it would be held?
	Do the parents need to participate?
	Who is in charge of the kids (who is responsible)?
	Is there a way to create a final event that would be suitable for charging the entry?
	Who are the supporters?
	Who is the organiser?
<b>Ideas!</b>	Who is driving the kids to the nature workshops? Is there a safety protocol?
	Casting: kindergarten, schools and in school homes
	Finding out which professionals kids find amusing/attractive for collaboration
	Marketing should be included: what's in it for me (parent and kid)
	'Erasmus-like' collaboration with other states
	Involving kindergarten teachers as they know how to deal with small kids
	Diplomas
	Involving so-called famous professionals popular among children to make it more attractive to participants. That way it could also be reasonable to charge the participation. Propose partnerships to schools and universities to promote workshops to children.
	Make workshops during school/kindergarten break (ex-summer camp)
	Marketing should include expressions such as: be a star, superstar, director. etc. because often parents include their kids in things like that (singing, directing, casting, performing..)
	Collaboration with national/local theatre and national/local TV to host a show (attractive to parents)
	Pick human rights/socially sensitive topic
	Include kids with disabilities via school or local groups
	EU funds plus NGO collaboration and festival material

<b>Solution 3: STEM Hub</b>	
<b>What worked</b>	Children are interested in STEM workshops
	Parents are willing to pay - to some amount (15 - 20 EUR; 100-200 HRK)
	Parents are willing to engage into workshops with their children
	Teachers are willing to organize themselves and their class to go to STEM workshops and are motivated to make their own materials that they would use before, during or after workshops
	Weekday Afternoons, Weekend Morning, 1-3 times per week
	Partners in STEM are willing to participate as lecturers and sharing/providing the workshops
	Partners in STEM are willing to participate on a weekly or monthly base, as well as on special events or festivals
	University of Rijeka, Faculty of Civil Engineering (UNIRI GF) is willing to engage on a monthly basis for temporary events and on permanent base for yearly events
	UNIRI GF is willing to engage as providing lecturers
	UNIRI GF is willing to provide/Share/donate educational assets/tools/equipment or materials
	Organizing transportation for children to go with teachers (transportation for school trips is a big problem in Rijeka)

<b>What could be improved</b>	Children could take the results of their work/experiments home
	Parents are willing to pay - to some amount (15 - 25 EUR; 100-200 HRK)
<b>Ideas!</b>	- FIELDS to add suggested by parents: <ul style="list-style-type: none"> <li>• Astronomy, astrophysics</li> <li>• Mental arithmetic</li> <li>• Aerospace Engineering</li> <li>• Chemistry and Biochemistry</li> <li>• Experiments</li> </ul>
	- FIELDS to add suggested by Stakeholders <ul style="list-style-type: none"> <li>• Drones</li> </ul>
	University suggests more interaction of schools on different levels /primary, secondary and tertiary

### Solution updates

*Objective: to integrate all the learnings captured during the test period and update:*

*-the minimal viable solution proposed*

*-the value propositions*

### The minimal viable solution update

#### Solution 1: Health and food Hub

##### 1-Healthy Food Festival: Children's Porto Etno in Children's House

- cooking together with children, different type of food
- solidarity dinner
- different stands where children can learn the origin of food, where does it come from
- dance activities for children: children can learn how to dance
- 'healthy week' with healthy instructions to children
- 1 weeklong / 2-3 times a year
- minorities' cuisine
- "forgotten" traditional recipes
- Mediterranean cuisine
- diverse and various styles of existing cuisine
- traditional communication? (newspaper, magazines, advertisement)
- involve schools to promote the initiative
- renting kiosks to promote their cuisine/products
- end users & stakeholders: farmer or food producers as stakeholders; children & youth; adults; public in general

##### 2-Minecraft linked to healthy food

- using video games (especially Minecraft) to promote healthy food
- healthy food would be promoted on gaming tournaments
- Inviting celebrities from Rijeka for shared breakfast, gaming together, etc
- end users & stakeholders: children & youth; parents

#### Solution 2: Creativity Hub

##### Theatre production workshop

- When: summer break with maybe a week or two pause for vacation// a similar alternative to be offered during school year and the winter and Easter breaks
- For whom?

- Kids from age 9 to 18 (not sure how small kids are able to participate in this)
- kids interested in theatre/writing/directing...
- possible collaboration: art high school (they have department for scenography) and school of acting for kids (kamov and similar ones)
- What: show put on and made by kids with guidance by experts
- How?
  - starting with intro lectures on "how to": cast, direct, produce, scenography, acting and costume making
  - Dividing kids in groups (directors, actors, producers...) and guiding them through the process.
- Theatre show can be musical with carnival related themes so we could incorporate recycled material in scenography and costumes plus dance and music
- Possible collaborations: local/national theatre who would help with production and final show
- PR/Marketing ideas: maybe include PR students to do this for their CV?
- Possible partners: PR agencies, local companies, schools, try to find out which of them support theatre in Rijeka
- Try to include puppet theatre from Rijeka (equipment, experience...)

#### Punk rock music/dance show

- Putting up a music show with local bands
- There is a local NGO called RiRock with place for rehearsals with plenty of experience with putting on shows (light & sound experts)
- When: few months (maybe a semester) or more intense summer and winter workshops, depending on resources
- For whom? Kids from age 3 to 18
- What: show put on and made by kids with guidance by experts
- How: starting with intro music jam sessions, music classes and singing classes, produce, scenography and costume making
- Dividing kids in groups (directors, singers, musicians, dancers, producers...) and guiding them through the process.
- The punk rock music show theme is different every year and it is inspired by the musical heritage of Rijeka and innovation from international fellows and partners

- Possible partners: sound and light companies, music shops, schools, local companies, radio stations (Korzo, Laganini, etc...), maybe have some kind of partnerships with festivals from Rijeka

#### Art and nature workshops

- When: once a week every Saturday morning for individuals and twice a week for primary schools in Rijeka. Therefore, two options will be available: a program for schools and individual enrolments for children on the weekend
- For whom: children from 4 to 12 years' old
- What: workshops and different programs in woods, meadows, outside, parks, nearby mountains, sea.
- How: different programs for different ages will be designed to introduce children to the local fauna and flora, existing local resources and how to make art productions inspired by nature and by using existing materials which mimic nature. The concept of sustainability will be explained through visual and performing arts workshops according to the age-range.
- Possible collaborations: local/national visual and performing artists, landscape architects and scientists and research centres
- PR/Marketing ideas: maybe include PR students to do this for their CV?



### Film literacy and production workshops

- when: 10 high school children can work on it every Saturday for one semester, one lecture per month by a prominent figure and a yearly project with high schools once a week.
- For whom: children from the age of 14-18
- What: Through workshops and lessons, children can learn about cultural production (film, music, etc.), and with the help of professionals they will get an idea what exactly they want to do.
- How?
  - With the guide of the adults they will organise an event, such as screenings of their own short films made on the workshop (stop-animation, TV reportage, fictional film sync...)
  - with a concert afterwards.
  - with the help of two professionals who would be changing respecting the progress of the project – film theorists first to explain the basis – film literacy, then film professionals while doing the short films
  - in the end PR and marketing experts help them to announce the project and invite people.
  - Regular fellowships will be offered for artists to spend a residency of 3-6 months in exchange of providing a monthly lecture and guidance to the children.
- Possible partners: film production houses in Croatia and in the region

### **Solution 3: STEM Hub**

STEM musealic experimentation laboratory playhouse

- Children House - mixture of museum, workshop, laboratory, lecture place
- STEM Museum & Playhouse
  - Pop up playhouses & permanent playhouse
- Edu / Experimental boxes
- STEM Education for children and youth
  - Specific experimental workshops
- Electronics, Coding, Chemistry, Physics, Aeronautics, ...
- Virtual services of dječja kuća (children's house)
- Sharing and renting STEM equipment, tools & materials – FabLab?
- How?
  - Donation of equipment
  - Crowdsourcing
  - Student volunteering
- End users & stakeholders: parents, children & youth; School and educational facilities, teachers and educators; providers of STEM services.

### **The value propositions**

The three groups were requested to update the value proposition for each user / customer segment

Although the segments were identified, the value propositions were not updated in the workshop due to time constraints.

### **Viability of the solution - Identify revenue streams 14:00-15:00**

The objective of this session is to reinforce the economic viability of the solution. During one hour, groups discovered revenue stream cards and identified those that can:

- either be connected to their existing solution components
- or add as additional revenue streams

For every selected revenue stream card, groups were invited to write down solution components that are strictly related to it.

Solution 1: Health and food Hub	
Revenue stream	Solution component
Virtual gifts	People can purchase virtual menus for the festival as a gift, and to avoid cues in front of the kiosks
Cross selling	In the festival you can have healthy food, as well as purchase other sustainable/circular products (ingredients, books, handmade cuisine tools, souvenirs etc.)
Freemium	You have a free taste and if you want more you pay for it. This may be associated to a basic entrance fee (10kn? 1.2 euros)
Robin wood	10% of the proceeds will go to a fund for children in difficulty who will be given healthy food and museum tickets
Pay per use	People will pay for the products they consume and the services they want to use
Pre-purchase	This may work for the gaming festival, with people purchasing in advance their performance

Solution 2: Creativity Hub		
Revenue stream	Solution component	Customers
Crowdfunding	Film production and punk rock show (to get seed money for starting the project)	Interested people nationally and beyond
Pay-what-you-can	Art and nature workshops	Parents
Robin wood	Theatre workshops; film production; and rock/punk show	Parents
Unlimited subscription	-For all the activities open -For all activities extended to other cities in the region	-Rijeka Municipality; -The region
Products	-Children's costumes designed and produced during the theatre workshops from reused textile -Tickets for the final shows of the theatre and punk/rock shows	Individuals
Advertising	All the activities	Radio stations: Korzo, Laganini. Sound and light companies: G.I.S., dBoki, Cyclorama, Iskratrade.. Music shops: mediastore, muziker, dallas, music shop.hr.. Local TV stations: KanalR Eco/bio food stores: biobio, Garden, TZH PR agencies Tourist center Small local companies National companies/banks that support the activities: Zagrebacka banka, INA, Erste bank, Metis, jgl,
Subscription	-Cities friends of Rijeka and cultural partners interested in exchange programs -Ad-hoc activities agreed upon with the partner institution according to the age-range	-Regional and international cultural players -schools, cultural centres, museums, library of Rijeka

		and other cultural Croatian institutions
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Solution 3: STEM Hub	
Revenue stream	Solution component
Unlimited subscription	-Yearly subscription for unlimited use of the permanent playhouse -Yearly subscription for educational/experimental boxes
Products	-Educational / experimentation boxes - Pay for workshop
Virtual Gifts	The school buys several kits for its classes and students and in that way, school gains virtual gift - sort of discount for its students to visit and engage into workshops
Pay what you can	Online service
Pay-per-use	Sharing & renting STEM equipment's, tools & materials – Fab Lab
Freemium	Donation of equipment

### Break 15:00-15:10

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

### Business Model update 15:10-16:10

Participants were introduced to the 2nd solution generation with the help of Business Model Brainstorm Cards. Groups were invited to check the Business Model cards and see how their solution could be improved from environmental, social and economic perspectives. A strong emphasis on circularity is provided by the vast majority of the used cards. The final outcome is obtained by updating the circular business model also by adding the Sustainable development goals the project aims at fulfilling. The objective of this session was to reinforce the sustainability dimensions of the solution. Participants took into consideration business model cards related to circularity, inclusion and re-localisation (local collaboration)

For every selected business model card, groups were invited to write down solution components that are strictly related to it.

Solution 1: Health and food Hub		
Business model	Business card	Solution component
Circularity	Green chemistry	The food and products proposed in the festival were produced in green minerva, without pesticides
	Environmental and social certification marks	The festival is also meant to create labels and better awareness around the traditional food of Rijeka and the region
	Returnable bio packaging & sell in bulk	The festival is promoting the use of non-packaged, 0km food
	Permaculture	The festival promotes also the production of food in the city and in self organised forms
	Recycling	Materials used are coming from the recycling sector and food is 0km possibly
	Natural ingredients and components	our festival is based on products of controlled, natural and healthy origin
	Package offer	Access to the festival can be

Inclusion		guaranteed also with packages, for example including different days and flexibility
	Inclusive production	The idea was to have minorities represented in the festival, presenting also healthy food from other cultures. However, co-creation is part of the organization of the festival
	Bottom of the pyramid	Capturing the poorer segments of the society in Rijeka would be important. This means that they may have special discount or an active participation in the organization with payback offers, like lunch and diners included in their working package.
	Freemium	Most of the services are imagined to be include in the low entrance fee (here is the freemium)
Local and collaboration	Local economic development; Local partnership; Local sourcing; Local shopping; Direct distribution channels	The festival is based on the proposal of 0 km food, promotes local healthy food in order to also have an economic development of the city and region.
	Community trust	The athletes called to participate in the festival, as footballers and people famous for the city, will set an example with their daily life stories about the importance of having a healthy diet.
	Community experience	The festival is a chance to approach the world of healthy food, in itself is an experience that could change people's eating habits.

<b>Solution 2: Creativity Hub</b>		
<b>Business model</b>	<b>Business card</b>	<b>Solution component</b>
Circularity	Reducing & Recycling	Theatre production, Art and nature workshops, Punk/rock show
	Circular & Regeneration and restoration	Art and nature workshops
	Reparability	Theatre production, Art and nature workshops, Punk/rock show
	Closed-loop design	Film Literacy and Production Workshops, Theatre production, Art and nature workshops, Punk/rock show
Inclusion	Low tech	Art and nature workshops
	Bottom of the pyramid	Keeping free posts for the disadvantaged children
	Frugal	Teach children how to be innovative in making best use of available resources
	Total or partial DIY	Art and nature workshops
	Functional cooperation	Creating local partnerships aiming at using/sharing/exchanging knowledge, tools and resources
	Fair wages	Provide fair wages

Local and collaboration	Crowdsourcing and collective intelligence	Crowdfunding will be used to obtain seed money for the film production and punk rock Show equipment's and materials. The collective intelligence will be harnessed to motivate creativity and the DIY activities. The children will be engaged in the design process.
	Micro-franchise	Giving the possibility of franchising the same activities in Rijeka's agglomeration and beyond
	Collaborative production/distribution	All the artistic activities revolve around promoting the intangible heritage of Rijeka and thus builds on existing knowledge and expertise. The local artists/producers/musicians will be involved in the artistic production together with the children. The entire process design-production-implementation is perceived as collaborative
	Community experience	The artistic community experience, families, teachers, pedagogists, psychologists, landscape architects, natural history experts, etc... will be engaged at all stages of the process
	Community trust	Information will be transparent and shared between the users
	Local ownership	The inhabitants of Rijeka and its agglomeration will be invited to be part of the project and to have representatives in the Board of Trustees
	Local partnership	Mutualisation will be established with local partners for example, local bio products could be sold in the building, craftsmen shops could advertise the carnival customs designed by the children.

Solution 3: STEM Hub		
Business model	Business card	Solution component
Circularity	Reparability	Reparability of our Educational and Experimentation Box
	Reducing & Reuse	Providing equipment for the reuse/repair of the items
	Circular	Reusing products in new production, sourcing it, instead of using new raw material. - Creating internal material circulation loop.
Inclusion	Buy-one-give-one	You buy a ticket for child and parents give what they can
	Total or partial DIY	Learn how to make or fix something by yourself



	Low tech	Learn how to reuse materials and resources by using local knowledge and skills
	Collective purchase	Purchase of group ticket or subscription (for example whole school class)
	Frugal	Learn how to reuse materials and resources more efficiently
	Inclusive production	Including people with disabilities for sharing their specific skills and co-creating the programme solutions.
Local and collaboration	Nudge	Giving opportunity for freelancers to use our space and equipment, for their ideas
	Functional cooperation & Collaborative production	Local inventors, students and scientists can be involved in idea/problem solving
	Mutualization	Giving opportunity to developers and inventors to show and share and test their ideas
	Local partnership & Local sourcing	Creating local partnerships and sources for creation of localised cradle to cradle supply/value chains Creating partnerships with multidisciplinary local services for providing higher diversity of programs
	Community trust & Community experience	Local community as users of our products/services
	Micro-Franchise	Providing franchising for others interested in our concept
	Micro manufacturing	The equipment and tools can be used for small batch external micro manufacturing, giving production possibilities for start-ups or product testers

### Feasibility of the solution 16:10-16:40

In the following half an hour, groups updated their process block by identifying channels and partnerships.

#### Solution 1: Health and food Hub

PROCESS		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building: tension structure</li> <li>-Land: land permits from the city</li> <li>-Skills, expertise &amp; know how: professional event organizer, culinary experts, food providers</li> <li>-Materials: stalls with cooking and eating stations, stages equipped with lights and music equipment</li> </ul>	<p><b>Solution</b></p> <ul style="list-style-type: none"> <li>-Participation of children and minority</li> <li>-Improve one's diet and awareness of healthy life</li> <li>-Help the neediest children</li> </ul>	<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>- Brickzine magazine</li> <li>- Tik tok video</li> <li>- Kindergarden teachers</li> <li>- Conference, pedagogy UNI</li> <li>- Gaming virtual meet up</li> <li>- Tournament</li> </ul>

<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>-Food marked in the PM</li> <li>-Export drvo</li> <li>-Public space in front of Children's House</li> <li>-City beach Brajdica</li> <li>-Riecina River Banks</li> </ul>		<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>-Cultural entrepreneurs</li> <li>-PARNTERI</li> <li>-All Museums - both in ownership of the City and County</li> <li>-Dept. of Culture, City of Rijeka</li> <li>-All Institutions places in Bencic - Library, Cinema, Puppet Theater, etc...</li> <li>-Minorities in Rijeka</li> <li>-Scouts Association</li> <li>-Local OPG</li> </ul>
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## Solution 2: Creativity Hub

<b>PROCESS</b>		
<p><b>Resources</b></p> <p>Internal staff:</p> <ul style="list-style-type: none"> <li>-Educational program advisor</li> <li>-Financial and administrative officer</li> <li>-Marketing and PR officer</li> <li>-Programs manager</li> <li>-Facility manager</li> </ul> <p>Film literacy and production workshops:</p> <ul style="list-style-type: none"> <li>- equipped workshop space,</li> <li>- filming equipment (camera, etc.), place for holding the final event</li> <li>- External experts: film theory professors, film professionals, PR &amp; marketing professionals, other experts,</li> </ul> <p>Punk rock music/dance show:</p> <ul style="list-style-type: none"> <li>- instruments</li> <li>- place for rehearsals and a show</li> <li>-workshop materials (office supplies, instruments)</li> <li>- equipment (lights, stage, sound system)</li> <li>-External experts: professionals (musicians, dancers)</li> </ul> <p>Art and nature workshops:</p> <ul style="list-style-type: none"> <li>- a small bus to go for nature trips</li> <li>- chairs, tables, soft cushions</li> <li>- Open space for artistic production</li> <li>- Workshop materials (colors, paper, tools, used safe materials, etc...)</li> <li>- Exhibition space</li> <li>- External experts: Visual and performing artists specialized in nature and art; experts and knowledgeable citizens about Croatia's nature</li> </ul>	<p><b>Solution</b></p> <p>Film literacy and production workshops;</p> <p>Punk rock music/dance show;</p> <p>Art and nature workshops; Theatre production workshops.</p>	<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>-City of Rijeka</li> <li>-School teachers</li> <li>-Traditional and digital telecommunications (Newspapers and Social media)</li> <li>-National/local TV, KanalR, and radio stations (Korzo, Laganini..)</li> <li>-PR agencies</li> <li>-Tourist center</li> </ul>

<p>Theatre production workshops:</p> <ul style="list-style-type: none"> <li>- materials for costumes, scenography</li> <li>- theatre</li> <li>-workshop materials (office supplies)</li> <li>- theatre equipment (lights, stage, sound system)</li> <li>- External experts: professionals (producers, directors, actors)</li> </ul>	
<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- indoor spaces</li> <li>- outdoor space in front of Children's House</li> <li>-spots to be identified in the woods, meadows, parks, nearby mountains, sea side (city beach)</li> </ul>	<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>-Rijeka's Municipality (education, culture, youth and environment departments)</li> <li>-Rijeka's agglomeration: Klana, Viškovo, Katav, Kraljevica, opatija, Čavle, Lovran; mošćenička Draga, Kostrena</li> <li>-cultural industries companies from the agglomeration and beyond</li> <li>-public and private schools from the agglomeration,</li> <li>-cultural centers, museums, libraries, and other cultural institutions from the agglomeration and beyond</li> <li>-National and international cultural players</li> <li>-Cities friends of Rijeka and cultural partners interested in exchange programs</li> <li>-Sound and light companies: G.I.S., dBoki, Cyclorama, Iskratrade..</li> <li>-Music shops: mediastore, muziker, dallas, music shop.hr..</li> <li>Eco/bio food stores: biobio, Garden, TZH</li> <li>-Small local companies</li> <li>-National companies/banks that support Such initiatives: Zagrebacka banka, INA, Erste bank, Metis, jgl,</li> <li>-Festivals from Rijeka</li> <li>-For the punk/rock show collaboration with RiRock NGO and inFlame dancing team</li> </ul>

### Solution 3: STEM Hub

PROCESS		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>- skills in math, physics, engineering, education, programming</li> <li>- stable employees, lecturers</li> <li>- several spaces in the Children's House and the playground outside for workshops and for storage</li> <li>- computers, laboratory equipment, software, electronics</li> </ul> <p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- Use indoor spaces</li> </ul>	<p><b>Solution</b></p> <ul style="list-style-type: none"> <li>- mixture of a museum, workshop, laboratory, lecture place and playground</li> <li>- promotion: online, newspapers and TV/radio</li> <li>- online lectures (videos, texts)</li> <li>- showcase for all online features that are available by Dječja kuća</li> <li>- making of products/results that will be developed and profitable for partners</li> <li>- finding solutions and developing the products together: learning opportunities, future job opportunities for young</li> <li>- Promoting collaboration and co-creative work</li> </ul>	<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>- WEB, SM, Streaming channels</li> <li>- Online, Papers and TV/radio promotion</li> <li>- School and educational facilities: boards, newsletters, school newspapers</li> <li>- City of Rijeka</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>- Other similar facilities and/or services (Peek&amp;Poke - for example)</li> <li>- Tinkertown, Peek&amp;Poke, CTE-Tesla Centre, CTK Centre, Park Znanosti</li> <li>- City of Rijeka - participating with organizing and paying for children transportation</li> <li>- Government and Ministry of Education, City of Rijeka, Region - Primorsko Goranska Županija</li> <li>- producers and developers of games, technological stuff, etc.</li> <li>- Developers of educational solutions (Arduino, Raspberry Pi, ...)</li> </ul>

#### Cross-team Feedback 16:40-16:55

Following the exercise, the three groups listened to each other's findings and provided input.

#### Check out session 16:55-17:05

The session was concluded by listening to participants' feedback in reference to the carried out work during the entire session; answering their questions; and introducing next steps and deliverables.

#### Tuesday 12 May 2020, 13:00-16:00 Remote session 5

#### Welcome 13:00-13:20

Agenda of session 5 and Q&A

#### Viability of the solution - Quantify revenue streams 13:20-14:20

Groups put figures in front of each revenue stream they've identified previously. Moreover, every group specified for every revenue stream: related feature/product/service/solution; For which customer; For how many customers/year; and the annual expected revenues.

### Solution 1: Health and food Hub

Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
Revenue stream 1	Virtual gifts	Parents	200	70x200=14000 kn equivalent of €1800
		Entrepreneurs	200	70x200=14000 kn equivalent of €1800
Revenue stream 2	Cross-selling	Parents	400	400x50=20000 kn equivalent of €2700
		Children	200	200x50=10.000 kn equivalent of €1350
		Entrepreneurs	400	400x50=20000 kn equivalent of €2700
		Elders	200	200x50=10.000 kn equivalent of €1350
Revenue stream 3	Freemium	Parents	1000	1000x10 = 10.000 kn equivalent of €1350
		Children	800	800x10=8000 kn equivalent of €1050
		Elders	700	€900
		Entrepreneurs	500	€675
Revenue stream 3	Pre-Purchase	Parents	150	150x10=1500 kn equivalent of €200
Revenue stream 5	Pay-per-use	Parents	700	700x50 = 35.000 kn equivalent of €4600
		Children	400	400x50=20.000kn equivalent of €2600
		Elders	200	200x50=10000 namely €1350
		Entrepreneurs	400	400x50=20000 namely €2700
			<b>Total Yearly Revenues</b>	15875+11350 €27225

Type of funding	For what feature / product / service / solution	Yearly funding
Funding 1	Sponsorship	€15000
Funding 2	Public funding (City of Rijeka, Region, State, neighbouring towns, private sector, banks, etc...)	€25000
Funding 3	Volunteering	€25000
Funding 4	Private donations	€2000
	<b>Total Yearly Funding</b>	€67000

### Solution 2: Creativity Hub

Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
Revenue stream 1: Unlimited Subscription	-Punk/rock show	Rijeka, Klana, Viškovo, Katav,	10	€500X12 monthsX10



	-Film Literacy and Production Workshops -Theatre production -Art and nature workshops	Kraljevica, opatija, Čavle, Lovran; mošćenička Draga, Kostrena		cities= €60000
<b>Revenue stream 2:</b> Robin Wood	-Punk/rock show	For individual customers who are for example willing to pay 10-20% more than regular price so the excess money goes on the account for the kids with no options for paying	15-20	€60x40X2 semestres €4800  + €100X60 childrenX2 semesters= €12000 euros  = €16800
	-Film Literacy and Production Workshops		10-20	
	-Theatre production		20-30	
	-Art and nature workshops		20-30	
<b>Revenue stream 3:</b> Advertising	-Punk/rock show -Film Literacy and Production Workshops -Theatre production -Art and nature workshops	For companies from the agglomeration and beyond	30-40	30*€5 per month*12 months= €1800
<b>Revenue stream 4:</b> Crowdfunding	-Punk/rock show -Film Literacy and Production Workshops	Citizens of the agglomeration	10k	€5 contribution X 10K= €50.000
<b>Revenue stream 5:</b> Subscription	-Theatre production	National and international cultural players For what: cities friends of Rijeka and cultural partners interested in exchange programs	20 during summer and winter breaks	2-week program for €15-20  2 stages X €15X 20 children X 2 activities= €1200
	-Art and nature workshops	Private schools, cultural centres, museums, libraries and other cultural institutions from the agglomeration		
<b>Revenue stream 6:</b> Products	-Punk/rock show -Theatre production	-Anyone who is interested in seeing the final show (theatre/music) such as schools, kindergartens (preschools), parents and relatives, tourists...  - anyone who is interested in helping to keep	100	100x€5x2= €1000

		these kinds of activities being self-sustainable		
			<b>Total Yearly Revenues</b>	€130 800

Type of funding	For what feature / product / service / solution	Yearly funding
<b>Funding 1:</b> agglomeration funding for arts and cultural heritage	- Punk/rock show - Film Literacy and Production Workshops - Theatre production - Art and nature workshops	€60000
<b>Funding2:</b> National unemployment fund (women can get good funding)	- Punk/rock show - Film Literacy and Production Workshops - Theatre production	€500X12= €6000
<b>Funding 3:</b> Creative Europe & Horizon Europe	- Punk/rock show - Film Literacy and Production Workshops	€10000
	<b>Total Yearly Funding</b>	€76000

### Solution 3: STEM Hub

Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
<b>Revenue stream 1:</b> Subscription	STEM Education for children STEM Museum & Playhouse Specialised workshops	Children, youth, parents	200 kn/month  50 users / month 120000 kn users / year	120 000 kn = €16.000
<b>Revenue stream 2:</b> Single Entry Ticket	STEM Education for children STEM Museum & Playhouse Permanent Playhouse Pop-up Playhouses Specialised workshops	Children, youth, parents	40 kn / entry/day 5500 children /year 220 000 kn users / year	220 000 kn = €29.100
<b>Revenue stream 3</b>	Educational Experimental Boxes	Parents, schools	300 kn - 1000 kn / average 650 kn 100 pcs/year 65 500 kn pcs / year	65.500 kn = €8.600
<b>Revenue stream 4</b>	Sharing & Renting STEM Equipment, tool and materials and space - per hour	Students, Freelancers, inventors, educators, parents, ....	150 kn / hour 20 hours / week 1040 hours / year	156.000 kn = €20.640
<b>Revenue stream 5</b>	Sharing & Renting STEM Equipment, tool and	Students, educators, parents,	700 - 1000 kn / day	850X100 = 85.000 kn = €11.200

	materials and space - per day	freelancers, inventors,...	- average 850 kn 100 day / year	
			<b>Total Yearly Revenues</b>	646 500 kn = €77.540
Type of funding		For what feature / product / service / solution		Yearly funding
Funding 1: Employment Subsidies	Human Resources	Internship	50% of 6000 kn gross salary /month + 50% of travel costs	36.000 kn / year = €4.800
		Program manager	50% of 14000 kn gross salary /month	84.000 kn / year = €11.100
Funding 2: Funding from EU Funds / National and Regional Funds	Equipment			378.000 kn per investment = €50.000
Funding 3: Sweat equity / Renting from the City	Space			
Funding 4: Crowdfunding	Equipment / Product			189.000 kn per campaign = €25.000
	<b>Total Yearly Funding</b>			118.000 kn = €15.900/ year 567.000 kn = €75.000 / one time

### Viability of the solution - Identify related costs and Viability of the solution - Cost perspective in running mode 14:20-15:45

Groups estimate the cost related to their solution (investments, fixed & variable costs)

Deliverable:

Cost perspective of the solution

#### Solution 1: Health and food Hub

Variable costs	Cost / Unit	# of units	Cost / year
Equipment, goods	100	20	€2.000
Energy, water, raw material required for sourcing, manufacturing, distribution	250	20	€5.000
External services	700	20	€14000
		<b>Variable costs / Year</b>	€21000
Fixed costs	Cost / Unit	# of units	Cost / year
Internal staff	Cost / Person	# of workers	
Half employment	6000	5	€30000

External staff	Cost / Person	# of outsourced people	
Security table, assistance, etc	900	25	€22500
Recurring costs (admin, energy, insurances,...)	900	12	€10800
		<b>Fixed costs / Year</b>	€63300
Investments	Total	Years of amortization	# of units
<b>Investment 1</b>			
Marketing	5000	3	€1600
<b>Investment 2</b>			
...			
		<b>Investment costs / Year</b>	€1600

## Solution 2: Creativity Hub

Variable costs	Cost / Unit	# of units	Cost / year
Equipment, goods	300 filming equipment (camera, etc.), equipped workshop space, musical instruments, workshop materials (office supplies/stationary, chairs, tables, soft cushions, colours, paper, tools, used safe materials, etc...) - equipment (light & sound system, stage), rehearsals and performance space, a small bus to go for nature trips, Open space for artistic production, exhibition space, materials for costumes, scenography)	20	€6000
Energy, water, raw material required for sourcing, manufacturing, distribution	250	20	€5000
External services	700	20	€14000
		<b>Variable costs / Year</b>	€25000
Fixed costs	Cost / Unit	# of units	Cost / year
Internal staff	<b>Cost / Person</b> 12000/2 Full-time 6000/3 Part-time	<b># of workers</b> 5 (2 full time and 3 part-time) -Educational programme advisor (part-time)	€42000 (24K+18K)

		-Financial and administrative officer (part-time) -Marketing and PR officer (part-time) -Programmes manager (full-time) -Facility manager (full-time)	
<b>External staff</b>	<b>Cost / Person</b> Film theory professors, film professionals, PR & marketing professionals, other experts, musicians, dancers, visual and performing artists specialised in nature and art; experts and knowledgeable citizens about Croatia's nature, theatre producers, directors, actors	# of outsourced people 14 people 150 kn / hour 3 hours / week 150X3=450 per week  2 weeks in winter (2X450=900) 1 week in spring (450) 2 months in summer (8X450=3600) Saturdays (48 days) = 6 weeks= 6X450=2700  900+450+3600+2700= 7650X14=107100kn= 14.237,39 Euros	€14238
<b>Recurring costs (admin, energy, insurances,...)</b>	Insurance		9.100 kn / year= €1.200
		<b>Fixed costs / Year</b>	€57438
<b>Investments</b>	<b>Total</b>	<b>Years of amortization</b>	<b># of units</b>
<b>Investment 1</b>			
renovation works			
<b>Investment 2</b>			
...			
		<b>Investment costs / Year</b>	

Since Suzana Belošević Romac, Senior Advisor to the Mayor - Specialist for European Projects, was member of this group, she informed the group and successfully all the participants in the plenary session, that the vast majority of the costs will be covered by the municipality of Rijeka as follows:

#### Variable Costs

- Equipment's, goods: Books and desks will be purchased by the municipality of Rijeka and covered by European funds in addition to funds from the Ministry of Culture.
- Utilities: will be covered by the municipality

#### Fixed costs:

- Internal staff: will be hired and paid by the municipality
- Recurring costs: will be covered by the municipality

#### Investments

- Renovation works were covered by the municipality partially financed by European Funds.



Therefore, this group didn't estimate rough figures for the costs during the session. The authors of this report opted for using similar figures to those used by the other two groups since each group conducted research regarding the specific budget lines.

### Solution 3: STEM Hub

Variable costs	Cost / Unit	# of units	Cost / year
<b>Equipment, goods</b>			
Equipment are part of subventions and Funding Programs			
<b>Energy, water, raw material required for sourcing, manufacturing, distribution</b>	Rent / 500 m2 (in case renting from City of Rijeka - 3 EUR/m <sup>2</sup> for educational purposes)	11.300kn= 1.500/month	135.600 kn= €18.000
	Utilities		60.500kn= €8.000
	Consumables		37.500 kn = €5.000
<b>External services</b>	Tolls/equipment maintenance		37.500 kn= €5.000
		<b>Variable costs / Year</b>	271.100kn= €35.800
Fixed costs	Cost / Unit	# of units	Cost / year
<b>Internal staff</b>	<b>Cost / Person</b>	<b># of workers</b>	Internship: 3.000 kn / month 36.000kn/year= €4800
			Program manager: 14.000kn/month 84.000kn/year= €11.100
<b>External staff</b>	<b>Cost / Person</b>	<b># of outsourced people</b>	External contractors: 150 kn/hour 15 hours/week 2.250kn/week=€300 117.000kn/year=€15.600
<b>Recurring costs (admin, energy, insurances,...)</b>	Accounting		36.000kn/year= €4800
	Insurance		9.100 kn /year= €1200
		<b>Fixed costs / Year</b>	282.100 kn/year= €37.500
Investments	Total	Years of amortization	# of units
<b>Investment 1</b>			
Renovation works			
<b>Investment 2</b>			
...			
		<b>Investment costs / Year</b>	553.200kn/ year= €73.100

### Check out 15:45-16:00

The session was concluded by listening to participants' feedback and comments.

**Tuesday 19 May 2020, 11:00-13:00**

**Remote session 6**

### Welcome 11:00-11:10

Philippe started the session by explaining the agenda of this last session and introducing the last task, namely: integral sustainability. During the entire workshop, the groups were requested to make sure that their solutions are in line with the circular economy perspective and use the appropriate business model cards to express that. This last session aimed to consolidate and echo their ideas under the framework of integral sustainability. This means that solutions should comply with the following criteria:

- Efficient: Maximise material and energy efficiency.
- Circular: Close resources use/ create resources from waste.
- Bio-based/inspired: substitute with renewables and natural processes.
- Inclusive: make products, services and solutions related to basic needs available, affordable to all.
- Local: re-localize activities to develop flourishing local ecosystems.
- Collaborative: Co-operate for scaled-up and impactful solutions and share value in a fair way.

### Integral sustainability perspective 11:10-11:40

In this last collaborative session, the three groups were invited to double check if their integral sustainability vision is fairly mirrored in the project and to identify the sustainable development goals that their project aims at achieving. Therefore, groups updated their BM solutions and identified the relevant SDGs.

#### Solution 1: Health and food Hub



#### Solution 2: Creativity Hub



#### Solution 3: STEM Hub



### Pitch preparation 11:40-12:10

The three groups were asked to prepare a 5 minutes' oral pitch addressing the following questions:

- What the solution is about?
- What makes it unique?
- What is the business model behind it?
- What are the main sustainability dimensions?

### Pitching solutions 12:10-13:00

The three groups presented their 5 minutes' oral pitch which encompassed a description of the solution; the targeted customers / users; the value added for customers / users; the value added for society at large; key partners and the financial aspects.

Besides the 5 minutes allocated to the oral pitch, additional 5 minutes were devoted to Q&A. In total, every group had 10 minutes.

The pitching session was attended by Christian Ost, ICHEC Brussels Management School and a representative of the municipality of Rijeka who engaged proactively with the participants.

### Check out 13:00-13:10

Philippe Drouillon and Ruba Saleh expressed their gratitude and appreciation of the work of the participants and because of the time constraint, they assessed participants' availability to participate in one final session to evaluate the entire workshop.

### Tuesday 2 June 2020, 11:00-12:00

#### Remote session 7

Following an exchange of emails and a proposal with possible meeting slots, we all agreed to meet for one hour to evaluate the entire workshop and discuss the way forward.

### Welcome 11:00-11:10

For this session, groups used the same Mural. Posts were filled together but in an anonymous way. Participants populated the grid by answering the following questions:

- What you liked?
- What you learned?
- What you lacked?
- additional ideas?

### Workshop assessment 11:10-11:40

Retrospective on the 6 sessions of the workshop.

Rijeka Circular Business Model workshop retrospective	
LIKED	Mural tool
	The process, to generate the ideas and create an idea for business development
	The management of groups and mural through online sessions (grouping with zoom, using murals and post-its)
	Creative approach
LEARNED	Multidisciplinary approach
	Circular business model canvas and the steps to follow
	There is an interesting awareness about circularity in Rijeka
	Addressing the BMC as more sustainable form the circular, inclusive and more social perspective
	Managing online groups and sessions is possible and relatively easy
	Afternoon was too late - maybe better in the morning or middle day

<b>LACKED</b>	Engagement and input of decision makers of Children's house
	Timing - during working hours, therefore, could not engage 100%
	Clear objective of CBMW for Children's house
	Maybe time was not enough to enter into a deeper stage of the business development
	Constant presence of members of the groups
<b>IDEAS</b>	Timing Flexibility - Sign up interested parties and then DOODLE the timing for meetings
	Potentially start thinking about private investments or participation
	More of initial explanation about circular economy, inclusive and social models
	Adapting the CBMW to the systems of a state (revenues)
	Opening of new employment opportunities in the city (new social enterprises or businesses)
General knowledge of the situation of the Children's house	

### Plenary discussion 11:40-12:00

An interesting discussion took place after the retrospective session and participants shared their opinions and ideas about the way forward.

### Rijeka CBM

Following the workshop, the authors revised the proposed business models by the three groups and integrated the missing elements.

### Solution 1: Health and food Hub

City/site/building: Rijeka, Children's House							
Team: Health & Food Hub							
Date: 28 April - 2 June 2020							
CONTEXT	PROCESSES	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT			
<p>Historic Urban Landscape mapping</p> <p>See attached Economic Landscape map x5 cultural capital</p> <p>Tangible heritage (listed)</p> <p>Intangible heritage</p> <p>Cultural assets (Not-listed)</p> <p>Natural assets</p>	<p>Resources</p> <ul style="list-style-type: none"> <li>- Building: tension structure</li> <li>- ZONING: kind permits from the city</li> <li>- Skills: expertise &amp; know-how: professional event organizer, culinary experts, food providers</li> <li>- Materials: stalls with cooking and eating stations, stages equipped with lights and music equipment</li> </ul>	<p>Solution</p> <ul style="list-style-type: none"> <li>- participation of children and minority</li> <li>- improve one's diet and awareness of healthy life</li> <li>- help the neediest children</li> </ul>	<p>Channels</p> <ul style="list-style-type: none"> <li>- Brickline magazine</li> <li>- TikTok video</li> <li>- Kindergarten teachers - conference, pedagogy UNIV</li> <li>- Opening virtual meet-up - tournament</li> </ul>	<p>Value co-creation and co-creation</p> <p>Our festival will be organized in a co-creative way, allowing people to shape it as their best. It will facilitate children learning about the qualities of healthy food in a co-creative environment, making the experience as "their own" making them become the ambassadors of the future. By involving their parents, children can build new relationships in the city on specific sustainable topics, and the festival would introduce new inspiration into the Educational system, making, if involved, schools preparing and participating unlike existing festivals and initiatives, this festival will contribute to rediscovering the traditions in the area, including those of minorities.</p>	<p>End users, "customers" &amp; other stakeholders</p> <ul style="list-style-type: none"> <li>- civil associations</li> <li>- parents</li> <li>- children</li> <li>- artists</li> <li>- city</li> <li>- volunteers</li> <li>- cultural event management agency</li> <li>- local farmers</li> <li>- minorities with their food and music</li> </ul>	<p>Needs</p> <ul style="list-style-type: none"> <li>- how to satisfy children need to play and be active</li> <li>- spending quality time together (parents and their children)</li> <li>- learning (trying new activities)</li> <li>- Multicultural event</li> <li>- practice presentation skills</li> <li>- smell and taste combining different, hear and move different</li> </ul>	<p>External Factors</p> <p>Political Factors</p> <p>Rijeka municipality is very supportive and keen at establishing a rich cultural hub in the city. Therefore, the municipality is committed to reactivating the building and attain its adaptive reuse. The EU is actively engaged and it supported financially EOC2020 with 15,300,000 Euros from EU funds applications and programmes.</p> <p>Economic Factors</p> <p>At the City level, there is a program aimed at encouraging the development of entrepreneurship in the city. It includes 24 measures aiming at strengthening the competitive positioning of entrepreneurs in the market, obtaining practical education and better information on entrepreneurship, improving the conditions that relate to available financial resources: using entrepreneurial spaces and information infrastructure in order to realize entrepreneurial ventures, raising the level of entrepreneurial culture and resolving social problems by applying entrepreneurial principles.</p> <p>Social Factors</p> <p>Small entrepreneurs predominate in the structure of the Rijeka economy, both by number of entrepreneurs (95%) and by number of employees (51%). Also small entrepreneurs in Rijeka realize 43% of total income and participate with 43% in investments in fixed assets.</p> <p>Technological Factors</p> <p>The rich history of the city; its natural assets and abundance of abandoned industrial heritage could attract companies developing innovative technologies to move to a</p>
<p>Spatial integration</p> <p>See attached Economic Landscape map x12 spatial integration of cultural capital:</p> <p>Cultural capital</p> <p>Transportation</p> <p>Tourism amenities</p> <p>Land use</p>	<p>Adaptive reuse</p> <ul style="list-style-type: none"> <li>- Food market in the PM</li> <li>- Export drive</li> <li>- Public space in front of Children's House</li> <li>- City beach Brinčica</li> <li>- Rijeka River Banks</li> </ul>	<p>Partnerships</p> <ul style="list-style-type: none"> <li>- Cultural entrepreneurs - PARTNERI</li> <li>- All Museums: both in ownership of the City and County</li> <li>- Dept. of Culture, City of Rijeka</li> <li>- All institutions spaces in Rijeka: Library, Cinema, Puppet Theater, etc...</li> <li>- Minorities in Rijeka</li> <li>- Sports Association</li> <li>- Local DPO</li> </ul>	<p>Governance</p> <p>Owner: Rijeka municipality</p> <p>The City of Rijeka foresees that the children's house program will be managed by three cultural institutions: Art-Kino, the Rijeka Puppet Theater and Rijeka Civic Library</p> <p>For the festival an external Organization, an NGO, will collaborate with the Department of Culture and the managers of the Brick building in order to prepare the festival and related activities (communication/dissemination)</p> <p>Other external organizations to be involved:</p> <ul style="list-style-type: none"> <li>- Schools</li> <li>- Region</li> <li>- NGOs</li> <li>- Zeroscope project</li> </ul>	<p>External Factors</p> <p>Political Factors</p> <p>Rijeka municipality is very supportive and keen at establishing a rich cultural hub in the city. Therefore, the municipality is committed to reactivating the building and attain its adaptive reuse. The EU is actively engaged and it supported financially EOC2020 with 15,300,000 Euros from EU funds applications and programmes.</p> <p>Economic Factors</p> <p>At the City level, there is a program aimed at encouraging the development of entrepreneurship in the city. It includes 24 measures aiming at strengthening the competitive positioning of entrepreneurs in the market, obtaining practical education and better information on entrepreneurship, improving the conditions that relate to available financial resources: using entrepreneurial spaces and information infrastructure in order to realize entrepreneurial ventures, raising the level of entrepreneurial culture and resolving social problems by applying entrepreneurial principles.</p> <p>Social Factors</p> <p>Small entrepreneurs predominate in the structure of the Rijeka economy, both by number of entrepreneurs (95%) and by number of employees (51%). Also small entrepreneurs in Rijeka realize 43% of total income and participate with 43% in investments in fixed assets.</p> <p>Technological Factors</p> <p>The rich history of the city; its natural assets and abundance of abandoned industrial heritage could attract companies developing innovative technologies to move to a</p>			
OUTCOMES							
<p>Costs (€)</p> <p>The capital expenditures and operational costs associated to the solution:</p> <p>Variable costs:</p> <p>Equipment: goods 2000 Euros/year</p> <p>Energy, water, raw material required for sourcing, manufacturing, distribution: 5000 Euros/year</p> <p>External services: 14000</p> <p>Fixed costs:</p> <p>Internal staff: 5 part-times (5*6000)= 30000 Euros/year</p> <p>External staff: 2500 Euros/year</p> <p>Recurring costs (admin, energy, insurances, loans, etc...)= 10800 Euros/year</p> <p>Total costs= 84300 Euros/year</p> <p>Example of festival organizational costs</p> <ul style="list-style-type: none"> <li>- security, Electricity, water, waste, utensils, Toi Toi, music and tent village</li> <li>- Nutrition Expert</li> </ul>	<p>Contribution to the Whole - Sustainable Development Goals</p> <ul style="list-style-type: none"> <li>- SDG3 - Good health and food</li> <li>- SDG4 - Quality of Education</li> <li>- SDG5 - Gender equity</li> <li>- SDG11 - Sustainable cities and communities</li> <li>- SDG12 - Sustainable and responsible consumption</li> </ul>			<p>Benefits (€)</p> <p>Solution 1: Health and food Hub</p> <p>Benefits</p> <p>The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following models:</p> <p>(1) "Virtual gifts": Parents (200) and entrepreneurs (200) can purchase virtual menus for the festival as a gift, and also to avoid queues in front of the kiosks) - €4600 per year</p> <p>(2) Cross-selling in the festival people (parents (400), children (200), entrepreneurs (400) and elders (200) can have healthy food, as well as purchase other sustainable/circular products (i.e. ingredients, books, handmade cuisine tools, souvenirs etc.) - €2600 / year</p> <p>(3) "Freemium": people (parents (100), children (800), entrepreneurs (500) and elders (700) have a free taste and if they want more they should pay for it. This may be associated to a basic entrance fee (10cm<sup>2</sup>-1.2 euros) - €9175 / year</p> <p>(4) Pre-Purchase this is foreseen for the gaming festival, with parents (150) purchasing in advance their children's performance. - €200</p> <p>(5) Pay per use people (parents (700), children (400), entrepreneurs (400) and elders (200) will pay for the products they consume and the services they want to join. - €1250 / year.</p> <p>Total revenue: €27125 per year.</p> <p>Benefits to the "whole" will be generated by adopting the following Circular Business models: (1) Natural ingredients and components (2) Recycling (3) Permaculture (4) Returnable bio-packaging (5) Sell in bulk/buying packaging free; (6) Environmental and social certification marks; (7) Green Chemistry.</p> <p>Inclusion adopted models:</p>			





# Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

## Solution 2: Creativity Hub

City/Institution: Rijeka, Children's House 41.110						
Team: Creativity Hub						
Date: 28 April - 2 June 2020						
CONTEXT	PROCESS	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT		
<p>Historic Urban Landscape Mapping</p> <p>See attached Economic Landscape, map in 3D spatial integration of cultural capital</p> <p>Intangible heritage (listed)</p> <p>Intangible heritage</p> <p>Cultural assets (Not listed)</p> <p>Natural assets</p>	<p>Resource</p> <p>Internal staff</p> <p>Educational programme editor</p> <p>Administrative and PR officer</p> <p>Programme manager</p> <p>Facility manager</p> <p>Film literacy and production workshop</p> <p>Equipment workshop (camera, etc.), place for hosting the final event</p> <p>External experts: film theory professors, film professionals, PR &amp; marketing professionals, other experts.</p> <p>Punk rock music/scene show</p> <p>Instruments</p> <p>Places for rehearsals and a show</p> <p>Workshop materials (office supplies, instruments)</p> <p>Equipment (lights, stage, sound system)</p> <p>External experts: professionals (musicians, dancers)</p> <p>Art and nature workshops</p> <p>A small hut to go for nature trips</p> <p>Charts, tables, soft cushions</p> <p>Open space for artistic production</p> <p>Workshop materials (colours, paper, tools, used safe materials, etc)</p> <p>Exhibition space</p> <p>External experts: visual and performing artists, specialists in nature and art experts and knowledgeable citizens about Croatia's nature</p> <p>Theatre production workshops</p> <p>Materials for costumes, scenography</p> <p>theatre</p>	<p>Channels</p> <p>City of Rijeka</p> <p>School teachers</p> <p>Traditional and digital communication means (Newspapers and social media)</p> <p>radio/online/TV, internet, and radio stations (Korun, Laguna, )</p> <p>PR agencies</p> <p>Rijeka tourist center</p>	<p>Value proposition and creation</p> <p>Film literacy and production workshops</p> <p>Traditional and digital communication means (Newspapers and social media)</p> <p>radio/online/TV, internet, and radio stations (Korun, Laguna, )</p> <p>PR agencies</p> <p>Rijeka tourist center</p>	<p>Users, "customers" &amp; other stakeholders</p> <p>Users: teens (14-18 years-old)</p> <p>consumers: parents, schools (as part of media literacy lessons), teens themselves-pocket money, (school universities (pre-education programmes))</p> <p>Punk rock music/scene show</p> <p>Users: children (9-12 years-old)</p> <p>customers: schools, families, music production houses</p> <p>Art and nature workshops</p> <p>Users: children (5-12 years-old)</p> <p>customers: schools, summer and winter camps, families</p> <p>Theatre production workshops</p> <p>Users: children (10-1)</p> <p>consumers: schools, tourists, parents and families</p>	<p>Needs</p> <p>Film literacy and production workshop</p> <p>Parents: encourage children's growth</p> <p>Schools: relieve school professors, extracurricular activities</p> <p>Teens: gaining knowledge for future + work, university, or just hobbies (for example, if they need to make a short film as an entry to art university)</p> <p>University: pre-education programme for future students</p> <p>Users: gaining knowledge, creativity, social interaction</p> <p>Punk rock music/scene show</p> <p>Users: learn about the city's intangible music heritage</p> <p>Customers: cultivate and innovate Rijeka's music excellence</p> <p>Art and nature workshops</p> <p>Users: learn about nature</p> <p>Schools: enrich their artistic curricula, democratic culture "lets for all"</p> <p>Users: get acquainted with visual and performing arts</p> <p>Families: an immersive experience with children</p> <p>Theatre production workshops</p> <p>Inclusion in the home process</p> <p>showing talent</p> <p>working with professionals</p> <p>collaborating with other (producers with actors... making art)</p> <p>audience: gaining experience in how kids can do everything he needed so it could help them encourage kids in their future</p> <p>schools: extracurricular activities, clear future, field trips</p> <p>inclusion of kids with special needs</p>	<p>External Factors</p> <p>Felicit Factors</p> <p>Rijeka municipality is very supportive and keen at establishing a rich culture hub in the city</p> <p>Therefore, the municipality is committed to realising the building and then to adaptive reuse. The EU is actively engaged and it supported financially</p> <p>EU/CR2020 with 25,500,000 Euros from EU funds applications and programmes.</p> <p>Economic Factors</p> <p>At the City level, there is a program aimed at encouraging the development of entrepreneurship in the city. It includes 24 measures being at strengthening the competitive positioning of entrepreneurs in the market, combining practical education and better information on entrepreneurship, improving the conditions that relate to available financial resources, using entrepreneurial spaces in order to realize entrepreneurial ventures, raising the level of entrepreneurial culture and resolving social problems by applying entrepreneurial principles.</p> <p>Small entrepreneurs predominate in the structure of the Rijeka economy, both by number of entrepreneurs (78%) and by number of employees (76%). Also small entrepreneurs in Rijeka make 42% of total income and participate with 43% in investments in fixed assets</p> <p>Unemployment rates are high</p> <p>The city benefits from a central geographic location, and strong workforces</p> <p>Public transport is organized by buses and covers the whole area of the city and its suburban areas</p> <p>Socio Factor</p> <p>Population of the City of Rijeka is 122,424. The metropolitan area, which includes adjacent towns and municipalities, has a population of more than 240,000</p> <p>Manufacture and service city with majority of Croat inhabitants (82.2%), along with small numbers of Bosnians, Slovenes and Serbs. Every year and tourist city</p> <p>Technological Factors</p> <p>The rich history of the city, its nature assets and abundance of abandoned industrial heritage could attract companies developing cognitive technologies to move to a</p>
<p>Spatial integration</p> <p>See attached Economic Landscape, map in 3D spatial integration of cultural capital</p> <p>Cultural capital</p> <p>Transportation</p> <p>Tourism amenities</p> <p>Land use</p>	<p>Adaptive reuse</p> <p>Indoor spaces</p> <p>Outdoor spaces in front of Children's House</p> <p>spots to be identified in the woods, meadows, parks, nearby mountains, sea side (city beach)</p>	<p>Partnerships</p> <p>Rijeka's Municipality</p> <p>(Education, culture, youth and environment departments)</p> <p>Rijeka's agglomeration: Kana, Vukova, Jela, Vukovica</p> <p>opreita, Cavin, Lovren</p> <p>mušičević Štepa, Kucera</p> <p>cultural industries' companies from the agglomeration and beyond</p> <p>public and private entities from the agglomeration,</p> <p>culture centers, museums, libraries, and other cultural institutions from the agglomeration and beyond</p> <p>Associative and international cultural players</p> <p>City's Friends of Rijeka and culture partners</p> <p>interested in exchange programs</p> <p>Sound and light companies: G.I.S., dBino, Cycotima, Sinterade</p> <p>Music shops: mediatore, muziker, daniel, musicshop.hr</p> <p>Bookable food stores: bibilo, Gerden, TON</p> <p>Small local companies</p> <p>Regional companies/banks that support such initiatives: Zagrebačka banka, HVA, Erste bank, Medija, JG, dnevniko from Rijeka</p>	<p>Value proposition and creation</p> <p>Film literacy and production workshops</p> <p>Traditional and digital communication means (Newspapers and social media)</p> <p>radio/online/TV, internet, and radio stations (Korun, Laguna, )</p> <p>PR agencies</p> <p>Rijeka tourist center</p>	<p>Users, "customers" &amp; other stakeholders</p> <p>Users: teens (14-18 years-old)</p> <p>consumers: parents, schools (as part of media literacy lessons), teens themselves-pocket money, (school universities (pre-education programmes))</p> <p>Punk rock music/scene show</p> <p>Users: children (9-12 years-old)</p> <p>customers: schools, families, music production houses</p> <p>Art and nature workshops</p> <p>Users: children (5-12 years-old)</p> <p>customers: schools, summer and winter camps, families</p> <p>Theatre production workshops</p> <p>Users: children (10-1)</p> <p>consumers: schools, tourists, parents and families</p>	<p>External Factors</p> <p>Felicit Factors</p> <p>Rijeka municipality is very supportive and keen at establishing a rich culture hub in the city</p> <p>Therefore, the municipality is committed to realising the building and then to adaptive reuse. The EU is actively engaged and it supported financially</p> <p>EU/CR2020 with 25,500,000 Euros from EU funds applications and programmes.</p> <p>Economic Factors</p> <p>At the City level, there is a program aimed at encouraging the development of entrepreneurship in the city. It includes 24 measures being at strengthening the competitive positioning of entrepreneurs in the market, combining practical education and better information on entrepreneurship, improving the conditions that relate to available financial resources, using entrepreneurial spaces in order to realize entrepreneurial ventures, raising the level of entrepreneurial culture and resolving social problems by applying entrepreneurial principles.</p> <p>Small entrepreneurs predominate in the structure of the Rijeka economy, both by number of entrepreneurs (78%) and by number of employees (76%). Also small entrepreneurs in Rijeka make 42% of total income and participate with 43% in investments in fixed assets</p> <p>Unemployment rates are high</p> <p>The city benefits from a central geographic location, and strong workforces</p> <p>Public transport is organized by buses and covers the whole area of the city and its suburban areas</p> <p>Socio Factor</p> <p>Population of the City of Rijeka is 122,424. The metropolitan area, which includes adjacent towns and municipalities, has a population of more than 240,000</p> <p>Manufacture and service city with majority of Croat inhabitants (82.2%), along with small numbers of Bosnians, Slovenes and Serbs. Every year and tourist city</p> <p>Technological Factors</p> <p>The rich history of the city, its nature assets and abundance of abandoned industrial heritage could attract companies developing cognitive technologies to move to a</p>	
<b>OUTPUTS</b>						
<p>Costs [1]</p> <p>The capital expenditures and operational costs associated to the solution:</p> <p>Variable costs:</p> <p>Equipment: 6000 Euros/year</p> <p>Energy, water, raw materials required for sourcing, manufacturing, distribution 3000 Euros/year</p> <p>Services services: 10000</p> <p>Fixed costs:</p> <p>Internal staff: 1 full time and 3 part-time/yr 42000 Euros/year</p> <p>External staff: 14238 Euros/year</p> <p>Recurring costs (admin, energy, insurance, loss, etc.) = 1300 Euros/year</p> <p>Total cost= 32438 Euros/year</p>	<p>Contribution to the Whole - Sustainable Development Goals</p> <p>SDG4: Quality Education</p> <p>SDG5: Gender equality</p> <p>SDG7: Affordable energy</p> <p>SDG11: Sustainable cities and communities</p> <p>SDG12: Responsible consumption</p> <p>SDG13: Climate action</p> <p>SDG16: Peace and justice</p> <p>SDG17: Partnership for the goals</p>	<p>Benefits [2]</p> <p>The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following modes:</p> <p>(1) Unlimited subscription: municipalities of the agglomeration (10) can subscribe to all available activities 300 euros x 12 months x 10 municipalities 60000 Euros per year</p> <p>(2) Fixed fee: for individual customers who are willing to pay 10-20€, more than regular price to enrol in one activity so the excess money goes on the account for disadvantaged children. 60 euros x 40 x 2 semester 4800 Euros + 100 euros x 60 children x 2 semester 12000 Euros 16800 Euros</p> <p>(3) Advertisement: for companies from the agglomeration and beyond 800€ euros per month x 12 months=9600 Euros</p> <p>(4) Crowdfunding: citizens of the agglomeration will crowdfunding for the punk/rock show and film literacy and production workshops, 5 euros x 10k =50000.</p> <p>(5) Subscription: 20 subscriptions during summer and winter breaks, 2 songs x 12 euros x 10 children x 2 activities 1200 Euros</p> <p>(6) Products: products of the punk/rock show and theatre production: 100 items/semester activities 1000 Euros</p> <p>Total revenue: 41300 Euros per year.</p> <p>Benefits to the "whole" will be generated by adopting the following Circular Business models: [1] Reducing (reduce the use of raw materials); [2] Recycling (recovery and recycling); [3] Circular; [4] Regeneration &amp; restoration; [5] Reparability; [6] Closed loop design.</p> <p>Inclusion adopted modes: [1] Total or partial OVI [2] Frugal; [3] Micro-franchise; [4] Bottom of the pyramid; [4] Low-tech</p> <p>Local &amp; collaborative modes that are activated are: [1] Local partnership; [2] Community recognition; [3] Local ownership; [4] Community trust; [5] Community experience; [6] Mutualization; [7] Fair wages; [8] Collaborative production/distribution; [9] Micro-franchise; [10] Functional cooperation; [11] Crowd sourcing and collective intelligence.</p>				

### Solution 3: STEM Hub

City/site/building: Rijeka, Children's House							
Team: STEM Hub							
Date: 28 April - 2 June 2020							
CONTEXT	PROCESSES	VALUE PROPOSITIONS	PEOPLE	EXTERNAL ENVIRONMENT			
<p>Historic Urban Landscape mapping</p> <p>See attached Economic Landscape map n.6 cultural capital:</p> <p>Tangible heritage (listed)</p> <p>Cultural assets (Not-listed)</p> <p>Natural assets</p>	<p>Resources</p> <ul style="list-style-type: none"> <li>- skills in math, physics, engineering, education, programming</li> <li>- stable employees, lecturers</li> <li>- several spaces in the Children's House and the playground outside for workshops and for storage</li> <li>- computers, laboratory equipment, software, electronics</li> </ul>	<p>Solution</p> <ul style="list-style-type: none"> <li>- mixture of a museum, workshop, laboratory, lecture place and playground</li> <li>- promotion: online, newspapers and TV/radio</li> <li>- online lectures (video, text)</li> <li>- checkboxes for all online features that are available by Opatje Kuća</li> <li>- making of products/results that will be developed and profitable for partners</li> <li>- finding solutions and developing the products together: learning opportunities, future job opportunities for young</li> <li>- Promoting collaboration and co-creative work</li> </ul>	<p>Channels</p> <ul style="list-style-type: none"> <li>- WEB, DM, Streaming channels</li> <li>- Online, Papers and TV/radio promotion</li> <li>- School and educational facilities: boards, newsletters, school newspapers</li> <li>- City of Rijeka</li> </ul>	<p>Value co-creation and co-creation</p> <p>Our solution proposes STEM learning concept for Opatje Kuća through playing and experimentation in workshops, children's playground and museum. Parents, children and youth as well as teachers will gain more skills and spend quality time together.</p> <p>This kind of unique educational proposal is focusing more on individuals' interests and connects STEM stakeholders with educators and interested youngsters.</p> <p>The program offers children/youth from different age periods a variety of programs to engage accordingly: from STEM museum and playgrounds towards the fabrication lab and workshops. The educational experimental box is offered as a product which enables children/youth to experiment and develop STEM skills at home.</p> <p>The proposed STEM Hub helps:</p> <ul style="list-style-type: none"> <li>- schools to organize practical classes through playing, experimenting and workshops</li> <li>- parents to organize quality time with their children</li> <li>- children and youths to gain new skills</li> <li>- teachers to gain more skills</li> </ul>	<p>End users, 'customers' &amp; other stakeholders</p> <ul style="list-style-type: none"> <li>- users: children &amp; youth, parents, teachers and educators</li> <li>- stakeholders: schools and educational facilities, providers of STEM services, philanthropes</li> </ul>	<p>Needs</p> <ul style="list-style-type: none"> <li>- learn through experience</li> <li>- knowledge</li> <li>- improvement of interests</li> <li>- space to experiment: see what they would like to do in the future</li> <li>- creative space and time to spend together with or without children (safe environment)</li> <li>- spend quality time with children</li> <li>- equipment and space</li> <li>- know-how</li> </ul>	<p>External Factors</p> <p>Political Factors</p> <p>Rijeka Municipality is very supportive and keen at establishing a rich cultural hub in the city. Therefore, the municipality is committed to reactivating the building and attain its adaptive reuse. The EU is actively engaged and it supported financially (COCC2020 with 22.500.000 Euros from EU funds applications and programmes).</p> <p>Economic Factors</p> <p>At the City level, there is a program aimed at encouraging the development of entrepreneurship in the city. It includes 24 measures aiming at strengthening the competitive positioning of entrepreneurs in the market, obtaining practical education and better information on entrepreneurship, improving the conditions that relate to available financial resources, using entrepreneurial spaces and information infrastructure in order to realize entrepreneurial ventures, helping the real of entrepreneurial culture and resolving social problems by applying entrepreneurial principles.</p> <p>Social Factors</p> <p>Small entrepreneurs predominate in the structure of the Rijeka economy, given by number of entrepreneurs (99%) and by number of employees (33%). Also small entrepreneurs in Rijeka realize 43% of total income and participate with 43% in investments in fixed assets.</p> <p>Unemployment rates are high</p> <p>The city benefits from a central geographic location, and strong workforce:</p> <p>public transport is organized by buses and covers the whole area of the city and its suburban areas</p> <p>Social Factors</p> <p>Population of the City of Rijeka is 138.624. The metropolitan area, which includes adjacent towns and municipalities, has a population of more than 240.000.</p> <p>Multicultural and diverse city with majority of Croat inhabitants (82.53%), along with small numbers of Bosniaks, Italians and Serbs.</p> <p>Very safe and tolerant city</p> <p>Technological Factors</p> <p>The rich history of the city (its natural assets and abundance of abandoned industrial heritage could attract companies developing specialized technologies to meet to a</p>
<p>Spatial integration</p> <p>See attached Economic Landscape map n.10 spatial integration of cultural capital:</p> <p>Cultural capital</p> <p>Transportation</p> <p>Tourism amenities</p> <p>Land use</p>	<p>Adaptive reuse</p> <ul style="list-style-type: none"> <li>- Use indoor spaces</li> </ul>	<p>Partnerships</p> <ul style="list-style-type: none"> <li>- Other similar facilities and/or services (PeešPoka - for example)</li> <li>- Timertown, PeešPoka, CTK-Testa Centre, CTK Centre, Park Oranosti</li> <li>- City of Rijeka - participating with organizing and playing for children transportation</li> <li>- Government and Ministry of Education, City of Rijeka, Region Primorsko Goranska županija</li> <li>- producers and developers of games, technological stuff, etc.</li> <li>- Developers of educational solutions (Arduino, Raspberry Pi, ...)</li> </ul>	<p>Partnerships</p> <ul style="list-style-type: none"> <li>- children who wants to improve their knowledge to gain new skills, be with their friends with similar interests.</li> <li>- The activities of the STEM Hub organized by educated lecturers skilled in particular fields (unlike in conventional school education). Our business model is related to monthly subscriptions, daily tickets to visit lab, educational facilities and museum, and selling educational boxes. Also equipment, space and materials can be rented to innovators, students and scientists to place their ideas to real world.</li> <li>- The STEM Hub connects STEM stakeholders with the young generation.</li> <li>- The STEM Hub wants to implement STEM knowledge into Opatje Kuća.</li> </ul>	<p>Governance</p> <p>Owner: Rijeka Municipality</p> <p>The City of Rijeka foresees that the children's house program will be managed by three cultural institutions: Art-Kino, the Rijeka Puppet Theatre and Rijeka Civic Library</p> <p>External Organizations will collaborate with the owner and the managers of the brick building.</p>	<p>Costs [-]</p> <p>The capital expenditures and operational costs associated to the solution:</p> <p>Variable costs:</p> <p>Equipment: goods rent 18000+ consumables 3000+ 23000 Euro/year</p> <p>Energy, water, raw material required for sourcing, manufacturing, distributions 8000 Euro/year</p> <p>External services: 5000</p> <p>Fixed costs:</p> <p>Internal staff: 120000+ program manager 1100 + 12600 Euro/year</p> <p>External staff: 15000 Euro/year</p> <p>Recurring costs (admin, energy, insurances, loans, etc.) = accounting 4800+ insurance 1200+ 6000 Euro/year</p> <p>Total costs: 79300 Euro/year</p> <p>Examples of costs: Utilities; logistics; equipment Purchase and maintenance; salaries &amp; reimbursements; building maintenance; building operation</p>	<p>Contribution to the Whole - Sustainable Development Goals</p> <p>Our main sustainability dimension is focusing on quality education, by providing to access to everyone. Good jobs and economic growth are linked to well-to-improved skills in STEM sector. Responsible consumption and partnerships for the sustainable goals are dependent on the creation of better jobs and opportunities. Sustainable cities and communities depend on better value of higher level of knowledge and skills in all fields. Flexibility and creativity to impose technological solutions tackling with environmental impacts.</p> <p>SDG4: Quality Education; SDG5: Gender equality; SDG6: Clean water and sanitation; SDG7: Renewable energy; SDG8: Good jobs and economic growth; SDG9: Innovation and Infrastructure; SDG10: Reduced inequalities; SDG11: Sustainable cities and communities; SDG12: Responsible consumption; SDG17: Partnerships for the goals</p>	<p>Benefits [+]</p> <p>The financial sustainability of the project will be guaranteed through generating enough revenue streams using the following models:</p> <p>(1) Subscription: 600 users per year (children, youth, parents) will subscribe to STEM Education for children and STEM Museum &amp; Playhouse specialized workshops. 16 000 euros</p> <p>(2) Single Entry Ticket: 3700 user per year 29 100 euros</p> <p>(3) Educational Experimental Boxes 600 euros</p> <p>(4) Sharing &amp; Renting STEM Equipment, tool and material and space - per hour: 150 kn / hour, 20 hours / week, 1040 hours / year=20 640 euros</p> <p>(5) Sharing &amp; Renting STEM Equipment, tool and material and space - per day: 700 - 1000 kn / day - average 850 kn / day / year= 11200 euros</p> <p>Total revenue: 477 340 euros per year.</p> <p>Benefits to the "whole" will be generated by adopting the following Circular Business models: (1) Repairability; (2) Reusing (reduce the use of raw materials); (3) Reuse; (4) Circular; (5) Returnable Ho Packaging inclusion adopted models: (1) Buy one give one; (2) Total or partial DDI; (3) Low tech; (4) Collective purchase; (5) Frugal; (6) Inclusive production Local collaborative models that are activated are: (1) Nudge; (2) Functional cooperation; (3) Collaborative/productive distribution; (4) Mutualization; (5) Local partnership; (6) Local sourcing; (7) Community trust; (8) Community experience; (9) Micro-franchise; (10) Micromanufacturing; (11) Direct distribution channels</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- Diverse program as attraction</li> </ul>



## **Circular Business Model workshop Salerno**

**Tuesday 14 May, 2020, 13:30-17:50**

**Remote session 1**

### **Session opening 13:30-14:00**

The Zoom session opened at 13:15 in order to anticipate technical issues. At 13:30 sharp the session was inaugurated with the three CLIC partners, Salerno municipality, IRISS-CNR and ICHEC Brussels Management School, welcoming the participants. Prof. Luigi Fusco Girard explained to the participants the vision of CLIC and its framework. Afterwards, the workshop designer and facilitator, Philippe Drouillon, introduced the participants to the circular economy strategies, how we envisage the solution to become desirable, feasible and viable and how circularity will be incorporated throughout the entire process. Furthermore, he talked the participants through the program of the session and introduced them to the tools that will be used during the session, namely: Zoom and Mural.

Philippe Drouillon also explained the challenge, aka the context and objectives as follows:

The Municipality of Salerno has received 14 proposals for its recent public consultation. This consultation aimed at involving all interested stakeholders in identifying adaptive reuse activities for the Edifici Mondo complex in the upper part of the historic center of Salerno which is currently unused. During the business model workshop, participants will work together on increasing the strength and robustness of the 10 selected proposals. By tapping into the collective intelligence, the selected proposals will become circular, desirable, feasible, and economically viable.

### **Getting to know each other 14:00-14:30**

These thirty minutes were dedicated to facilitating interactions and helping the participants to get to know each other better around 4 themes:

- Professional background: What's my current job?
- Reason for enrolling: What does motivate me to be here?
- Professional competences: What do I bring to this workshop in terms of skills/experience?
- Soft skills: What is my main hobby?

The participants were set up in 5 groups in order to discuss and share their answers in breakout rooms.

### **Inspiration time 14:30-15:10**

Urban activist Michael Van Balen was engaged in the workshop as an expert to inspire and support the participants during the participatory co-design process. For the first twenty minutes he presented inspiring projects from his hometown Leuven in Belgium and additional twenty minutes were allocated to Q&A session.

### **Pitch time 15:10-16:00**

Ideas were presented to the audience in plenary in a pecha kucha 20x20 mode (20 images x 20 seconds = 400 seconds). Each team had 400 seconds to present its idea. The objective was to get acquainted with all the ideas. The majority of the participants presented in Italian. Only the 10 (selected out of 14) projects were invited to pitch their ideas. The remaining 4 groups were nevertheless invited to participate and attend the workshop.

N.	Title	Graphic elaborates	Selected proposals
1	Hotel Complex "Plajuim Montis"	No	X
2	SALERNO (re)STARTS - Diffused Hotel in the Historic Center Regeneration of the historic center for the development of tourism and youth entrepreneurship	Yes	X
3	Reggia di Salerno	No	X
4	The identity between tradition and innovation: solidarity, art, science and knowledge for the rebirth of the ancient center of Salerno	No	X
5	Solidarity condominium Hippocratica Civitas (eventualmente UBI AMOR FELICITAS) - urban solidarity and resilience	Yes	X
6	Hippocratica Hills Health Heritage Hub	Yes	X
7	Academy ASSE3 T Academy for the Environment and the Empathetic-Ethical-Ecological-Economic Sustainable Development of the Territory	No	
8	Tourism Learning Based	No	
9	School hotel	No	
10	Discreet interventions for the reactivation of Edifici Mondo	Yes	X
11	The Awakening of the Senses	No	
12	The house of music	Yes	X
13	Water paths	Yes	X
14	Creative reuse of abandoned buildings under an artistic key	No	X



ICHEC provided a pitch template beforehand as follows:

	<b>CLIC</b> SALERNO – May 2020 <b>Workshop</b>	 <p style="font-size: small;">This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758</p>
<b>IDEA TITLE</b>		
<b>IDEA DESCRIPTION</b> (in 2 paragraphs)		
<b>CIRCULARITY DIMENSIONS OF THE IDEA</b>		
<b>TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA <u>DIRECTLY</u> CONTRIBUTE ?</b> <i>Keep SDGs that are directly related to your idea and remove other ones</i> <i>For more information on SDGs : <a href="https://www.undp.org/content/undp/en/home/sustainable-development-goals.html">https://www.undp.org/content/undp/en/home/sustainable-development-goals.html</a></i>		



Ten projects were pitched during session one.



	<p>CLIC SALERNO – May 2020</p> <p>Workshop</p>	 <p>This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758</p>
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**IDEA TITLE:** The hotel/receptive complex of « plajum montis »

**IDEA DESCRIPTION** (in 2 paragraphs)

We propose to repurpose the ancient monasteries of Santa Maria della Consolazione, San Pietro a Maiella and San Giacomo, San Francesco d'Assisi finalized to convert into a hotel complex that is consistent with the original typological systems and with the sites morphology. These conventual complexes were autonomous "worlds" being previously located between the garden terraces of Plajum montis.

Each monastery is a "locus conclusus", separated from the urban fabric of the old town, reserved part of the town to be a so called extra-urban area. At some point in time, the monastery ceased its religious purpose and became a jail. This fact accentuated its connotation of autonomous facts.

The proposed conversion aimed at a productive function making it possible to recover abandoned buildings and cultural heritage. It also enhances the original landscape and urban routes along with the revitalization of the historical part of the town.

This proposal is in accordance with the lines of Salerno's economic and urban development. Salerno has vastly become a tourist magnet and has experienced high volume of visitors in recent years. This supports the feasibility of the implantation and qualification of the offer of structures dedicated to hospitality, regarding accommodation, events and support services for tourism. The hotel complex "Plajum montis" provides the town with an attractive and specific and attractive structure. It is proposed to be a significant structure for its extraordinary scenery, for the quality of buildings and its environment, and because it is part of historical fabric of the town.

**CIRCULARITY DIMENSIONS OF THE IDEA**

The proposal to convert the monastery into a hotel complex pursues the objectives of the adaptive reuse of the cultural heritage in circular economy perspective in that it enhances and regenerates an important cultural heritage and can generate income for its funding over time.




The reuse in this sense of the three monasteries produces an improvement in the urban quality and increases ability to attract more tourism.


It takes a regeneration of a part of the town in order of an urban sustainable development with a limitation of land use.

The proposal can support technical and economic feasibility of the project to repurpose and to increase the value of the former monasteries of Santa Maria della Consolazione, San Pietro a Maiella e San Giacomo, San Francesco d'Assisi. It is able to attract private investment and entrepreneurial initiatives.

Accommodation is an important factor in economic and social development. It creates numerous direct and indirect employment, for this reason providing accommodation is classified as public interest, also for the Campania region law 15/1984. For this reason, this proposal allows the adoption of procedures to enhance the purpose, the value and economic use of public real estate assets, ex law 410/2001, and the use of public and private partnerships.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**

 <p>3 GOOD HEALTH</p>	 <p>7 RENEWABLE ENERGY</p>	 <p>8 GOOD JOBS AND ECONOMIC GROWTH</p>	 <p>9 INNOVATION AND INFRASTRUCTURE</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>12 RESPONSIBLE CONSUMPTION</p>
 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>			

	<p>CLIC Workshop SALERNO – May 2020</p>	 <p>This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758</p>
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**IDEA TITLE:** SALERNO (re)STARTS - Hotel diffuso citta' storica

**IDEA DESCRIPTION** (in 2 paragraphs)

Salerno Restarts' plan is creating a mix of activities (accommodation, student services, start-up and co-working) that will encourage young people to use them. Today, many young people live in Salerno for short or medium-long periods of time and for various reasons (tourism, work and training) and the city does not provide them with adequate services. Since young people are very active and prone to social and cultural enterprise, the repopulation of this urban area with this social segment is able to give life to a process of spontaneous urban regeneration.

Alongside these main functions, it is planned to equip each complex with the business activities necessary to ensure the sociality of the place and to offer the possibility of investment also to small local businesses. Therefore, the project provides for the establishment of various types of refreshment places, nightclubs, spaces for physical wellness, incubators for start-ups and spaces for the dissemination of ideas. It is also planned to transform the roofs of some buildings into real piazzas/public spaces from which you can enjoy the beauty of the Gulf of Salerno. In this way, the upper and lower part of the historic center are reconnected through the insertion of some vertical connection elements.

**CIRCULARITY DIMENSIONS OF THE IDEA**

**Economic dimension:** the strength of the project is guaranteed by the diversification of the business (accommodation, rooms, hospitality, catering, commerce, services) which allows to share not only the risks but also the resources and skills.



**Environmental + technical dimensions:** the reuse of abandoned buildings for the creation of different services and activities that the city needs to reduce land use to zero. The target assigned to the mission are young people. At this moment in history they are the most attentive to the use of renewable sources and the reduction of waste

**Social dimension:** all the buildings present themselves as a systemic organism where young people take a leading role: this mix of services and activities can generate a virtuous system in which users and operators are the protagonists of a process of economic development and social inclusion.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



The image displays eight Sustainable Development Goal (SDG) icons arranged in two rows. The top row contains icons for: 7 RENEWABLE ENERGY (yellow), 8 GOOD JOBS AND ECONOMIC GROWTH (maroon), 9 INNOVATION AND INFRASTRUCTURE (orange), 10 REDUCED INEQUALITIES (pink), 11 SUSTAINABLE CITIES AND COMMUNITIES (orange), and 13 CLIMATE ACTION (green). The bottom row contains icons for: 15 LIFE ON LAND (green) and 17 PARTNERSHIPS FOR THE GOALS (dark blue).

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**IDEA TITLE:** Reggia di Salerno

**IDEA DESCRIPTION** (in 2 paragraphs)

I have a dream: to re-bring Palazzo San Massimo to the ancient magnificence. A cultural hub, with a millennial history, with infinite stories to tell to the visitors. A modern museum, framed between the Amalfi Coast and the Cilento area, which is able to valorize all the surrounding territory, becoming a reference point. Ideally, considering that this place has 4 floors, at least two floors should be dedicated or related to the enormous heritage of the city of Salerno, among Roman's, Longobard's and Norman's period, while the remaining space could allow rooms for workshops and teaching. A new conception of museum layout, where the modern technologies are the master cores, able to both explain in the best way) the glorious past, and to know how to interact with the youngers. Among the target of "Reggia di Salerno", there is also the interface with school word, in order to let the citizens, grow with the historical knowledge, already in adolescence.

We must give prestige to School of Salerno, not only from the medical point of view. Giving the impulse to other teaching courses, such as philosophy, archaeology, handicraft, coding, gaming, music, planning. There will be place for modern classrooms at disposal of students, with a space for co-working, for all people and family that wish to spend their time to improve this place and to increase the competences and professionalism of all community.

The presence of a contest dedicated to the history of Salerno, increases the immaterial patrimony of the city, and the establishment of study center that focuses on all these efforts, gives a new impulse to our territory.

We need all of these studies to involve the community of Salerno, and to make this site more and more dynamic, creative, able to form many young people, willing and able to share the numerus glorious pages of the story and of the future of Salerno.


**CIRCULARITY DIMENSIONS OF THE IDEA**

The school of Salerno was the first cultural center that gave to woman a real power to impact on the society. The gender equality is a factor that can't be postponed. We need a cultural district that exalts the importance of women, making them a fulcrum of decision making processes. A secular institution that improves the quality of education, and has the potential to increase great jobs, as such as archeologists, scientists, researchers, tourist guides, artisans, musicians.


All these jobs can have benefits from this idea, because they are founded on the human capital of the communities, and this foundation would consolidate this state.

Reuse the space to recover the past and to get the capacity, through the sciences and a clever work of analysis and organization, to design a brilliant future with the highest social and territorial standards.


**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**




4 QUALITY EDUCATION




5 GENDER EQUALITY




8 GOOD JOBS AND ECONOMIC GROWTH




9 INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES







15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS

	<p>CLIC SALERNO – May 2020</p> <p>Workshop</p>	 <p>This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758</p>
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<p><b>IDEA TITLE:</b> The identity between tradition and innovation: solidarity, art, science and knowledge for the rebirth of the ancient center of Salerno.</p>
<p><b>IDEA DESCRIPTION</b> (in 2 paragraphs)</p> <p><b>Palazzo San Massimo</b> A dual function is proposed. 1) Specialised research and professional training centre, through:</p> <ul style="list-style-type: none"> <li>• training courses on tourism and cultural heritage management;</li> <li>• the creation of open innovation environments in the fields of traditional and digital art and crafts, establishing complementarity and interrelationship between the different territorial knowledge (cross-fertilization), stimulating social innovation processes and promoting the ideation of innovative products to support, moreover, the reabsorption of unemployment (especially youth).</li> </ul> <p>2) Permanent Observatory on the integrated development of the ancient centre (as per URBAN 1994 program) to ensure fruitful coordination and to avoid future phenomena of gentrification, touristification etc.</p> <p><b>Convents of San Francesco d'Assisi and of San Pietro a Maiella e San Giacomo</b> In an integrated perspective, the foundation of a Museum of Contemporary and Street Art is proposed for <i>San Francesco</i> and a Multipurpose resource centre for artistic and social activities for <i>San Pietro a Maiella e San Giacomo</i>, in order to:</p> <ul style="list-style-type: none"> <li>• encourage reflection on the ethics and methods of presentation of the cultural heritage, as well as respect for diversity of interpretations (Faro Convention, 2005);</li> <li>• refunctionalize the historical-architectural heritage by creating "community centres" within the neighbourhoods as well as new social gathering opportunities for the community;</li> <li>• support the creation of a museum network in Salerno (<i>Gallerie dei Musei Salernitani</i>);</li> <li>• build up an innovative centre, in collaboration with <i>San Massimo</i>, focusing on technologies and processes development for cultural offer exploitation (local, distributed, virtual) through the tools of AI, VR, AR and productive gaming, extending the set of high knowledge content's services;</li> <li>• to develop and promote different artistic expressions (e.g. photography, drawing, painting).</li> </ul> <p><b>Convent of Santa Maria della Consolazione</b> Permanent function: Centre for the promotion of the Mediterranean Diet and of the autochthonous food and sea products, with scientific-cultural insights on nutrition, aimed at the dissemination of a healthy food model and local products' enhancement. Temporary function: Congress and Exhibition Centre to promote debates, seminars and meetings. Affirm Salerno as capital of healthy, social and eco-sustainable city-tourism.</p> <p><b>"Garden-city" concept</b></p> <ul style="list-style-type: none"> <li>• remodelling the green spaces in terraced and botanical gardens with services, enhancing the historical-identity representation of the "Schola Medica Salernitana" (within the European network of historic botanic therapeutic gardens and the wider European Cultural Routes) and enriching the present tourist offer consisting of the <i>Giardini della Minerva</i> and the <i>Villa Comunale</i>, from an integrated perspective.</li> <li>• Create a shared city-garden to actively preserve the philosophy and products of the Mediterranean Diet and to educate and raise awareness on agriculture and green themes.</li> </ul>
<p><b>CIRCULARITY DIMENSIONS OF THE IDEA</b></p> <p>The idea is consistent with the circular economy's goals in that it proposes to transform abandoned places into "living" systems, and as such regenerative, encouraging synergies and cooperation between public and private subjects. The proposal aims at contributing to the resilience of the city-territory system over time, deriving most of its resources from the surrounding area and promoting green and nature-based solutions.</p> <p>From a social point of view, the circular reuse project is oriented towards generating a strong, active and conscious community, a "heritage community" (Faro Convention, 2005) which in turn takes care of its heritage (widely understood), in a virtuous circular process. The circular reuses proposed here are aimed at affirming the importance of culture in Salerno's community, spreading the overall awareness that the reuse of tangible cultural heritage also reproduces intangible values: cultural-identity values. This is a necessary starting point for giving the "community" new cultural meanings and horizons, stimulating contemporary values related to the original and traditional ones. Circularity cannot be attained without this achievement.</p>

<p><b>TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?</b></p>			
			

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**IDEA TITLE:** Condominio solidale – ubi amor felicitas

**IDEA DESCRIPTION** (in 2 paragraphs)

A "Social Housing" Project for those who wish to live like in their own home, but with a "pinch" of extra *care*. The fundamental rule of the condominium will therefore be: "the solidarity code of living". No one is so poor that they do not have something to donate and share with others, ready to experience: "one at the service of others for the common good".

A series of mini-apartments, capable of accommodating families of one, two or three people. The Solidarity Condominium: it is characterized by the presence, in addition to housing, of common areas and the offer of services / social services organized by the Social Manager (Cooperative of young people, or condominium users themselves, young couples with fragility) that could find employment by making themselves available to the community.

The condominium is fundamentally characterized by the presence of common spaces, the AGORA' of the condominium, where the community can live daily moments of socialization such as lunch, gym, medical / nursing clinic, laboratories, living room for various initiatives, etc. The condominium will also be able to benefit from social services and benefits provided by a cooperative made up of the condominium users themselves or young people for whom job prospects would open up. The services will range from shared shopping at home to the shuttle service, from joint purchasing groups to the accompaniment and maintenance at home, from social assistance to lunch and/or dinner at home provided by the manager of the restaurant / bar, the shared caretaker / colf / babysitter, the organization of leisure activities, etc.

The Social Manager, will therefore be a small Community Cooperative, within which both the owners of the condominium housing can act and participate, becoming members, as well as volunteers (civil service, etc.), and other cooperatives (ensuring cleaning, catering, etc.). In fact, with a minimum monthly expenditure to be defined, the necessary expenses will be incurred for the services offered, while other services will be offered by the voluntary activity of the owners/members of the Community Cooperative.

**CIRCULARITY DIMENSIONS OF THE IDEA**

New strategies need to be triggered by activating tools capable of minimizing the inconveniences of everyday life, such as lack of services and mobility, while increasing the supply of space for leisure and interpersonal relations. Urban Welfare actions are therefore increasingly crucial to improve the quality of life of urban residents, mitigating on the one hand the discomforts of urbanity and on the other hand the loss of social bonding of communities.

A sustainable urbanity, is an intergenerational pact, which is articulated in three different synergistic aspects:

- *environmental sustainability, understood as the appropriate use of resources (producing more with less: product life cycle, energy saving, renewable sources);*
- *economic sustainability, understood as accessibility to the building asset by the user for the right to quality of life (economic compatibility, life expectancy, living comfort);*
- *social sustainability, understood as the safety of the production process, safety and protection of the rights of the people involved in the construction of the building and "as product safety", i.e. durability of the building and absence of risks for the people who use it, through the intervention of a "Social Manager", capable of providing services, financial, administrative, community and neighborhood.*

We must therefore be able to create dynamic communities that not only change, not only adapt to new social, economic and environmental needs, but that in this process are able to put in place projects that are capable of providing responses that can withstand the new demands in the long term.

Urban resilience is therefore the ability to continue to exist, incorporating change.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



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**IDEA TITLE:** Hippocratica Hills Health Heritage Hub

**IDEA DESCRIPTION** (in 2 paragraphs)

The idea of strength of the project is to constitute a real citadel dedicated to research and production in the field of health and psychophysical well-being by following the holistic approach of Hippocratic teaching. By rediscovering the Salerno medical tradition and the Eleatic one, it will be possible to project towards the contemporary developments of medical research that hippocratically puts man at the centre in his entirety and the care of body and mind through a scientific approach. The Hippocratica Hills Health Heritage Hub will create a heritage-led circular ecosystem of incubators, laboratories and services specialized in research on health-related issues and dedicated to the creation of artisan products and cultural activities all related to well-being; a complex system integrated in the urban context which enhances the unique intrinsic cultural and territorial potential of the Hippocratica Civitas.

The intervention will have two main lines of action: the first consists in the creation of a green infrastructure connecting the Edificio Mondo with public function, the second is divided into integrated functional layers/levels related to the architectural volumes through which the use of the facilities throughout the day will be favoured. At the centre of this innovative concept is the diversification of the functions of the spaces within the system and the creation of a highly attractive pole of excellence at both local and international level, offering facilities for research, study and medical training, hospitality related activities, the production and transformation of simple medicinal products and derivatives as well as for thematic craftsmanship, all through sharing strategies. Moreover, the Hippocratica Hills Health Heritage Hub will represent a point of reference for well-being tourism destined for an upscale market.

**CIRCULARITY DIMENSIONS OF THE IDEA**

The project has a high social impact which consists in the generation of a highly attractive micro-community or micro-urban productive circular system for investments, through two lines of action: the recovery of architectural basins and the revitalization of the socio-occupational fabric, focusing on the benefits to the community, which over time generate circular economy with a higher socio-employment induced than simple speculative profit.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**

Keep SDGs that are directly related to your idea and remove other ones

For more information on SDGs : <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>



3 GOOD HEALTH




4 QUALITY EDUCATION



7 RENEWABLE ENERGY



8 GOOD JOBS AND ECONOMIC GROWTH



9 INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION



17 PARTNERSHIPS FOR THE GOALS

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**IDEA TITLE:** Discrete interventions for the reactivation of Edifici Mondo

**IDEA DESCRIPTION** (in 2 paragraphs)

The candidates decided to carry out some of the interventions by involving the community, through consultations and self-construction workshops. In most of the cases, spaces have been conceived to host installations, exhibitions, musical and artistic performances, where effectiveness is achieved through the interventions' lightness, flexibility and versatility. The parts of the building to be recovered have been identified according to the degree of accessibility, either the quality of the space or their historical value.



The convent of San Francesco is conceived as a student residence with annexed laboratories, exhibition spaces, study rooms and spaces for events. The project initially aims to recover the internal courtyard, where a space for outdoor concerts is conceived, with a central stage and stands on the perimeter. Hence, the suggested idea is to initially recover the unique space of the court, so that San Francesco can quickly become the venue for cultural and social events, and then host residences and laboratories inside. As far as San Pietro is concerned, the project proposes to recover some rooms on the ground floor and the roof space. The long-term imagined vision is a "Craft Factory". Hence, the spaces are temporarily granted to host business incubators, cultural hubs and shared workspaces. As for Palazzo San Massimo, the project proposes to convert it into a Botanical Research Center, as a detachment from the University of Salerno. Similarly, to San Pietro, also in this case it is envisaged to recover the flat roof first, redirecting its use to the cultivation of botanical essences. Finally, with regard to the former convent of Santa Maria della Consolazione, the long-term vision envisages to convert this complex into a multifunctional center to host the numerous associations of Salerno. In the short-term vision, the project aims to recover the former convent church: a new roof is designed to allow the light to enter into the space. This first ambient will be the venue for assemblies between associations working on the redevelopment process of the historic center: a permanent laboratory on urban transformations in Salerno.

**CIRCULARITY DIMENSIONS OF THE IDEA**

The project proposal conceives two timeframes: a short-term one and a long-term one. Since the long-term scenario is not feasible in the short term due to the lack of economic resources and the complexity of the area, discrete interventions in size and costs are envisaged to prepare the ground for the long-term vision. Therefore, it is proposed a partial and intermediate but achievable use of the buildings in the present with relatively limited resources, minimizing demolitions and new constructions and using dry assembled elements whose dimensions and weight allow the structure to be transportable, thus limiting at the same time the use of heavy vehicles. The project's strategy aims to obtain, through the implementation of small-scale interventions, a regeneration effect of the abandoned heritage that can keep the whole complex alive over time. Hence, the idea behind is a reuse - sometimes even temporary - that generates a new culture: revitalizing abandoned buildings and then leaving room for definitive enhancement processes.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**

 <p>4 QUALITY EDUCATION</p>	 <p>7 RENEWABLE ENERGY</p>	 <p>8 GOOD JOBS AND ECONOMIC GROWTH</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>12 RESPONSIBLE CONSUMPTION</p>	 <p>13 CLIMATE ACTION</p>
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**IDEA TITLE:** House of music

**IDEA DESCRIPTION** (in 2 paragraphs)

The design idea aims to promote strategies for the reuse of cultural, natural, social and economic resources by interpreting the critical aspects of the building as an opportunity to renew the historic urban landscape for the co-creation of new values. In order to promote territorial synergies, the team rethinks the Convent as the central node of public green spaces, which, connected together, form a green mesh of reactivated areas.

Nature-based approach lets us to select ecological technologies able to connect to the elements of the building system respecting their identity. The reuse of the structure as the fulcrum of a set of public gardens leads to rethinking the building as a porous and creative living system, an essential link between the city, the coast and the hill. To do this, it is necessary reversing the vocation of closure of the convent towards an opening to the city. The different altitudes that characterize the convent become new access points to the property, the use of them allows citizens to reach places in the city at different altitudes. The study of connections is aimed at enhancing the usability of the building according to a macro, meso and micro approach of the connections.

From the suggestion of the presence of significant places in the city, the "House of Music" was born as activity empowerment of the "Giuseppe Martucci" Conservatory. A multifunctional residence accommodates both the musicians in learning and users to participate in musical and creative laboratories. The articulation of the functions follows a double logic: horizontal distribution by type compatibility, and a vertical one to open the building to the community.








**CIRCULARITY DIMENSIONS OF THE IDEA**

In circular economy perspective, the Convent of San Francesco could be a cultural infrastructure capable of generating value. The recovery project aims attribute a market value and to the reactivation of the structure's life cycle.

The choice of the new function depends on the continuity relationship with existing cultural heritage. The House of Music opens to the city enjoying the growth of the social and economic values of the urban context and regenerating shared cultural horizons, with the aim of extending the identity value that the community recognizes to the creativity of the site.

The intervention proposes the reuse of existing resources, raw materials and systems, to reduce the state of degradation and encourage operations to enhance the existing. The functional choice makes the nature-based approach its own to regenerate the property: new unit de-charred and cohesive in all its parts.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**

 <p>4 QUALITY EDUCATION</p>	 <p>7 RENEWABLE ENERGY</p>	 <p>8 GOOD JOBS AND ECONOMIC GROWTH</p>	 <p>9 INNOVATION AND INFRASTRUCTURE</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>12 RESPONSIBLE CONSUMPTION</p>
 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>				


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**IDEA TITLE:** Water paths

**IDEA DESCRIPTION** (in 2 paragraphs)  
Over the centuries Salerno has gone through several historical phases which defined the city spaces, architecture and landscape in a peculiar way. The medieval conformation of the old town center derives from a deep relationship with the water system, which for centuries has fed widespread thermal plants and which gave shape to the so-called *orti cinti*, a series of terraced gardens that develop eastward of the Fusandola creek in the Plaium Montis area. This context constituted fertile ground for the birth of the Medical School of Salerno and of several monasteries and convents which flourished in such a dynamic and fertile environment. Our project aims at regenerating the ancient conventual structures and modulating the new functions with the material and consistency of the pre-existing buildings, enhancing those without distorting their original characters. The *Orti Cinti* will become a belt around the historical complex which will connect the focal points of this new “micro-city” with well-being, education and hospitality facilities, so as to provide the old city center with an attractive new cluster. New steel paths will complement and recover the surviving patrol paths of the ancient prison. Where the wall is absent the circuit will be completed by suspended red gangways which, winding between the trees and rushing beyond the limits of the complex, will offer new points of view on the surrounding landscape. New elements will be added to improve the attractivity and recognizability of the building: a blue and golden box in the reconstructed last floor of the San Francesco convent, hosting a restaurant, conference rooms, an infinity pool and a terrace above the city.

**CIRCULARITY DIMENSIONS OF THE IDEA**  
In the current reality and precisely by virtue of their “global” value, any proposal regarding the reuse of the “Edifici Mondo” cannot be separated from the Sustainable Development Goals, proposed by the United Nations in the context of the 2030 Agenda, and a generally sustainable approach.  
The idea leading our proposal is to generate a completely circular model based on the usage of water. This element, historically present in the area of the complex will be used in the SPA. This very water remains a valuable resource: even when no more exploitable by the thermal plants it will be irrigating the surrounding garden. The herbs and fruits cultivated in the garden will provide raw material for the restaurant and the tea shop. Renewable energy sources will be exploited to power the thermal plants and all the facilities, with use of geothermal and solar energy coming from tiles covering the roofs and the wall outside the golden box.

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**

 <p>3 GOOD HEALTH</p>	 <p>4 QUALITY EDUCATION</p>	 <p>8 GOOD JOBS AND ECONOMIC GROWTH</p>	 <p>9 INNOVATION AND INFRASTRUCTURE</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>15 LIFE ON LAND</p>
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<p><b>IDEA TITLE:</b> Adaptive and creative, artistic reuse of abandoned buildings</p>
<p><b>IDEA DESCRIPTION</b> (in 2 paragraphs)</p> <p>The idea of reuse is based on the enhancement of the “EDIFICI MONDO” through Art and creativity, making the Buildings become a permanent Center for artistic and cultural activities.</p> <p>The main proposal of this Idea of creative reuse is to enhance sites of historical-artistic value in the city of Salerno and at the same time to involve citizens towards an artistic feeling, as well as to create a network with other realities/company/commercial players such as those of crafts for the enhancement of territorial/local skills.</p> <p>Edifici Mondo would host artistic, creative and cultural activities in the following categories:</p> <ol style="list-style-type: none"> <li>1. Artists' residences</li> <li>2. Theatrical and visual art workshops</li> <li>3. Events, festivals and cultural events</li> <li>4. Involvement and awareness of citizens regarding art, culture and environment</li> <li>5. Promotion of a cultural and creative district in Salerno</li> </ol> <p>The Proposal of the reuse idea promotes a zero carbon building with the use of renewable energy sources. Nature based solutions are also strongly promoted by creating green areas inside and around the building that increase the relation between nature and citizens.</p>
<p><b>CIRCULARITY DIMENSIONS OF THE IDEA</b></p> <p>The project aims to regenerate environmental resources through furniture and artistic installations made with recycled materials. In addition, it would be appropriate to provide for the use of renewable energies for self-sufficiency.</p> <p>Regeneration of economic and financial resources through the generation of positive cash flows: the project provides activities that generate revenues, aimed at covering management and maintenance costs.</p> <p>In addition, the project directly contributes to:</p> <ul style="list-style-type: none"> <li>• Generation of jobs in creative and cultural industry</li> <li>• Contribution to the promotion of a local micro-community following the establishment of a permanent creative center</li> <li>• Improvement of the quality of the historical urban landscape through artistic interventions in the buildings and in the adjacent areas</li> <li>• Contribution to the improvement of air and microclimate quality through awareness-raising actions on environmental issues and the use of energy from renewable sources</li> <li>• Improvement of the cultural livability of the area</li> <li>• Localization of creative, cultural, innovative, art and craft enterprises</li> <li>• Increase in the attractiveness of commercial, tourist, recreational and residential activities</li> <li>• Improvement of the quality of life, health and well-being of the citizens</li> <li>• Increased knowledge of the cultural value of heritage and co-creation of new cultural and social values</li> </ul> <p>The idea of reuse involves several activities that can generate an economic return through the ticket sales, the rental of spaces and accommodation for artists, students and workshop participants. At the same time, these activities also generate an economic impact in the territory thanks to the increase in attractiveness and the influx of people.</p> <p>The activities that can generate positive cash flows are:</p> <ul style="list-style-type: none"> <li>- Artist residences (also promoting participation in projects financed at local, national, European level)</li> <li>- Rental of spaces for photographic, cinematographic sets, private events, exhibitions, artistic performances and workshops</li> <li>- Ticket sales for specific events</li> <li>- Bar/ restaurant rental</li> <li>- Rental of spaces (yoga, fitness, dance, recording room, etc.)</li> <li>- Artistic and cinematographic reviews (also through access to funding for culture)</li> </ul>

<p><b>TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA <u>DIRECTLY</u> CONTRIBUTE ?</b></p>					
					
					



### Break 16:00-16:15

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

### Interaction time with ideas 16:15-16:35

During these 20 minutes, the participants went back to the breakout rooms and worked in teams. Every group had the opportunity to go and read the posters which were available at Mural. Participants were requested to post questions and likes and get more details about the presented ideas.

### Prioritization 16:35-17:00

During the next 25 minutes, participants were asked to prioritize, from the presented proposals, the most important themes they wish to work on during the workshop upcoming sessions. In a nutshell:

- Participants were grouped in teams of 4 people
- Each team assessed the level of attractivity of the different ideas/proposals
- Each team shared its ranking

Participants were asked to assess the ideas/proposals based on the:

- Provided description
- Value proposition from economic, environmental/energetic, cultural and social standpoints
- Main stakeholders

Every participant had 5 votes to attribute in full or partially to one or several proposals.

### Top themes 17:00-17:15

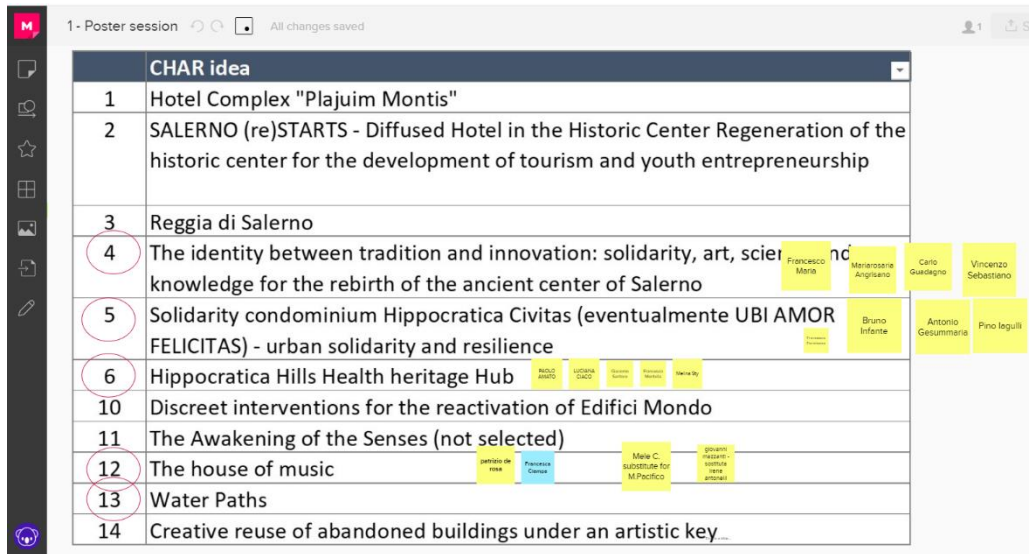
Back to the plenary session, the results were consolidated among teams letting emerge top themes

#	Most voted proposals	Number of votes
1	Hippocratica Hills Health Heritage Hub	21 votes
2	House of music	15 votes
3	Water paths	13 votes
4	The identity between tradition and innovation	10 votes
5	Solidarity condominium	7 votes
6	SALERNO (re)STARTS - Hotel diffuso citta' storica	5 votes
7	Discrete interventions for the reactivation of Edifici Mondo	3 votes
7	The hotel/receptive complex of « plajum montis »	3 votes
8	Reggia di Salerno	2 votes
8	Adaptive and creative, artistic reuse of abandoned buildings	2 votes

### Teams setup 17:15-17:35

Participants were asked to express a preference and group themselves into as many teams as selected themes. During this session, Hippocratica Hills Health Heritage Hub and water paths merged into one group. Therefore, the groups were set up around four themes as follows:

- 1-Hippocratica Hills Health Heritage Hub and water paths
- 2-House of music
- 3-The identity between tradition and innovation
- 4-Solidarity condominium



CHAR idea	
1	Hotel Complex "Plajuim Montis"
2	SALERNO (re)STARTS - Diffused Hotel in the Historic Center Regeneration of the historic center for the development of tourism and youth entrepreneurship
3	Reggia di Salerno
4	The identity between tradition and innovation: solidarity, art, science and knowledge for the rebirth of the ancient center of Salerno
5	Solidarity condominium Hippocratica Civitas (eventualmente UBI AMOR FELICITAS) - urban solidarity and resilience
6	Hippocratica Hills Health heritage Hub
10	Discreet interventions for the reactivation of Edifici Mondo
11	The Awakening of the Senses (not selected)
12	The house of music
13	Water Paths
14	Creative reuse of abandoned buildings under an artistic key...

Image 62: Team set up

**Checkout session 17:35-17:50**

The session was concluded by listening to participants' feedback and comments.



**Monday 18 May, 2020, 09:00-13:05**  
**Remote session 2**

In a follow-up correspondence, the workshop coordinator, Ruba Saleh, informed the participants that for groups to work in agile and effective way, a group should be composed of 4 and could host a maximum of 5 people. Participants were also informed about the possibility of setting up one extra group combining all tourism services in case the quorum of 4 people was reached. Unfortunately, the two participants of Hotel complex Plajum Montis and the two participants of Tourism Learning Based opted for quitting the workshop.

Following the correspondence and participants expressed preferences, the final groups composition was the following:

**Solution 1 Hippocratica Hills Health Heritage Hub and water paths (7 teammates)**

**Solution 2 House of music (7 teammates)**

**Solution 3 The identity between tradition and innovation (6 teammates)**

**Solution 4 Solidarity condominium (7 teammates)**

**Welcome 09:00-09:10**

The Zoom session opened at 08:45 in order to anticipate technical issues. At 09:00 the workshop designer and facilitator, Philippe Drouillon, opened the session with a pulse survey. After the survey, Philippe Drouillon presented the session's agenda and answered all the related questions.

**Team session 09:10-09:30**

The newly set up teams met in breakout rooms in order to get to know more about who is who (based on what has been already produced during the previous getting to know each other in session 1).

**Solution description with the help of the Flourishing Business Model Canvas 09:30-10:20**

The solution description was facilitated by the introduction and use of the circular business model. While context and the external environment were documented during perceptions mapping and economic landscapes mapping conducted previously by ICHEC, the rest of the blocks had to be co-designed. Therefore, the solution description started by defining the following blocks:

From process: resources; adaptive reuse and solutions

From value propositions: Value co-preservation and co-creation

From people: end users / customers; and needs / problems

### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

PROCESS		
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>- building: the entire complex to be divided in Medical and pharmaceutical labs, study and conference rooms, incubators for start-ups, professional training spaces, didactic hotel and restaurants, wellness/therapeutic centre, sky club and pool, fitness area, craft activities spaces, herbal shops and creative enterprises combined with professional training spaces, Museum route and temporary exhibition and Herboristic fab lab.</li> <li>- land: the external space within the complex to be used as a Public green ring</li> <li>- skills, expertise &amp; know how: researchers and scholars; professionals, experts</li> <li>- materials: labs, incubator and professional training spaces equipment and furniture, stationary</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <b>Pharmaceutical research and training</b> (nutraceutical, herbal medicine laboratories and classrooms)</p> <p>Solution component 2: <b>Hospitality</b> (hotel, temporary apartments, scientists' residence (brain gain for researchers, students), thematic gastronomy, conference rooms)</p> <p>Solution component 3: <b>Wellness</b> (SPA, thermal plants, sensorial paths)</p> <p>Solution component 4: <b>Crafts and commerce</b> (RiURBANizzare, educational manufacture)</p> <p>Solution component 5: <b>'Event sky roof'</b> (pool, green roof, club etc.)</p> <p>Solution component 6: <b>Expositions</b> (neuroscientific aesthetics approach, arts and mind club)</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p> <p>The entire Edifici Mondo complex. Our approach toward circularity is based on a circular working and training system. We imagine having a cluster of activities where main resources are locally sourced (a close water system for main facilities and the thermal plants, food and herbs harvested from the gardens for restaurants and research). This hybrid model of functions will guarantee a circular dimension under an economic standpoint. Innovation will be embraced in technologies (renewable energies, etc.) through refurbishment of the old structures and rethinking part of it.</p>		<p><b>Partnerships</b></p>

VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>Our proposal will create a heritage-led circular ecosystem of incubators, laboratories and services specialized in research on health-related issues and dedicated to the creation of artisan products and cultural activities all related to well-being; a complex system integrated in the urban context which enhances the unique intrinsic cultural and territorial potential of the Hippocratica Civitas. Our aim is to create an attractive cluster of activities for local and international investors, medical research institutes and education institutions to settle in such a diverse and rich environment. The hub will represent the ideal place for investors to have a flagship store or laboratory that will let them be part of this context and to link the intangible heritage to the tangible one. <b>UNIQUE SELLING PROPOSITION: Salerno Medical School, Hippocratica Civitas.</b></p>

PEOPLE	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <ul style="list-style-type: none"> <li>- Our aim is to create a hybrid cluster which can be used by a wide range of users. We imagine different kind of user categories:</li> <li>-B2B (business to business)</li> <li>-B2C (business to customer)</li> <li>-Local people</li> <li>-Tourists</li> <li>-Researchers</li> <li>-Students</li> <li>-Professionals</li> </ul>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>-Lack of brand identity</li> <li>-Address the health and environmental issues</li> <li>-Tackle the functional decline of the old city center</li> </ul>
<p><b>Governance</b></p>	

### Solution 2 House of music

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building:</li> <li>-Land:</li> <li>-Skills, expertise &amp; know how:</li> <li>- materials:</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <b>Green park hub</b></p> <p>Solution component 2: <b>Garden roofs &amp; nature-based eco-tech space</b></p> <p>Solution component 3: <b>Concert hall open air</b></p> <p>Solution component 4: <b>Open air exhibition and performance spaces</b></p> <p>Solution component 5: <b>Internal common areas</b></p>	<p><b>Channels</b></p>
<p>Adaptive reuse</p> <p>The idea aims to promote strategies for the reuse by interpreting the critical aspects of the buildings as an opportunity to renew the historic urban landscape for the co-creation of new values. In order to promote territorial synergies,</p>		<p><b>Partnerships</b></p>



<p>the team rethinks the building complex of Edificio Mondo as the central node of a corridor of public green spaces, which, connected together, form a green mesh of reactivated areas.</p> <p>The adaptive reuse project aims, between conservation and transformation actions, to attributing a market value and to reactivating the structure's life cycle. The House of Music opens to the city enjoying the growth of the social and economic values of the urban context and regenerating shared cultural horizons, with the aim of extending the identity value that the community recognizes to the creativity of the site.</p> <p>The building complex has open spaces that can allocate an outdoor concert hall. The former convent can assume the role of connection as a "Green Park Hub" systemic fulcrum of porous and creative life and as a link between the coast, the lower city and the hill.</p>	<p>Solution component 6: <b>Classrooms &amp; Conference room &amp; Exhibition room</b></p> <p>Solution component 7: <b>Library</b></p> <p>Solution component 8: <b>Instruments museum room</b></p> <p>Solution component 9: <b>Students rooms</b></p> <p>Solution component 10: <b>Kindergarten</b></p> <p>Solution component 11: <b>Recording room</b></p> <p>Solution component 12: <b>Guest rooms</b></p> <p>Solution component 13: <b>Restaurant on the terrace</b></p> <p>Solution component 14: <b>Musical instruments stores (new and regenerated)</b></p> <p>Solution component 15: <b>Recycling workshop for the damage or disused musical instruments</b></p> <p>Solution component 16: <b>Administration</b></p>	
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VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p><b>Our</b> <u>Green park hub</u></p> <p><b>Help:</b> Social community, Students, associations, tourists, citizens, families, historic centre users, artists, commercial activities <b>to</b> promote territorial synergies between the urban vegetation belonging to the building and its proximity to important territorial Landmark such as the Salerno Medical School, The Conservatory of Music and the Minerva Garden. It could be as central node of corridor of public green spaces in the urban surroundings which, connected together, form a green mesh of reactivated areas.</p> <p><b>by</b> the cooperation between the green spaces and the urban cultural initiatives encourages innovative forms of territorial creativity and the care and maintenance of urban gardens and pre-existing public gardens.</p> <ul style="list-style-type: none"> <li>- it represents a city garden space and for tourists like an attraction and for developers in restauration and the associations for space and artist for green space or exhibitions.</li> </ul> <p><b>Our</b> <u>Nature-based eco-technological space</u></p> <p><b>Help</b> Social community</p>

**to** connect the elements of the building system respecting the local identity.

**by** the building made as the fulcrum of a set of experimentations by green developers. It could be important for environmental impact.

- It helps to regenerate the place as new unit de-charred and cohesive in all its parts.

**Our** Circularity ideas of reuse of food waste

**Help** Local citizens, families, restaurateurs, students and renewable energy investors

**to** produce energy for structure's heating, through mini pyrolysis plants

- this technological system can be configured for experimentation in this area

**Our** Musical instruments stores (new and regenerated)

**Help** Professional musicians, amateurs

**to** provides a place where musicians and amateurs can find new instruments and repair their ones

**Unlike** (There is no such place in Salerno, the only similar place / urban area is in Naples)

**Our** Recording room for musicians and singers

**Help** Professional musicians and singers

**to** create an open and professional recoding room (not available in Salerno)

**by** reusing existing space and indoor areas

- spaces away from the chaos of the city, from the passage of cars and the railway in order to improve acoustic reverberation.

- The advantage of being present in a varied cultural hub where users can find other services useful for their work

**Our** Guestrooms, Students rooms, temporary accommodation, small apartments for musicians and tourists

**Help** Students, Musicians, other "temporary citizens"

**to** find a place where to stay at accessible price for their studies or working period in Salerno

**(Unlike)** Temporary rooms are not available in Salerno city centre, only rooms dedicated to tourists

**Our** Kindergarten

**Help** Children who can learn to play and familiarize with music, families to have a place where children can spend time learning and enhancing their creativity

**(Unlike)** Learning places for children are not many in Salerno

**Our** Concert hall open air

**Help** Musicians / singers and the local community

**to** create a unique musical space not present in the Salerno area

**By** reusing the ground floors of buildings, reconnecting existing urban fabric through small building projects

**(Unlike)** the goal is to create a space that does not exist in the area, thanks to the large spaces present and the architectural resonance of the existing buildings

<b>PEOPLE</b>	
<p><b>End users, "customers" &amp; other stakeholders</b>  <b>Target users / customers for</b>  <b>Green park hub:</b> Conservatory Students, Associations and organizations, Musicians and singers, Social community, Tourists, Artists, Citizens walking through the historic centre, Municipality, Family with children, Gardeners, Park users (bikers, runners, etc.), Restaurant users</p> <p><b>Garden roofs &amp; nature-based eco-tech space:</b> Conservatory Students, Associations and organizations, Musicians and singers, Social community, Tourists, Artists, Citizens walking through the historic centre, Family with children, Gardeners, Park users (bikers, runners, etc.), Restaurant users</p> <p><b>Concert hall open air:</b> Conservatory Students, Associations and organizations, Musicians and singers, Social community, Art lovers and Mibact users, Tourists, Artists, Citizens walking through the historic centre, Municipality, Park users (bikers, runners, etc.), Concert auditors, Hosts</p> <p><b>Open air exhibition and performance spaces:</b> Conservatory Students, Associations and organizations, Musicians and singers, Social community, Tourists, Artists, Citizens walking through the historic centre, Municipality, Family with children, Gardeners, Park users (bikers, runners, etc.), Art lovers and Mibact users, Hosts, Concert auditors</p> <p><b>Internal common areas:</b> Conservatory Students, Associations and organizations, Social community, Art lovers and Mibact users, Artists</p> <p><b>Classrooms &amp; Conference room &amp; Exhibition room:</b> Conservatory Students, Associations and organizations, Musicians and singers, Art lovers and Mibact users, Artists, Instrument buyers</p> <p><b>Library:</b> Conservatory Students, Social community, Municipality, Writers</p> <p><b>Instruments museum room:</b> Conservatory Students, Musicians and singers, Social community, Tourists, Art lovers and Mibact users, Citizens walking through the historic centre, Hosts, Artists, Concert auditors, Local craftsmen</p> <p><b>Students rooms:</b> Conservatory Students, Musicians and singers, Hosts</p> <p><b>Kindergarten:</b> Conservatory Students, Associations and organizations, Social community, Family with children</p> <p><b>Recording room:</b> Conservatory Students, Musicians and singers</p> <p><b>Guest rooms:</b> Conservatory Students, Associations and organizations, Musicians and singers</p> <p><b>Restaurant on the terrace:</b> Conservatory Students, Social community, Tourists, Art lovers and Mibact users, Citizens walking through the historic centre, Hosts Family with children, Restaurant users, Concert auditors</p>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>-Accommodation needs</li> <li>-Create hinges between the different social classes</li> <li>-Shared gardens</li> <li>-Local products</li> <li>-Local citizens (tradition)</li> <li>-Quality food</li> <li>-Quality time</li> <li>-Space for physical activity</li> </ul>

<p><b>Musical instruments stores (new and regenerated):</b> Musicians and singers, Social community, Tourists, Citizens walking through the historic centre, Instrument buyers, Local craftsmen</p> <p><b>Recycling workshop for the damage or disused musical instruments:</b> Musicians and singers, Associations and organizations, Art lovers and Mibact users, Instrument buyers, Local craftsmen</p> <p><b>Administration:</b> Associations and organizations, Art lovers and Mibact users, Municipality</p> <p><b>Governance</b></p>	
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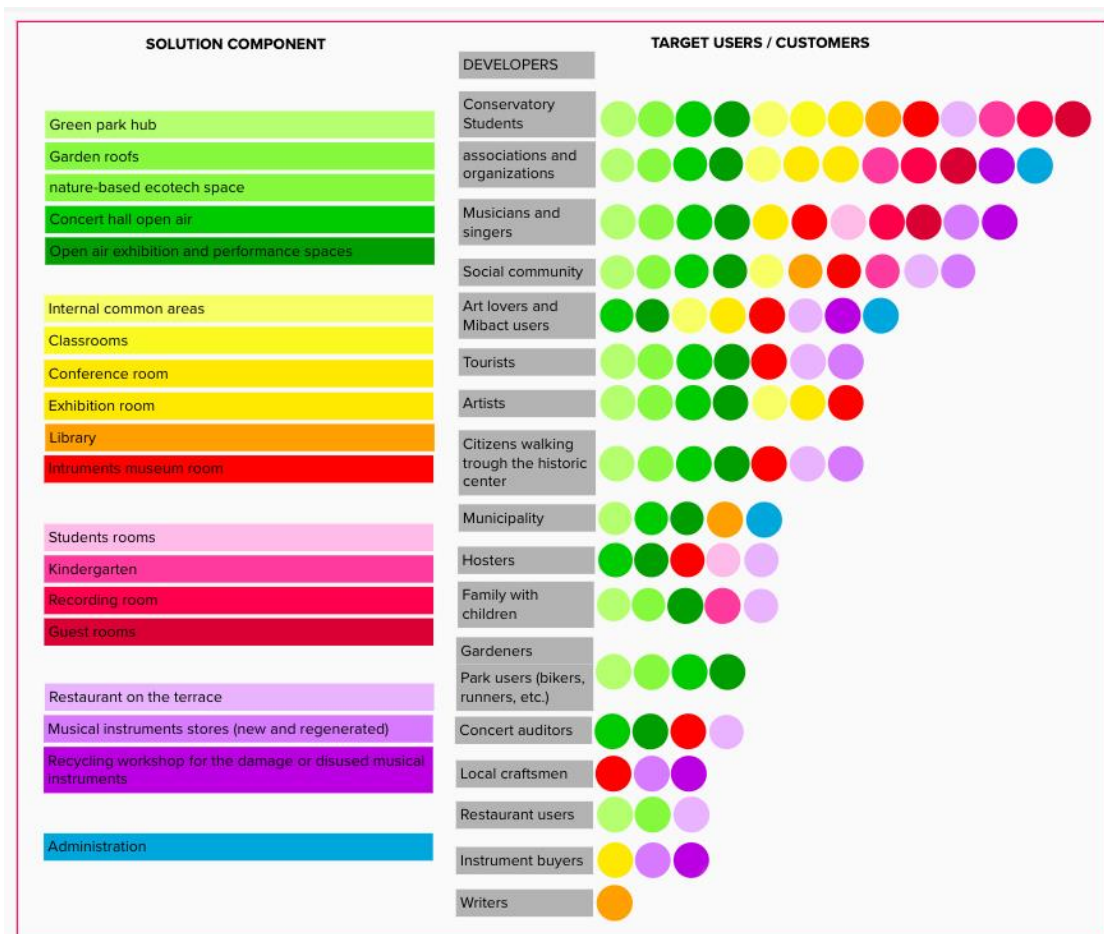


Image 63: House of music solution component and target users/customers

### Solution 3 The identity between tradition and innovation

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building:</li> <li>-Land:</li> <li>-Skills, expertise &amp; know how:</li> <li>- materials:</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <b>Observatory</b> on the integrated development of the old town and specialised research and professional training centre</p> <p>Solution component 2: <b>Museum of Contemporary and Street Art and Multipurpose centre</b> for artistic and social activities with open innovation environments in the fields of traditional and digital art and with trans-disciplinary spaces and laboratories for co-living/co-working/co-factory</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- All physical intervention on the "Edifici-Mondo" includes the optimisation of natural light, the provision of solar panels, the use of recycled rainwater and a wastewater treatment system.</li> <li>- Through the transformation of abandoned places into "living" systems (as such regenerative), we encourage synergies and cooperation between public and private subjects and support the involvement of the local community at large (as per European circular model of governance).</li> <li>- We contribute to the resilience of the city-territory system over time, deriving most of its resources (such as food, water, local skills and talents) from the surrounding area and promoting green and nature-based solutions.</li> <li>- We promote the establishment of a strong and robust cultural, ecological and socioeconomic circular system through the joint effort of the entire local community and beyond, by putting in connection Salerno's contemporary values with the original and traditional ones.</li> </ul>	<p>Solution component 3: <b>Enogastronomic pole</b> for the promotion of autochthonous food and sea products, in the context of the Mediterranean Diet, with congresses, exhibitions and events on related subjects and beyond.</p> <p>Solution component 4: <b>Smart "garden-city"</b>: A green network of paths and terraced system with herbal, botanical and shared urban-gardens linked to the "Schola Medica Salernitana" and the Amalfi Coast resources and tradition.</p> <p>Solution component 5: <b>Improved inter-connectivity, mobility and accessibility</b>: Create a network of different historical paths with a better information/signposting-system, mechanised vectors and parking space sized to the context</p>	<p><b>Partnerships</b></p>

<p><b>VALUE PROPOSITIONS</b></p>
<p><b>Value co-preservation and co-creation</b></p> <ul style="list-style-type: none"> <li>- Our mixed use born from the combination of public, private and civic/social functions, creating, around future and traditional arts, culture and enogastronomy, a vibrant and inspiring place for a very diverse group of stakeholders (students, artists, researcher, foodies, local communities, associations and entrepreneurs, tourists,</li> </ul>



commuters, ...) looking for opportunities to innovate and for a local and inspirational network. By blending study-research, conscious production/consumption, sharing of local arts, talents, food and wine in an inspiring heritage-led environment (tangible and intangible) we create inclusive-attractive poles - spreading far beyond the boundaries of the sites (systemic approach) - with an emphasis on local green and smart development: circular and sustainable. We aim to challenge the status quo in a multidimensional and multisectoral way, innovating and promoting the emergence of a "contemporary forum" (tangible and intangible) open to the Salerno community and beyond, fostering local bonding and building up

- To create a territorial think-tank hub in Salerno's Province: gathering, promoting and valorising all the intangible-tangible assets of our cultural heritage and identity by bringing together: local community, visitors and main stakeholders.

- To face the lack of a data-driven observatory in the old town, by focusing on multidimensional/multi-group/quantitative-qualitative evaluation tools for improving functional reuse projects and for ensuring conscious and effective planning, management and governance overall.

- To offer both contemporary and historical spaces for people visiting and living in Salerno who are interested in art, culture and research by giving voice to both international and local scholars, experts, students/researchers, artists and by developing and promoting different artistic expressions (e.g. photography, music, drawing, painting, theatre, cinema, comics, dance, etc.), within a progressive local focus.

- To promote transdisciplinary areas developing interaction and networking between different producers and users, aimed at the realisation of an authentic, organic, circular and sustainable development of the urban area, by fostering the local knowledge (art, handcraft, architecture, etc...) and giving locals spaces and tools to improve/develop their productions and skills. This is achieved through the creation of cross-disciplinary creative spaces for social innovation and mutual interaction between people and sectors, by providing IT facilities, technologies and tools for work (projectors, Wi-Fi, library, soundproof rooms, etc...) and by extending the set of high knowledge content's services (AI, AR, VR, productive gaming) and establishing complementarity and interrelationship between the different territorial knowledge.

- Build up a museum network (Gallerie dei musei Salernitani), by bringing together the main galleries and museums in town and improving the overall visibility, attraction and economic return of all.

- Connecting people with the unique historical and morphological heritage of terraced, herbal and botanical gardens, by linking visitors and locals with the "Hortus conclusus" and the Schola Medica Salernitana and Amalfi Coast tradition, spreading the cultivation of citrus fruits and medical plants (typical of the local Mediterranean tradition) in the old town, by producing and selling local food and health products in a KMO environment, also by making it accessible directly to people.

- Properly mapping of the area: offer a simple and natural access to the old town, improving overall signage, accessibility,

mobility, by providing places that map all the relevant spots in in Salerno's old town and surroundings (museums, gardens, innovation hubs, panorama, natural paths, DOP/DOC/DOCG products...) and by creating an integral historical green-path (Villa Comunale, Giardini della Minerva, Edifici-Mondo's green spaces, Castello Arechi) re-linking them with the rest of the city.

<b>PEOPLE</b>	
<p><b>End users, "customers" &amp; other stakeholders</b></p> <p>4 clusters of target users / customers are identified:</p> <p>1- Local stakeholders (internal)</p> <ul style="list-style-type: none"> <li>• Municipality of Salerno;</li> <li>• Local Community at large (citizens, entrepreneurs, associations, no-profit organization and other stakeholders).</li> </ul> <p>2- Tourism-culture research and study</p> <ul style="list-style-type: none"> <li>• Tourism and cultural heritage scholars and experts;</li> <li>• Mibact;</li> <li>• Bankers;</li> <li>• Philanthropic supporters and donors.</li> </ul> <p>3- Art, innovation and external stakeholders</p> <ul style="list-style-type: none"> <li>• Artists;</li> <li>• High schools and Art institutes of Salerno;</li> <li>• Artistic faculties at University of Salerno;</li> <li>• Art students, researchers and professors;</li> <li>• art lovers;</li> <li>• journalists and magazine writers;</li> <li>• Multimedia publishers (music labels, video production...); tourists; commuters;</li> <li>• People interested in the field of modern/contemporary art and culture.</li> </ul> <p>4- Green: Eno-gastronomy and medical plants</p> <ul style="list-style-type: none"> <li>• Local food chain stakeholders;</li> <li>• Businesses and no-profit organizations in search of public spaces;</li> <li>• Medical entities/institutions;</li> <li>• International organizations; environmental activists; sustainability consultants.</li> </ul>	<p style="text-align: center;">Needs</p> <ul style="list-style-type: none"> <li>-Opportunities to innovate</li> <li>- Consistent data to inform the decision-making process</li> <li>- Promotion of artistic expressions within a progressive local focus.</li> <li>- Interaction and networking between different producers and users</li> <li>-Better accessibility and mobility</li> </ul>
<b>Governance</b>	

### Solution 4 Solidarity condominium

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building:</li> <li>-Land:</li> <li>-Skills, expertise &amp; know how:</li> <li>- materials:</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <u>mini-modular apartments</u> (35-60 sqm) that can be joined together, for instance 95 sqm (35+60) for bigger families</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p> <p>The adaptive reuse aims to trigger new strategies by activating tools capable of minimizing the discomforts of everyday life, such as the lack of services, mobility, while increasing the supply of spaces for free time and for interpersonal relationships. Urban welfare actions are therefore always most crucial to improving the quality of life of residents of urban centers, mitigating from on one hand the inconveniences of urbanity and on the other the loss of the social bond of the communities.</p> <p>We envision a sustainable urbanity as an intergenerational pact, which is divided into three different and synergistic aspects:</p> <ul style="list-style-type: none"> <li>- environmental sustainability, understood as the adequate use of resources (producing more with minus: product life cycle, energy saving, renewable sources);</li> <li>- economic sustainability, understood as accessibility to the building property on the part of the user for the right to quality of life (economic compatibility, life expectancy, living comfort);</li> <li>- social sustainability, understood as safety of the production process, safety and protection of the rights of persons participating in the construction of the building and "as product safety", i.e durability of the building and the absence of risks for the people who use it, through the intervention of a "Social Manager", capable of</li> </ul>	<p>Solution component 2: <u>Shared gardens</u> (shared and organic food, Zero-kilometre, quality food, social agriculture, auto-sufficiency) /</p> <p>Solution component 3: <u>Artisanal activities</u> / create synergy between old and new</p> <p>Solution component 4: <u>Tenant's and neighbourhood's services</u></p> <p>Solution component 5: <u>Training activities</u></p> <p>Solution component 6: <u>'Intergenerational' FabLab</u></p>	<p><b>Partnerships</b></p>



providing financial, administrative, community and neighborhood services.		
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VALUE PROPOSITIONS
<p><b>Value co-preservation and co-creation</b></p> <p>The project of the Solidarity Condominium is a kind of social housing project which is catered to those who are in need and who wish to live just like in their own homes with a pinch of extra care. The fundamental idea of the project is the solidarity code of living. In other words, no one is poor enough to have nothing to share with others. The Solidarity Condominium is based on sharing and working together as a community for the common good. It consists of housing, shared areas and it offers services.</p> <ul style="list-style-type: none"> <li>- Solution 1: <b>Mini-modular apartments</b> (35-60 m2). A series of mini-apartments, accommodating families of one, two or three people.</li> <li>- Solution 2: <b>Shared gardens</b> (vegetable garden &amp; social garden). The garden will be shared and enjoyed by the members of the Solidarity Condominium and the local community. The aim of the vegetable garden is the promotion of the famous Mediterranean diet.</li> <li>- Solution 3: <b>Artisanal activities</b></li> </ul> <p>The objective of the artisanal activities is to rediscover local traditions (shoemaker, umbrella repairer, tailor, chair maker, etc...) and connect and combine them to 21st century technologies of the FabLab. Therefore, we aim at creating synergies between old and new where specialized artisans will teach the young generation and worker members of the community cooperative.</p> <ul style="list-style-type: none"> <li>- Solution 4: <b>Training activities</b></li> </ul> <p>Our training activities suggest an intertwining between Salerno Medical School, Mediterranean Diet and Territorial Excellence, stimulus for new forms of Sustainable and Responsible Tourism and engine of economic development for the Territory, following the example of Antonio Genovesi, promoter of social well-being promoted through culture and education " to the arts and sciences ", applicable in the concept of circular economy, with its continuous training activities, innovative services and strategies for work, stands as a space open to the dissemination and promotion of this territory, a bridge between ideas of the past, evaluation of the present and expectations for the future with the establishment of governance for planning and the provision of advanced and sustainable advice for private and public local actors. Business School, Service Centre and Laboratory of Social and Cultural Innovation, structured as a Campus model, experienced to create the first example of training reality and at the same time operational on the problems of the Environment, Sustainable Tourism and Territorial Development, becomes the flagship of the Municipality of Salerno in acquiring cutting-edge technologies, skills and tools, an example for the entire Campania region.</p> <ul style="list-style-type: none"> <li>- Solution 5: <b>Intergenerational FabLab (garage solidale):</b></li> </ul> <p>We propose common activities for designing and producing parts necessary to repair/modify household tools or anything useful to the members and to the citizens of Salerno. It is unique because of the inter-generational interactions. The FabLab activities support the artisanal activities.</p> <ul style="list-style-type: none"> <li>- Solution 6: <b>Services to the neighbourhood</b></li> </ul>

Our social services consist of shared shopping services, regular maintenance of the homes, providing food on a social basis by the restaurant, caretaker services, babysitting services, organizing leisure activities. Our social welfare services will be managed by the Social Manager of the Community Cooperative.

<b>PEOPLE</b>	
<p><b>End users, "customers" &amp; other stakeholders</b>  <u>users and customers of the Community Cooperative</u> are organized into three groups: (1) users (purchasing goods and using services provided by the Cooperative), (2) contributors, (3) workers with different kinds of knowledge and expertise/skills + the local community</p> <ul style="list-style-type: none"> <li>- <b>Mini-modular apartments (35-60 m<sup>2</sup>):</b> 'Grey Group' according to the Italian definition: mono-income, young couples, temporary workers, disadvantaged people.</li> <li>- <b>Shared gardens (vegetable garden &amp; social garden):</b> The three categories of users and customers of the Community Cooperative + the local community</li> <li>- <b>Artisanal activities:</b> Young generation, worker members of the Community Cooperative and open to visitors and tourists</li> <li>- <b>Services to the neighbourhood:</b> The three categories of users and customers of the Community Cooperative + the local community</li> <li>- <b>Training activities:</b> The three categories of users and customers of the Community Cooperative + the local community</li> <li>- <b>Intergenerational FabLab (garage solidale):</b> The three categories of users and customers of the Community Cooperative + the local community</li> </ul>	<p style="color: red; margin: 0;"><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Improve the quality of life</li> <li>-Tackle the affordable housing issue</li> <li>-Provide an alternative to loneliness and marginalization</li> <li>-Accessibility to quality and affordable services</li> <li>-Enhance relationships and interpersonal relationships</li> <li>-Activate the culture of solidarity, coexistence and mutual help.</li> </ul>
<b>Governance</b>	

**Break 10:20-10:35**

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

**Prototyping – Introduction 10:30-10:45**

During this slot, Philippe Drouillon talked the participants through:

- What is a Prototype / a Minimal Viable Solution?
- What is a RAT (Riskiest Assumptions Test)?
- How can I design a prototype?

**Prototyping - First Minimal Viable Solution (MVS) 10:45-11:30**

**The four teams were invited to co-design the following:**

- A first prototype
- Riskiest assumptions: for this endeavour, participants were invited to list down all the assumptions behind the solution that **MUST BE** tested and verified. The following examples were provided:
- How far are we sure that the product / service we propose responds to needs, expectations of specific users / customers segments?
- What do people expect regarding functionalities that are behind the proposed service / product?



### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

#	Whom to ask	Assumptions to test
1	Order of physicians	Functional decline of the old city centre: social, urban and economic, leading to health and environmental issues, lack of brand identity
2	Association of hoteliers	
3	University	
4	Chamber of Commerce	
5	Legambiente	
6	Neighbourhood association	
7	EBRIS	
8	Palazzo dell'Innovazione	
9	Minerva Garden	
10	Municipal administration	
11	Artisans association	
12	stituto Virtuoso	
13	Profagri	
14	Local and Erasmus students association	
15	THE PEOPLE	

### Solution 2 House of music

#	Whom to ask	Assumptions to test
1	Music Student, Musicians, Music Teachers, Tourist, Music Publisher, Host businessman	The complex offers <u>accommodation</u> for students of the conservatory (860), teachers (160), artists (62) and tourists during events (100) for the activation of a dedicated market that does not exist today.
2	Local citizens, Communities, Municipality, Park associations, Park users	The sharing of the delimited <u>green spaces</u> can create hinges between the different social classes. The wide spaces of the park can represent a point of contact for the exchange of social capital beyond any class difference.
3	Owner of a recording room, Local musicians, Small music bands, Manager of the conservatory, Music producers	Social <u>recording room</u> where small local bands can record in exchange for outdoor musical performances in the structure's events.
4	Restaurateurs, Renewable energy investors, Local citizens	The nature-based approach characterizes the spaces that are useful for the installation of technologies aimed at <u>water purification and reuse</u> . The tank for the phytopurification becomes part of the garden. The <u>green roofs</u> , with special technologies for filtering recovered water, contribute to characterize the common spaces as well as the <u>production of food ingredients</u> that can be used in the complex (0km concept!).
5	Renewable energy investors, Students	The circular concept is realized by the <u>reuse of food waste</u> that, through mini pyrolysis plants, become material for the <u>production of energy</u> used for the heating system of the complex. This affects the characterization of some of the spaces present on the first floor of the complex, these spaces must be able to accommodate such facilities and can also be configured as spaces for experimentation.
6	Families, Students of the conservatory, Musicians, Local citizens	<u>Music kindergarten</u> with musical workshop activities held by students of the conservatory.
7	Public authority, citizen of the neighbourhood, doctors	<u>Shared gardens, local products + local citizens (tradition), quality food, quality time.</u>

		Ensuring safe access to the gardens and terraces for the public. As it is a high-density area, post-COVID-19) safety and social distancing is fundamental for municipality to deal with.
8	Musicians, music students, music experts, producers, local community	Re-thinking, re-design and re-organize rehearsal rooms, recording studios, mini classrooms to create spaces for exchange, encounter and mix between conservatory students and the community. Musical co-working space: where instruments are shared, where creativity is stimulated by working, rehearsing and brainstorming together.
9	CEO of TED Salerno, journalists, media experts, local citizens	Interdisciplinary TED talks can be held at the auditorium about topics linked to the regenerated area such as: physical activities at the urban park, healthy lifestyle, mitigation of climate change, biodiversity, air pollution and flood risk management.
10	Local citizens, Local entrepreneurs, Owners of accommodation business	<u>Strengthening of the local economy</u> through a multiplicity of functions and activities. Transfer of numerous activities already present on the territory but disadvantaged by existing problems, in a new urban hub in growth.
11	Families, CNA Salerno, Students of the conservatory, Musicians, Local citizens, Neighbourhood committees, ARCI Salerno	<u>Crafts for development. Music as core business</u>
12	Craftsmen of musical instruments, Musicians, Students of the conservatory, Music lovers	<u>Musical crafts</u> , restoration of musical instruments
13	Musicians, small music bands, students, music school managers and teachers	The building complex has open spaces that can allocate an <u>outdoor concert hall</u> .
14	Citizens, cultural associations, tourists, artists	The regenerated former convent could function as a " <u>Green Park Hub</u> " packed with creative activities. The hub could function as a link between the coast, the lower city and the hill.
15	business entrepreneurs, lounge bar managers, musicians, music bands, tourists, local citizens, associations of street festivals and other public events	The historic centre of Salerno is known from its outdoor concerts and vibrant nightlife, but it creates tension between residents and people who perform or enjoy outdoor concerts because of the noise. This tension has entailed restrictions by the municipality. <u>The idea is that at the semi-closed &amp; semi-opened spaces of the Green Park Hub music and nightlife can be enjoyed without much restrictions.</u>

The last two groups namely: groups 3: The identity between tradition and innovation and group 4 Solidarity condominium, discussed lengthily the assumptions but opted to go directly to the enlisting the questions to the potential interviewees.

### Test action Plan – Design 11:30-12:10

#### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

This group didn't provide the list of questions but they conducted 40 interviews.

Solution 2 House of music		
#	Interviewees	Questions to all
1	Music Student, Musicians, Music Teachers, Tourist, Music Publisher, Host businessman	What difficulties have you encountered in finding accommodation to follow your studies?
2		Where would you prefer to have your accommodation when you perform in a city?
3		Where would you prefer to have your accommodation when you move to different music schools to teach?
4		When do you travel to visit the events or places where do you prefer to stay?
5		Where would you prefer to have your accommodation when you move to listen to the musicians to select?
6		In addition to what it have already been proposed, what alternative tourist offer could the city of Salerno propose?
7	Local citizens, Communities, Municipality, Park associations, Park users	Do you think sharing a public green space can be sharing a social space with citizens?
8		What social impact could a shared green space have on Salerno's population?
9		How can be greenery beneficial for the city of Salerno?
10		How do you think sharing green spaces can influence the users?
11		Why do you to go to the park?
12	Owner of a recording room, Local musicians, Small music bands, Manager of the conservatory, Music producers	How would you help bands that don't have enough money to record?
13		What kind of musical performance would you offer in exchange for the possibility of recording in a recording studio?
14		What are your band's dreams?
15		What spaces a conservatory should have and what places are missing in Salerno?
16		How do you usually find successful bands or singers?
17	Restaurateurs, Renewable energy investors, Local citizens	What do you think about having 'km0 gardens' from which you can pick up products for your business (restaurant)?
18		Is there a lack of spaces where an investor can experiment new form of energy production?
19		What do you think about having spaces for new sustainable technologies in your city?
20	Renewable energy investors, Students	What are the benefits of recycling?
21		How can you make a building sustainable?
22		Do you think that having sustainable buildings could help Salerno to have a better quality of the environment?
23		How could a sustainable building have economic impacts on the community?

24		Do you think that music is important for children's development?
25	Families, Students of the conservatory, Musicians, Local citizens	What do you think about sharing musical knowledge and competence with people who are interested in learning music?
26		If you have the possibility to rest in a place where people share music, would you go there?
27		As social distancing is essential during in this COVID-19 emergency time, what type of public places do you think are the safest?
28	Public authority, citizen of the neighbourhood, doctors	In your opinion, what are the benefits of a public garden in the upper part of Salerno's historic centre?
29		Which activities would you like to do, if you had the possibility to walk safely in the upper part of the historical centre of Salerno?
30		Would you like to use lifts and/or escalators to reach the upper part of the city?
31		How shared spaces, equipped with tools and technical support, can help the students of the Conservatory to practice and to give lessons to teenagers who want to learn music?
32	Musicians, music students, music experts, producers, local community	After classes at the conservatory, would you prefer to practice at home or use rehearsal and/or recording rooms, equipped with technical supports and tools to share? Motivate your preference (you can also choose both answers)
33		If these spaces could become in time spaces for jam sessions, would you go? And why?
34		You want to start playing the piano, but you don't have the instrument. Would you use the service of a place that offer you a room with the instrument and a young teacher who is a music student?
35		How difficult is it to find a venue for regular TED talks (monthly or annual)?
36	CEO of TED Salerno, journalists, media experts, local citizens	Would you prefer to have a location already prepared and guaranteed, or changing location is necessary?
37		What topics would you like to be debated in a series of meetings within the framework of the Edifici Mondo?
38		Would you pay the ticket to attend TED talks of artists, writers, musicians, etc.?
39		What are the difficulties encountered in organizing a cultural event, a conference, a series of meetings?
40		Would you prefer to attend these events in an open space or indoors?
41		What is the greatest difficulty for an entrepreneur in Salerno?
42	Local citizens, Local entrepreneurs, Owners of accommodation business	How do you picture a place for possible investment?
43		Large spaces & Easy pedestrian access & Strong network of events. Are these elements can be beneficial for your business?
44		What is your opinion about the existing hospitality initiatives and policies in the area?
45		Do you think being part of a network can improve your business?

46		Is it easy to buy musical instruments in the area?
47	Families, CNA Salerno, Students of the conservatory, Musicians, Local citizens, Neighbourhood committees, ARCI Salerno	Who are your main suppliers?
48		How can you improve your music store?
49		To what extent music is present in your association's activities?
50		Are you satisfied with the spaces you have available at the moment?
51		What do you need to strengthen your business in terms of space and service?
52	Craftsmen of musical instruments, Musicians, Students of the conservatory, Music lovers	What do you think about restoring old instruments?
53		How many places in Salerno and around are able to restore old instrument?
54		Restoring old things lets disused object to have a second life. Do you think that this kind of activity could help people to discover the importance of recycle?
55		What do you think about the possibility to buy musical instrument with an affordable price?
56	Musicians, small music bands, students, music school managers and teachers	What kind of qualities a space needs to have in order to function well as an outdoor concert hall?
57		What is your opinion about performing outdoor in a space surrounded by historic architecture?
58		Performing outdoor could poses acoustic problems. How would you tackle a situation of an outdoor concert?
59		What equipment do you need to perform outdoor?
60	Citizens, cultural associations, tourists, artists	In your opinion, how can the proposed hub function as a between the different parts of the city? What function is needed?
61		What services can you imagine in the Green Park Hub?
62		How do you think the Green Park Hub can be used by artists?
63		In case of available system of elevators and escalators between the lower and the upper part of the historic city centre, would you be willing to start a business or relocate your business to the upper part?

Solution 3 The identity between tradition and innovation		
#	Interviewees	Questions to all
1	Economy student from Salerno. 27yo - male	Do you know the area of Plaium Montis in Salerno? Do you think it is an area that needs to be re-functionalized?
2	Nuclear engineering student from the Salerno province (Fisciano), studying in Torino for 2 years. 25yo - female	What kind of cultural, social and economic services do you think are missing in Salerno?
3	Law student from Salerno's province (Pellezzano). 24yo - male	Would you like a Contemporary Art Museum in Salerno?
4	Business consultant trainee from the Salerno's province (Baronissi). 28yo - male	Would you be interested in living multidisciplinary/cross-disciplinary spaces where to



		meet and share the local community, in an innovative and inspirational environment?
5	PhD Economy, researcher on off-shore oil platforms in Federico II Naples, from Salerno. 27yo - female	Would you be interested in a place providing technologies and high knowledge content services and tools for work (projectors, Wi-Fi, meeting spaces, AI, VR, AR, productive gaming)?
6	Former head of the historical-artistic sector of the Archaeological Superintendency of the provinces of Salerno and Avellino	Do you think is important to extend local skills and awareness on tourism and cultural heritage management, by giving the community the necessary tools to monitor the old town's development?
7	President of "Italia Nostra", section of Salerno.	Would you be attracted by the opportunity to cultivate directly km0 foods? Why?
8	Architect. Expert in restoration. Professor of Art History.	Do you think that Salerno needs a congress and exhibition centre?
9	Philosophy professor	What do you think of a socio-cultural area in the upper-part of Salerno? Would you be interested in deepening your cultural roots?
10	Founder of a cultural association	Do you believe could be interesting to revitalize the green areas in Plaium Montis with terraced and botanical gardens and hortus, following the Schola Salernitana tradition?
11	Expert in communication and marketing	Would you accept the challenge of investing (i.e. opening a restaurant/bar) in that area of Salerno?
12	Professor. President association "Centro Storico Alto". 51yo - male	Would you be interested in financing the realization of the project with an economic bottom-up/top-down contribution (crowdfunding, etc...)?
13	Owner of a contemporary art gallery in Naples, art critic and historian. 44yo - female	
14	Student of computer engineering from Salerno. 21yo - male	
15	Public health doctor. 60yo - male	
16	Physics professor. Counsellor of the association "Centro Storico Alto". 63yo - female	
17	Business consultant from Salerno	
18	Public health doctor	
19	Architect working at the Archeological Superintendency of the provinces of Salerno and Avellino	
20	Entrepreneur of the Salerno's Province (Sapri)	

<b>Solution 4 Solidarity condominium</b>		
#	Interviewees	Questions to all
1	Salerno residents	What do you think about the project as a whole?
2		Have you ever participated in initiatives of any kind aimed at solidarity, and what prompted you to act?
3		What do you think is the best solution for the reuse and enjoyment of common spaces to be realized through the recovery of historical structures, including housing, of the territory?
4		Would you be willing to participate in an informative and TRAINING path to become an actor of an initiative of this type?

5		To a young interlocutor: Would you be willing to live in a shared community and to follow a training course on craft activities, including excellence, in the hypothesis of a future professional occupation?
6		Which initiative you think the most appropriate in a Solidarity Workshop to help the territory at best: Registration fee, skills required; Sharing equipment?
7		In your opinion, can a Solidarity Condominium solution based on the concept of Common Good and Social Responsibility with attention to the other be realized in Salerno?

### Cross-team Feedback session 12:10-12:30

During these twenty minutes, participants exchanged views on the assumptions to be tested, the different user/customer segments and the type of questions to address to each one. Concretely, one teammate presented in 5 minutes and at the end of his/her presentation, the group received additional insights/questions/comments from the other groups.

### Check out 12:30-12:45

During the check-out session, Philippe Drouillon reminded the participants of the interview guide and that the interviews must be carried out before the next session.

A follow-up letter was sent after every session by Ruba Saleh and this time the letter reminded the participants of:

- What was accomplished during remote session 2;
- keeping in mind that questions are not a tool to sell but rather a medium to help them listen to the territory and understand what are the needs and desires of users / customers / beneficiaries for each dimension. Questions are also a tool to assess what does people like, dislike, would buy in, suggest to add, totally dismantle and deem unnecessary or propose brilliant additional ideas.
- the fact that questions shouldn't lead to a yes or no answers. Participants were advised to privilege open questions that leave room for people to express themselves and challenge their proposition(s).
- making sure that the number of interviewees should be divided between the team members. Each participant was advised to contact 5-7 interviewees who are part of potential users / customers / beneficiaries. Therefore, not parents/partners/family in order to avoid bias.

**Monday 25 May 2020, 13:30 to 16:50**  
**Remote session 3**

**Welcome 13:30-13:50**

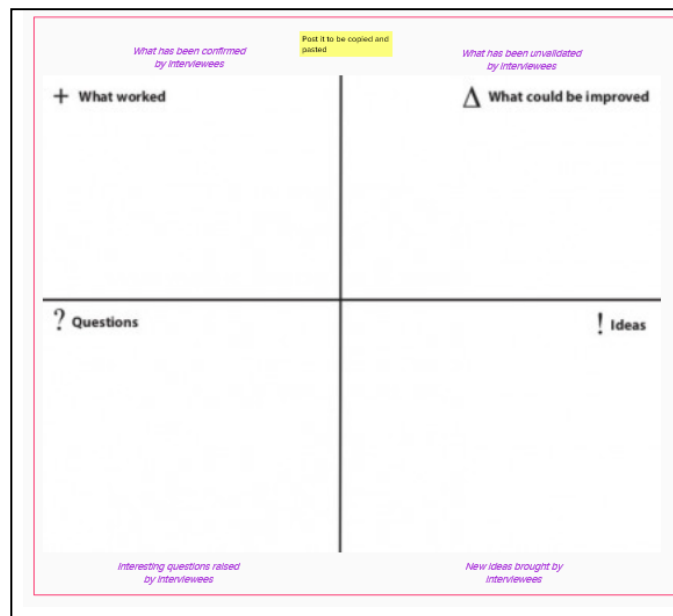
The Zoom session opened at 13:15 in order to anticipate technical issues. At 13:30 the workshop designer and facilitator, Philippe Drouillon, opened the session with a pulse survey. After the survey, Philippe Drouillon presented the session’s agenda and answered all the related questions.

**Inspiration session – Prototyping 13:50-14:20**

Michiel Van Balen presented several recent projects which he and his colleagues addressed via prototyping and how they managed to find the best sustainable scenario from a 4 pillar standpoint (economic, social, environmental and cultural).

**Minimum Viable Solution (MVS) update 14:20-15:05**

Each group was invited to consolidate its learning from the tests through the use of the below feedback grid. The participants were encouraged to elaborate on what worked; what could be improved: interesting questions; and additional ideas. Based on the finding, groups were requested to revise their Minimum Viable Solution and update their Value Propositions.



<p><i>What has been confirmed by interviewees</i></p> <p><b>+ What worked</b></p>	<p><i>Post it to be copied and pasted</i></p> <p><b>Δ What could be improved</b></p>
<p><b>? Questions</b></p> <p><i>Interesting questions raised by interviewees</i></p>	<p><b>! Ideas</b></p> <p><i>New Ideas brought by interviewees</i></p>

Image 64: Feedback grid

<b>Solution 1 Hippocratica Hills Health Heritage Hub and water paths</b>	
<b>What worked</b>	All the answers confirmed our proposed functions
	Improvement of the local touristic industry
<b>What could be improved</b>	Enhance the historic value
	Allow a better fruition of the historic part of the buildings
	Allow a better public fruition
	Enhance the commercial function
	Enhance the social function
<b>Questions?</b>	Accessibility of the upper old town
	More green areas
<b>Ideas!</b>	Enlarge the project sharing
	Partnership with the University of Salerno
	Partnership with the management board of "Giardino della Minerva"

<b>Solution 2 House of music</b>	
<b>What worked</b>	New headquarter for TEDex Salerno
	Musical kindergarten
	Rehearsal rooms as a support to the students of the conservatory
	Spaces dedicated to students and music teachers
	A set of music related activities: the importance of restaurant business and accommodations
	Temporary and long-term accommodations for conservatory students and teachers
	Sharing musical instruments in exchange for shows or lessons
	Outdoor activities
<b>What could be improved</b>	Green Park Hub
	Shared rehearsal and recording rooms to generate economic profits for musicians
	Social spaces for sharing and dissemination of local knowledge
	The improvisation of jam sessions
	Joint organization of concerts by local entrepreneurs
	Lack of mobility infrastructure – accessibility
	Community of craftsmen and restorers of musical instruments
Connection system	
<b>Questions?</b>	New parking spaces and study of the connection system in relation to the core of the activities
	The reuse of the building could lead to an increase of the prices of the surrounding premises and houses – gentrification
	After redevelopment, will the public bodies continue to be a stakeholder in of the complex?
	Have you thought of this place as a music production centre to export abroad (with a specific musical style)?
	Could these shared spaces be open 24/7? Such as 24/7 libraries?
<b>Ideas!</b>	Have you thought about involving sponsors?
	New social places with social distancing and low risk of post-COVID19 infection
	Funicular or extension of the Trincerone as a possible way of connecting the upper historical centre with the lower parts
	Liuteria school: recovery of the Salerno historical tradition of the creation and restoration of musical instruments
	Song writer laboratory
	The entire southern Italy lacks a soundtrack production centre
	Strong network between local cultural associations that promote musical activities
Involve university associations	

<b>Solution 3 The identity between tradition and innovation</b>	
<b>What worked</b>	About half of the interviewees would invest in the area based on our reuse proposals, all would be users/customers of the area: it is a part of the city with a great historical and cultural identity and with a wonderful panorama.
	Almost all interviewees consider a Museum of Contemporary Art interesting, valuable and appropriate.
	3/4 of the interviewees think that IT facilities and multidisciplinary spaces, studies and research are lacking. They should be democratised: to support networking and to learn basic skills for the job market. They are useful, important, inspiring and desirable.
	Cultural services are underlined as lacking by all, events are very much focused on mundanity, the city's historical identity needs more attention. Social services (as youth aggregation and coordination centres) are considered lacking for half of the interviewees. Economic services, instead, are considered to be present on the territory.
	For 3/4 ca. is necessary to work on the city's identity, tradition and heritage by supporting greater awareness on it and better tourism management.
	3/4 of the interviewees would be available to economically contribute to the realization of the project (with different amounts).
	For all, local excellences and niche products should be valued and used, respecting original agricultural techniques and following the lessons coming from the Schola Medica Salernitana. This promotes a greener economy together with a healthier local culture and improved civic education
<b>What could be improved</b>	There are already spaces for congresses/conferences, fair and exhibition maybe less. - They should be better exploited, creating an organic, authentic and coherent space.
	It is important to consider that a big fair/exhibition centre could create too much pressure on the Plauium Montis area.
	Give a wider focus to the Museum of Contemporary Art / Museum pole of Salerno. A place of production and dialogue. This would make the cultural enterprise itself less self-referential and closer also to that slice of the community less accustomed to art.
<b>Questions?</b>	Half of the interviewees ca. do not know the Plauium Montis area, or at least do not know to what that definition refers (especially the young people).
<b>Ideas!</b>	Organise exhibitions and events on the topics of crime/organised crime and life in prisons in general (underlining the inhuman conditions of Italian prisons and the theme of reintegrating prisoners).
	City History section, Ceramics section, Medieval/Modern. Civic museum.
	It would be useful to deepen over time the negative impacts that the digital age and technologies have on our contemporary society.
	Cultural services: there is no integrated platform (app, website) promoting and advertising the various initiatives in town (ex. tourist walks, music events), for all ages.
	A single centre for the coordination of cultural resources and research collecting, verifying and propagating ideas and projects that concern the socio-cultural area of the city and province. The centre should also be connected to the university and local cultural and historical bodies and associations.
	Step-by-step crowdfunding reward based (depending on the donation, various benefits): less than € 20 generic support contribution, € 20 3-month free access to the Museum, € 30 6-month membership
Multi-sensory experience	

<b>Solution 4 Solidarity condominium</b>	
<b>What worked</b>	People interviewed fully accepted the idea
	Artisanal activities and Fablab were appreciated by the young people
<b>What could be improved</b>	More details are needed about the apartments and related services provided
	Are young people ready to join courses?
<b>Questions?</b>	Young people asked about the mobility and transportation system. How to reach the complex?
	How to resolve potential cohabitation conflicts?
<b>Ideas!</b>	Psychological listening centre and medical services as health promotion related to the medical school heritage and Mediterranean diet.
	The need for a gym aimed at rehabilitation purposes
	People who already participated the cooking classes suggested to keep doing classes related to the Mediterranean diet

### Revised MVS and value proposition:

#### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

Due to time constraints, Group 1 did not elaborate on its learning from the tests. Therefore, The MVS and the value proposition(s) were not updated during this session.

#### Solution 2 House of music

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building:</li> <li>-Land:</li> <li>-Skills, expertise &amp; know how:</li> <li>- materials:</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <b>Hospitality</b> Guest rooms &amp; Conservatory bedrooms</p> <p>Solution component 2: <b>Functional spaces for musical activities</b> including; Classrooms; Recording studios; Recycling workshop for the damage or disused musical instruments; Workshops for luthiers in the sector of repair / maintenance of damaged instruments; Courses to learn and/or improve artistic skills related to traditions</p>	<p><b>Channels</b></p>
<p>Adaptive reuse</p> <p>The idea aims to promote strategies for the reuse by interpreting the critical aspects of the buildings as an opportunity to renew the historic urban landscape for the co-creation of new values. In order to promote territorial synergies, the team rethinks the building complex of Edificio Mondo as the central node of a corridor of public green spaces, which, connected together, form a green mesh of reactivated areas.</p> <p>The adaptive reuse project aims, between conservation and transformation actions, to attributing a market value and to reactivating the structure's life cycle. The House of Music opens to the city enjoying the growth of the social and economic values of the urban context and regenerating shared</p>	<p>Solution component 3: <b>Events</b> which include: Open-air concert hall; Open-air exhibition &amp; performance space (for TED talks for instance); Exhibition space; Instrument museum room</p> <p>Solution component 4: <b>Commercial activities</b> which include: Restaurant and bar; (New) musical instrument store</p> <p>Solution component 5: <b>Green energy</b> which include: Spaces for installation of renewable energy</p> <p>Solution component 6: <b>Viability.</b></p>	<p><b>Partnerships</b></p>



<p>cultural horizons, with the aim of extending the identity value that the community recognizes to the creativity of the site.</p> <p>The building complex has open spaces that can allocate an outdoor concert hall. The former convent can assume the role of connection as a "Green Park Hub" systemic fulcrum of porous and creative life and as a link between the coast, the lower city and the hill.</p>	<p>The building as a link between the different parts of the city (parking spaces)</p>	
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**Solution 2 House of music team reflections:**

The TED headquarter is a space to organize lectures, presentations and speeches on a regular basis. By the headquarter such events could become regular and TED could become an organization encouraging local creativity and territorial innovation.

The music scene of Salerno is significant and lively thanks to the many music clubs, associations, individual musicians and bands. Such scene deserves a dedicated space where the stakeholders can perform, rehearse and where all the required equipment are available. This place can function as a music hub encouraging further creative input, collaboration and networking.

In Salerno, there are no spaces and open workshops of luthiers, although this craftsmanship is very popular. It can be harvested further since the demand for new instruments and repairing damaged or old instruments is significant. Therefore, it is essential to establish new luthier workshops. In addition, workshops focusing of recycling and upcycling of ‘unsavable’ instruments could be established. Such activity could also trigger the urban economy of the area. Although it is fundamental to focus on accessibility of the area in order to attract customers.

Southern musical traditions and in particular the Neapolitan traditions – such as tarantella – are strong elements of the local identity and culture. Music schools that are focusing on such traditions are needed. Our proposed music hub is targeting such demand for strengthening local identity by promoting local music traditions.

The demand for recording and music production studio – where soundtracks of movies, short films, etc... can be produced – was expressed during the interviews. The market already exists as the soundtracks requested and consumed by the northern Italian market are made in the southern Italian regions. In addition, many movie shootings and related activities are carried out in the southern Italian regions. Therefore, it is crucial to incorporate well equipped music recording and production spaces to the proposed music hub. Thus, the music hub can trigger further development in such creative field.

It is fundamental to tackle the issue of accessibility: connect the lower and the higher part of the historic city centre by a network of elevators and escalators. Also, there is a need for parking spaces for cars.

## VALUE PROPOSITIONS

### **Value co-preservation and co-creation**

#### **Our Green Park Hub**

**Help:** Social community, Students, associations, tourists, citizens, families, historic centre users, artists, commercial activities  
**to** promote territorial synergies between the urban vegetation belonging to the building and its proximity

**to** important the territorial landmarks such as the Salerno Medical School, the Conservatory of Music and the Minerva Garden. It could also function as hub of public green spaces.

It could also be an alternative place to relaxation in the city and as post-covid safe area.

**by** the functional mix of a public green space and an urban cultural initiative innovative forms of territorial creativity and maintenance of urban gardens are encouraged.

It is a green space for tourists and locals.

It is an outdoor space for art exhibitions.

#### **Our Spaces for car parking**

**Help:** Social community, Students, associations, tourists, citizens, families, historic centre users, artists, commercial activities  
**to** improve the accessibility to the building and at the same time to the upper part of Salerno.

**by** creating space where car can be parked. In addition, we want to make the building a connection system, in order to limit the use of cars in this part of the city.

#### **Our Space for recording film soundtracks**

**Help:** artists, musicians, music producers

**to** create an opportunity for local musicians to work on film soundtracks.

**by** creating a professional space where it is possible to record film soundtracks.

#### **Our social space – open-air concerts and other public events**

**Help:** Social community, Students, associations, tourists, citizens, families, historic centre users, artists, commercial activities, small entrepreneurs and artisans.

**to** offer a space for open-air concerts and other public events

**by** cooperating with TED.

It helps to encourage to form a network of small entrepreneurs and social associations.

### Solution 3 The identity between tradition and innovation

<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>-Building:</li> <li>-Land:</li> <li>-Skills, expertise &amp; know how:</li> <li>- materials:</li> </ul>	<p><b>Solution</b></p> <p>Solution component 1: <b>Observatory</b> and Specialized research and professional training center on <b>tourism and cultural heritage</b></p> <p>Solution component 2: <b>Museum pole of Salerno (contemporary, modern, street and civic art)</b> with a section on the history of Salerno and on ceramics production. It will include activities and open innovation environments in the fields of traditional and digital art and trans-disciplinary co-working/co-factory spaces and laboratories</p>	<p><b>Channels</b></p>
<p><b>Adaptive reuse</b></p> <ul style="list-style-type: none"> <li>- All physical intervention on the “Edifici-Mondo” includes the optimisation of natural light, the provision of solar panels, the use of recycled rainwater and a wastewater treatment system.</li> <li>- Through the transformation of abandoned places into "living" systems (as such regenerative), we encourage synergies and cooperation between public and private subjects and support the involvement of the local community at large (as per European circular model of governance).</li> <li>- We contribute to the resilience of the city-territory system over time, deriving most of its resources (such as food, water, local skills and talents) from the surrounding area and promoting green and nature-based solutions.</li> <li>- We promote the establishment of a strong and robust cultural, ecological and socioeconomic circular system through the joint effort of the entire local community and beyond, by putting in connection Salerno's contemporary values with the original and traditional ones.</li> </ul>	<p>Solution component 3: <b>Enogastronomic pole</b> for the promotion of autochthonous food and sea products, in the context of the Mediterranean Diet, with exhibitions, showrooms and events.</p> <p>Solution component 4: <b>Smart "garden-city"</b>: A green network of paths and terraced system with herbal, botanical and shared urban-gardens linked to the "Schola Medica Salernitana" and the Amalfi Coast resources and tradition.</p> <p>Solution component 5: <b>Improved inter-connectivity, mobility and accessibility</b>: Create a network of different historical paths with a better information/signposting-system, mechanised vectors and parking space sized to the context</p>	<p><b>Partnerships</b></p>

### Solution 4 Solidarity condominium

Resources	Solution	Channels
-Building: -Land: -Skills, expertise & know how: - materials:	<p><b>Solution component 1:</b> Modular mini-apartments</p> <p><b>Solution component 2:</b> Shared spaces including shared gardens</p> <p><b>Solution component 3:</b> Artisanal activities</p> <p><b>Solution component 4:</b> Training activities related to mental, social and health aspects in reference Genovesi Salerno Medical School</p> <ul style="list-style-type: none"> <li>- Inter-generational fab Lab "Garage Solidale"</li> </ul> <p><b>Solution component 5:</b> Neighborhood services</p> <p>Our services to the neighborhood consists of Health promotion services with focus on:</p> <ul style="list-style-type: none"> <li>-Physical activity and proper nutrition (innovative, therapeutic, educational).</li> <li>-A medical clinic: for the consultations of the general practitioner and any specialists.</li> <li>-A nursing clinic: for injection therapy, blood samples etc...</li> <li>-A waiting room</li> <li>A gym: for the common sporting activity, but also rehabilitative with the presence of the professional educator</li> <li>-A kitchen: a chef, a doctor and a nutritionist will lead a Mediterranean diet cooking school with the aim of educating on proper nutrition. (project already started for two years, conceived by Dr. Giuseppe Iagulli and sponsored by the Order of physicians and dentists of Salerno)</li> <li>-Counseling office: is a necessary space where to meet and help people who experience situations of hardship and/or conflict inside and outside the "solidarity condominium".</li> </ul>	<p><b>Partnerships</b></p>
<p><b>Adaptive reuse</b></p> <p>The adaptive reuse aims to trigger new strategies by activating tools capable of minimizing the discomforts of everyday life, such as the lack of services, mobility, while increasing the supply of spaces for free time and for interpersonal relationships. Urban welfare actions are therefore always most crucial to improving the quality of life of residents of urban centers, mitigating from on one hand the inconveniences of urbanity and on the other the loss of the social bond of the communities.</p> <p>We envision a sustainable urbanity as an intergenerational pact, which is divided into three different and synergistic aspects:</p> <ul style="list-style-type: none"> <li>- environmental sustainability, understood as the adequate use of resources (producing more with minus: product life cycle, energy saving, renewable sources);</li> <li>- economic sustainability, understood as accessibility to the building property on the part of the user for the right to quality of life (economic compatibility, life expectancy, living comfort);</li> <li>- social sustainability, understood as safety of the production process, safety and protection of the rights of persons participating in the construction of the building and "as product safety", i.e. durability of the building and the absence of risks for the people who use it, through the intervention of a "Social Manager", capable of providing financial, administrative, community and neighborhood services.</li> </ul>		

Due to time constraints, Groups 3 & 4 did not update the value proposition during this session.

### Break 15:05-15:20

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

**Cross-team Feedback session 15:20-15:50**

Cross-team feedback session on updated solution. One person per team presented the MVS and the updated value proposition to other participants. Concretely 1 teammate stayed at his group’s table and presented to visiting participants while his/her other teammates went and visited other projects and exchanged views with the other groups.

**Business Model update session 15:50-16:40**

Groups were invited to explore the economic viability of their solutions with the help of Revenue Stream Brainstorm Cards. Every group had the opportunity to discover Revenue Stream cards and see which revenue streams could be activated re the different components of their solution(s).

<b>Solution 1 Hippocratica Hills Health Heritage Hub and water paths</b>	
Public accessibility and green network	Crowdfunding
	Advertising
Medical and pharmaceutical research and training	Robin Wood
	Performance-based competition
	Pay per use
Medical and pharmaceutical research and training	Robin Wood
	Performance-based competition
	Pay per use
Hospitality and wellness	Pay per use
	Subscription
	Unlimited subscription
Hospitality and wellness	Pay per use
	Subscription
	Unlimited subscription
Crafts and commerce	Pay per use
	Cross selling
Exhibition spaces	Pay-what-you-can
	Auction
Multifunctional spaces	Cross selling
	Pay per use
	Subscription

**Solution 2 House of music**

<b>Solution component</b>	<b>For</b>	<b>Revenue stream</b>	
Hospitality	Conservatory bedrooms	Conservatory students & Conservatory teachers	
		Unlimited subscription	
		Products	
		Subscription	
	Guest bedrooms	Artists, musicians, singers & Music producers & Tourists	Fastcash
			Cross selling
			Products
			Virtual gifts
Functional spaces for musical activities	Classrooms	Fastcash	
		Cross selling	
		Commission	
		Conservatory students & Artists, singers and musicians & Conservatory professors	
		Products	
		Subscription	
Functional spaces for musical activities	Classrooms	Pay per use	
		Robin Wood	
		Pre-purchase	

	Recording studios	Conservatory students & Artists, singers and musicians & Emerging bands	Advertising Switch Products Robin Wood	
	Recycling workshop for the damage or disused musical instruments	Musical associations & Local craftsmen & Citizens & Musicians & Conservatory students	Advertising Subscription Crowdfunding Switch Products	
	Workshops for luthiers in the sector of repair / maintenance of damaged instruments	Local craftsmen & Conservatory students	Advertising Cross selling Pay per use Pre-purchase Products	
	Courses to learn and/or improve artistic skills related to traditions	Musicians & Conservatory students & Musical associations & Art lovers & Artists & Citizens	Advertising Subscription Crowdfunding Cross selling Fastcash	
	Events	Open-air concert hall	Music managers & Singers and musicians & Musical associations & Emerging bands & Conservatory students & Tourists & Concert audience	Advertising Products Crowdfunding Pre-purchase Switch
		Open-air exhibition & performance space (for TED talks for instance)	Musical associations & Artists & Social associations & Municipality & Tourists & Citizens	Advertising Products Crowdfunding Freemium Subscription
		Exhibition space	Musical associations & Artists & Social associations & Municipality & Tourists & Citizens	Pay per use Advertising Switch Robin Wood Permit
		Instrument museum room	Local craftsmen & Municipality & Musical associations & Artists & Tourists & Citizens	Products Fastcash Advertising Pay-what-you-can Crowdfunding
	Commercial activities	Restaurant and bar	Tourists & Citizens & Conservatory students	Products Advertising Fastcash Switch
		(New) musical instrument store	Buyers & Musicians and singers & Conservatory students & Tourists & Citizens	Products Recurring revenue Virtual gifts Auction Pre-purchase
	Green energy	Spaces for installation of renewable energy	Renewable energy investors	Permit Switch Pay per use Unlimited subscription
	Viability	The building as a link between the different	Owners of commercial activities	Permit Switch Pay per use



	parts of the city (parking spaces)		Unlimited subscription
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<b>Solution 3 The identity between tradition and innovation</b>	
<b>Solution component</b>	<b>Revenue stream</b>
Observatory and Specialised research and professional training centre on tourism and cultural heritage	Recurring revenue; Data selling; Public funds and financing (local, regional, national, European and international)
Tourist guides (trekking) and experts on tourism and "project tour"	Pay per use Commission
Museum pole of Salerno (contemporary, street, modern, civic)	Robin Wood
	Permit
	Pay-what-you-can
	Cross selling
	Freemium
	Pay per use
	Advertising
	Public funds and financing (MiBACT, MIUR ) Partnerships and sponsorship (e.g. ART BONUS: 65% tax credit)
Co-working spaces/laboratories and IT facilities (rental)	Subscription
	Renting long term
	Unlimited subscription
	Partnership and sponsorship
Exhibitions, showrooms and events	Auction
	Renting short term
	Subscription
	Partnership and sponsorship
	Unlimited subscription
Commercial spaces, restaurants and cafes	Cross selling
	Pay per use
	Advertising
Library, Auditorium, Cinema	Cross selling
	Unlimited subscription
	Subscription
Green economy: medical plants, KMO productions and events with famous chefs (cooking show and training)	Pre-purchase
	Products
	Partnerships and sponsorship
<b>For the reuse project in its entirety and for each solution component</b>	<b>Crowdfunding</b>

<b>Solution 4 Solidarity condominium</b>	
<b>Solution component</b>	<b>Revenue stream</b>
Modular-mini apartments	Pay-what-you-can
	Subscription
	Unlimited subscription
	Robin Wood
Inter-generational FabLab – Garage Solidale	Pay-what-you-can
	Performance-based competition
	Advertising
	Pay per use
	Subscription
	Virtual gifts
	Products
Shared spaces including shared gardens	Advertising
	Pay per use
	Pay-what-you-can
	Subscription
	Unlimited subscription
	Robin Wood
Artisanal activities	Commission
	Recurring revenue
	Pay per use
	Freemium
	Products
	Advertising
	Subscription
Training activities	Commission
	Recurring revenue
	Pay per use
	Freemium
	Products
	Advertising
Neighbourhood services	Subscription
	Pre-purchase
	Advertising
	Pay per use
	Subscription
	Permit
	Products

### Next stages - Viability assessment & Sustainability update / Check Out 16:40-17:00

Philippe Drouillon explained what are the next steps to be performed during session 4 and what needed to be prepared for this endeavour.

A follow-up letter was sent after the session by Ruba Saleh in order to remind the participants of:

What they worked on during session 3:

- Updating their minimal viable solution and revisiting the value proposition based on the interviews results

- Exploring the economic viability of solutions with the help of Revenue Stream Brainstorm Cards. Every group examined which revenue stream could be activated for every component of the solution.

What they need to do before session 4:

- Start collecting rough figures for type of funding; variable and fixed costs; and investments.

What they are going to do in session 4:

- Viability assessment & Sustainability update

**Thursday 4 June 2020, 13:30-17:00**  
**Remote session 4**

**Welcome 13:30-13:45**

The Zoom session opened at 13:15 in order to anticipate technical issues. At 13:30 the workshop designer and facilitator, Philippe Drouillon, opened the session with a pulse survey. After the survey, Philippe Drouillon presented the session's agenda and answered all the related questions.

**Cross-team feedback 13:45-14:15**

One person per team presented a full description of the solution from a feasibility perspective to other participants who provided feedback.

**Viability of the solution - Quantify revenue streams 14:15-15:00**

During this session, groups put figures in front of each revenue stream they've identified previously. Moreover, every group specified for every revenue stream:

- Related feature/product/service/solution;
- For which customer;
- For how many customers/year; and
- The annual expected revenues.

Solution 1 Hippocratica Hills Health Heritage Hub and water paths					
Type of revenue stream	For what feature / product / service / solution		For which costumers?	How many costumers / sales per year?	Yearly revenues
Crowdfunding	Public accessibility and green network	Public green ring	Locals and tourists	NA	-
Advertising					
Robin Wood	Medical and pharmaceutical research and training	Medical and pharmaceutical labs, study and conference rooms, incubators for start-ups, professional training	Local and foreign researchers, students, professors	20 laboratories: 45.000€/year; 5 conference rooms: 1000€/day Avg. 60 events/year; 5 incubators: 30.000€/year	€1.350.000
Performance-based competition					
Pay per use	Hospitality and wellness	Didactic hotel and restaurants, wellness/therapy centre, sky club and pool, fitness area	Tourists, locals, students	Restaurants and café: 174.000€/year wellness centre: 92.000€/year hotel: 216.000€/year	€650.000
Pay per use					
Subscription					
Unlimited subscription	Crafts and commerce	Craft activities, herbal shops and creative enterprises combined with professional training	Tourists, locals	30 commerce and herbal craft and Shops: 263.500€/year; 20 enterprises; 108.000€/year	€371.520
Cross selling					
Pay-what-you-can	Exhibition spaces	Museum route and temporary exhibition	Tourists, locals	Regular exhibition: 7€   70.000 ppl/year special exhibition: 15€: 30.000 ppl/year;	€1.000.000
Auction					



Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

				merchandising: 60000€/year	
Cross selling	Multifunctional spaces	Herboristic fab lab	Researcher, students	30 labs	-
Pay per use					
Subscription					
				<b>Total Yearly Revenues</b>	<b>€3.371.520</b>

Type of funding	For what feature / product / service / solution	Yearly funding
Private investors	medical and pharmaceutical research and training	€25.860.000
	crafts and commerce	
	hospitality and wellness	
Private CHR	public accessibility and green network	€ 5.120.000
Public funds	public accessibility and green network	
	medical and pharmaceutical research and training	
Income	multifunctional	
Users	public accessibility and green network	
	Museum and exhibition	
		<b>Total funds: €31.000.000</b>

Solution 2 House of music																		
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?					Yearly revenues										
			Sqm	Capacity	Average filling coefficient	Daily users	annual users	Unit revenue	Total revenue/year									
Unlimited subscription	Hospitality	Conservatory bedrooms	3055	160 ppl	85%	136 ppl	44880 ppl	€30	€1.346.400									
Products																		
Subscription																		
Fastcash																		
Cross selling																		
Products	Guest rooms	Artists, musicians and singers; music producers; tourists	2924	120 ppl	60%	72 ppl	23760 ppl	€60	€1.425.600									
Virtual gifts																		
Fastcash																		
Cross selling																		
Commission																		
Products	Functional spaces for musical activities	Classrooms	830	83 ppl	65%	54 ppl	16200 ppl	€0	€0									
Subscription																		
Pay per use																		
Robin Wood																		
Pre-purchase																		
Advertising																		
Switch																		
Products										Recording studios	Artists, musicians and singers; bands; Conservatory students	652	12 h/day	40%	5 h/day	1650 h	€40	€66.000
Robin Wood																		
Advertising																		
Subscription	Recycling workshop	Musical associations Local craftsmen and citizens; Musicians; Conservatory students	211	6 h/day	30%	2 h/day	660 h	€60	€39.600									
Crowdfunding																		
Switch																		
Products																		
Advertising																		
Subscription	Music classes related to local traditions	Musicians, Artists; Conservatory students; Musical associations Citizens, Art lovers	266	27 ppl	70%	19 ppl	5700 ppl	€1300	€7.410.000									
Crowdfunding																		
Cross selling																		
Fastcash																		
Subscription										Library	Conservatory students; citizens	291	37 ppl	30%	11 ppl	3300 ppl	€3	€9900
Subscription																		
Subscription	Kindergarten	Musical associations citizens	188	23 ppl	40%	9 ppl	2700 ppl	€45	€121.500									
Advertising																		
Advertising	Events		370	58 ppl	65%	38 ppl	12540 ppl	€50	€627.000									



Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

Products		Open air concert hall	Music managers & Singers and musicians and Musical associations & Emerging bands & Conservatory students & Tourists & Concert audience									
Crowdfunding												
Pre-purchase												
Switch												
Advertising		Open air exhibition and performance space	Musical associations & Artists & Social associations & Municipality & Tourists & Citizens	1921	300 ppl	50%	150 ppl	49500 ppl	€30	€1.485.000		
Products												
Crowdfunding												
Freemium												
Subscription		Exhibition room	Musical associations & Artists & Social associations & Municipality & Tourists & Citizens	266	33 ppl	40%	13 ppl	4290 ppl	€0	€0		
Advertising												
Products												
Crowdfunding												
Freemium		Music instruments museum	Buyers & Musicians and singers & Conservatory students & Tourists & Citizens	266	33 ppl	40%	13 ppl	4290 ppl	€15	€64.350		
Subscription												
Advertising												
Products												
Fastcash	Commercial activities	Restaurant and bar	Tourists & Citizens & Conservatory students	998	370 ppl	60%	222 ppl	73260 ppl	€25	€1.831.500		
Advertising												
Fastcash		Music instrument store	Buyers & Musicians and singers & Conservatory students & Tourists & Citizens	200	-	-	-	-	-	€106.653		
Switch												
Products		Green energy	Spaces for installation of renewable energy	Renewable energy investors	725	6500 /ppl	17.4%	-	-	-	-	
Advertising												
Fastcash												
Switch												
Products												
Recurring revenue												
Virtual gifts												
Auction												
Pre-purchase												
Permit												
Switch												
Pay per use												
Unlimited subscription												
									<b>Total Yearly Revenues: €14.483.903</b>			

Type of funding	For what feature / service / solution?	Yearly funding
BCC (Banca a credito cooperativo di Salerno)	Sponsoring new projects; zero rate loans	€200.000
Green new deal	Funds for integration and experimentation of green technology / towards zero carbon unit	€300.000
Fondo per lo sviluppo Resto al Sud	Call for empowerment of culture and start up social projects	€200.000
Funds for art and culture of Salerno	Museum, art improvement site, to protect cultural heritage, civic, streets	€150.000
Music Contributions - General Directorate of Entertainment - MiBACT	Musical education and Entertainment	€200.000
SIAE Initiatives for Culture and Entertainment	Musical education and Entertainment	€200.000
Italia Music Export	Musical education and Entertainment	€150.000
Italian music crowdfunding platform	Musical education and accommodation for musicians	€70.000
Smart and Start / Start Up Innovative	For new and for existing initiatives within the cultural industry	Zero rate and 30% non-refundable
		On tangible, intangible assets and management costs 20% of the total amount, coverage 80% and rate 0 in the
		For new businesses and third sector
	Existing initiatives	€500.000

		case of young people or women 90%	
Municipality, MiBACT, European Funds (FEIS)	Adaptive reuse of vulnerable areas		€2.000.000
			<b>Total Yearly Funding: €6.370.000</b>

Solution 3: The identity between tradition and innovation					
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues	
Recurring revenue; Commission; Pay per use	Observatory and Research centre (tourist guides and experts)	Local stakeholders (internal); Tourism-culture research and study	250 x 150€ Guides/experts; 25 x 500€ Data selling	€50.000	
Advertising; Pay per use; Freemium; Cross selling; Pay-what-you-can; Permit; Robin Wood	Museum pole of Salerno (contemporary, street, modern, civic)	Local stakeholders (internal); Art, innovation and external stakeholders	100.000 x 7€ (avg) (9€ entrance - 5€ reduced); 50x2.500€ (avg) sponsorship/partnership/advertising/permit/membership; 7.500x10€ other sales (e.g. cross selling, merchandising); 20.000 x 10€ educational activities	€1.100.000	
Subscription; Unlimited subscription	Co-working spaces/laboratories and IT facilities (rental)	Local stakeholders (internal); Art, innovation and external stakeholders	20x5hx10€x25dx12m average hour rental; 200x300€x12 monthly subscription	€1.020.000	
Auction; Subscription; Unlimited subscription	Exhibitions, showrooms and events.	Local stakeholders (internal); Art, innovation and external stakeholders; Green, medical and enogastronomy stakeholders	50x100px50€ (avg) events; 24x100px15€ showrooms and exhibitions	€286.000	
Advertising; Pay per use; Cross selling; Subscription; Unlimited subscription	Commercial spaces, restaurants and cafes; Library, Auditorium, Cinema, Theatre	Local stakeholders (internal); Art, innovation and external stakeholders; Green, medical and enogastronomy stakeholders	8000 x 25€ (avg) commercial/risto bar; 5000 x 10€ (avg) cinema/auditorium; 7 units x 12 x 1800€ (avg) rental of the spaces	€401.000	
Products; Pre-purchase	Medical plants, KMO productions and events with famous experts and chefs (e.g.	Local stakeholders (internal); Green, medical and enogastronomy stakeholders	30 x 12 x 75€ Events; 5000 x 20€ (avg) plants/products; 1200 x 25€ Training	€157.000	



		cooking show and training)			
				<b>Total Yearly Revenues</b>	€3.014.000

Type of funding	For what feature / product / service / solution			Yearly funding
<b>Funding 1</b>	Observatory and Specialised research and professional training centre	Public funds	Local (Salerno Municipality, University of Salerno.); Regional (Campania); National (MIUR, ENIT, etc...); International (EU funds, etc...)	€150.000
<b>Funding 2</b>	Museum pole of Salerno (contemporary, street, modern, civic).		MiBACT, MIUR, EU FUNDS	€250.000
<b>Funding 3</b>	Green economy: Medical plants, KMO productions, training sessions, events with experts and chefs (e.g. cooking show)	Public/Private funds	Local (Salerno Municipality, University of Salerno, etc...); Regional (Campania); National (MIUR, etc...); International (EU funds, etc...) / Medical and pharmaceutical entities/institutions - Slow food chain organizations and actors	€200.000
<b>Funding 4</b>		Private funds	Banks, foundations, philanthropists ..	€75.000
	<b>Total Yearly Funding</b>			<b>€675000</b>

Solution 4: Solidarity condominium				
Type of revenue stream	For what feature / product / service / solution	For which costumers?	How many costumers / sales per year?	Yearly revenues
Robin Wood, Unlimited subscription, Subscription, Pay-what-you-can	Modular mini apartments	Category users	20 studios 35 sqm, 40 inhabitants	€171.000
			20 two-rooms 60sqm, 60 inhabitants	
			5 four-rooms 95sqm, 25 inhabitants	
			Total: 125 inhabitants	
Products	InterGenerational fab Lab "Garage Solidale"	Category users, Category workers, Category contributors Community	€50000	€210.000
Virtual gifts			€10000	
Subscription			€50000	
Pay per use			€5000	
Advertising			€80000	
Performance-based compensation			€10000	
Pay-what-you-can	€5000			

Robin Wood	Shared spaces including shared gardens	Category users, Category workers, Category contributors, Community	€20000	€500.000
Unlimited subscription			€54000	
Subscription			€50000	
Pay-what-you-can			€1000	
Pay per use			€25000	
Advertising			€125000	
Subscription	Artisanal activities	Category users, Category workers, Category contributors, Community	€20000	€500.000
Advertising			€150000	
Products			€150000	
Freemium			€10000	
Pay per use			€20000	
Recurring revenue			€60000	
Commission			€90000	
Subscription	Training activities related to mental, social and health aspects / Reference to Genovesi Salerno Medical School	Category users, Category workers, Category contributors, Community	€20000	€250.000
Advertising			€50000	
Products			€25000	
Freemium			€25000	
Pay per use			€25000	
Recurring revenue			€75000	
Commission			€30000	
Products	Services to the neighbourhood	Category users, Category workers, Category contributors, Community	€250000	€750.000
Permit			€60000	
Subscription			€250000	
Pay per use			€100000	
Advertising			€20000	
Pre-purchase			€70000	
			<b>Total Yearly Revenues</b>	<b>€2.301.000</b>

Type of funding	For what feature / product / service / solution	Yearly funding	
<b>FIA 2 Fondo Investimenti per l'Abitare di CdPi sgr</b> / FIA 2 Investment Fund for Housing of CdPi sgr	Renovation and regeneration work	€2.000.000	
<b>FIV fondo investimenti per la valorizzazione – comparto extra di CdPi sgr</b> / FIV investment fund for enhancement - extra sector of CdPi sgr	Renovation and regeneration work	€1.000.000	
<b>Fondo per lo sviluppo e la coesione (FSC)</b> / Fund for Development and Cohesion (FSC)	Training activities related to mental, social and health aspects reference to Genovesi Salerno Medical School; Services to the neighbourhood	€100.000	
<b>Banca Etica</b> / Ethical bank	Shared spaces including shared gardens; Modular mini apartments	€150.000	
<b>Banche di Credito Cooperativo (BCC) del salernitano</b> / Cooperative Credit Banks (BCC) of Salerno			
<b>Fondazione CARISAL &amp; Fondazione Banco di Napoli</b> / CARISAL Foundation & Banco di Napoli Foundation	InterGenerational fabLab "Garage Solidale"; Services to the neighbourhood; Artisanal activities	€150.000	
<b>Fondazione con il Sud</b> / Foundation with the South	Training activities related to mental, social and health aspects reference to Genovesi Salerno Medical School; Services to the neighbourhood	€35.000	
<b>Fondo Sviluppo</b> / Development Fund	Call for the start-up of the Community Cooperative and the social project; Shared spaces including shared gardens	€20.000	
<b>Crowdfunding</b>	Artisanal activities; InterGenerational FabLab "Garage Solidale"; Shared spaces including shared gardens	€100.000	
		<b>Total Yearly Funding</b>	<b>€3.555.000</b>

### Break 15:00-15:15

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

### Viability of the solution - Cost perspective in running mode 15:15-16:00

During this session, teams estimated the cost related to their solution in terms of investments, fixed & variable costs. At the end of the session, teams have configured their first draft cost perspective of the solution.

#### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

This group didn't fill in the fixed and variable costs table. Below is their prediction in terms of needed investments.

Investments	Total	Years of amortization	Cost / year
Accessibility and green ring	€5.000.000	30	€167.000
Research and training	€15.000.000	30	€500.000
Hospitality and wellness	€7.000.000	30	€234.000
Crafts and commerce	€4.000.000	30	€133.000
			<b>Total cost/ year</b> <b>€1.034.000</b>

#### Solution 2 House of music

Category	Variable costs	Cost / Unit	Number of units		Cost / Year	
		€/mq- €/person- €/month	mq/ people	months		
Hospitality	Conservatory bedrooms	Electricity, heat, air conditioning, water	€25	2924	-	€73.100
		Telephone, internet	-	80	12	€960
		Preparation	-	2924	-	€2.924
		Maintenance	€10	2924	-	€29.240
		Marketing	€1.500	-	12	€18.000
	Guest rooms	Electricity, heat, air conditioning, water	€25	3055	-	€76.375
		Telephone, internet	-	80	12	€960
		Preparation	€80	3055	-	€244.400
		Maintenance	€10	3055	-	€30.550
		Marketing	€1.500	-	12	€18.000
Functional spaces for musical activities	Classrooms	Energy	€25	830	-	€20.750
		Telephone, internet	-	50	12	€600
		Preparation	€50	830	-	€41.500
		Maintenance	€5	830	-	€4.150
	Recording studios	Energy	€25	652	-	€16.300
		Telephone, internet	-	50	12	€600
		Preparation	€80	652	-	€52.160
		Maintenance	€10	652	-	€6.520
		Marketing	€1.500	-	12	€18.000
		Energy	€25	211	-	€5.275

	Recycling workshop	Telephone, internet	-	30	12	€360
		Preparation	€50	211	-	€10.550
		Maintenance	€5	211	-	€1.055
		Marketing	€1.500	-	12	€18.000
	Music classes related to local traditions	Energy	€25	266	-	€6.650
		Telephone, internet	-	31	12	€360
		Preparation	€80	266	-	€21.280
		Maintenance	€5	266	-	€1.330
	Library	Marketing	€1.500	-	12	€18.00
		Energy	€25	291,5	-	€7.287
		Telephone, internet	-	50	12	€600
		Preparation	€80	291,5	-	€23.320
	Kindergarten	Maintenance	€5	291,5	-	€1.457
		Marketing	€1.500	-	12	€18.000
		Energy	€25	188	-	€4.700
		Telephone, internet	-	50	12	€600
Events	Open air concert hall	Preparation	€80	188	-	€15.040
		Maintenance	€5	188	-	€940
		Marketing	€1.500	-	12	€18.000
		Energy	€15	370	-	€5.500
	Open air exhibition and performance space	Expenses of the musicians and stage rental	€5000	-	12	€60.000
		Preparation	€80	370	-	€29.600
		Maintenance	€5	370	-	€1.850
		Marketing	€1.500	-	12	€18.000
	Exhibition room	Energy	€15	1921	-	€28.815
		Telephone, internet	€2000	-	12	€24.000
		Preparation	-	-	-	€0
		Maintenance	€5	1921	-	€9.605
	Music instruments museum	Marketing	€1.500	-	12	€18.000
		Energy	€25	266	-	€6.650
		Telephone, internet	-	-	-	€0
		Preparation	€80	266	-	€21.280
Commercial activities	Restaurant and bar	Maintenance	€5	266	-	€1.330
		Marketing	€1.500	-	12	€18.000
		Energy	€25	998	-	€24.950
		Telephone, internet	-	50	12	€600
		Preparation	€80	998	-	€79.840
		Maintenance	€5	998	-	€4.990
		Ingredients	€8.000	-	12	€96.000
		Marketing	€1.500	-	12	€18.000

	Music instrument store	Energy	€25	200	-	€5.000
		Telephone, internet	-	30	12	€360
		Preparation	€50	200	-	€10.000
		Maintenance	€5	200	-	€1.000
		Marketing	€1.500	-	12	€18.000
					<b>Variable costs / year</b>	<b>€1.369.194</b>

Investments	Total	Years of amortization	Cost / Year	
Partnership Private/Public	€6.623.777	11	€200.000	
Recording business team	€500.000	7	€65.000	
Hosting business association	€3.000.000	4	€720.000	
Micro enterprises association	€600.000	5	€115.200	
			<b>Investment costs / year</b>	<b>€1.100.200</b>

### Solution 3 The identity between tradition and innovation

Variable costs	Cost / Unit	# of units	Cost / year	
<b>Equipment, goods</b>				
Energy, water, raw material required for sourcing, manufacturing, distribution	25000€/tot. sqm; over 50% of the structures will be based on renewable energy and recycled materials		€25.000	
External services	cleaning, maintenance, technical assistance, security..		€250.000	
			<b>Variable costs / year</b>	<b>€275.000</b>
Fixed costs	Cost / Unit	# of units	Cost / year	
<b>Internal staff</b>	2000€ x 36 units (avg)	x8 researchers; x5 green staff; x20 ancillary services staff; x25 museum multidisciplinary staff	€864.000	
<b>External staff</b>	1500€ x 39 units (avg)	x12 cleaning; x5 technicians; x(?) volunteers	€702.000	
<b>Recurring costs (admin, energy, insurances,...)</b>	taxes etc.		€300.000	
			<b>Fixed costs / year</b>	<b>€1.866.000</b>

Investments	Total	Years of amortization	# of units
Investment 1	Technical equipment: PC, SmartTV, Projectors, 3D, VR, AR, AI..	3	€100.000/ 3y
Investment 2	Recycled rainwater, wastewater treatment system, solar panels, storage batteries ..	10	€100.000/ 10y
Investment 3	Work-stations	2	€125.000/ 2y
<b>Investment costs / year</b>			<b>€325.000</b>

### Solution 4 Solidarity condominium

Variable costs		Cost / Unit	# of units	Cost / year
Equipment, goods	Collective services			€30.000
	Dwellings kitchens			€45.000
	General kitchens			€10.000
	Dwellings furniture			€35.000
	FabLab			€120.000
Energy, water, raw material required for sourcing, manufacturing, distribution	Dwellings			€40.000
	Remaining spaces			€35.000
External services				
			<b>Variable costs / year</b>	<b>€315.000</b>
<b>Fixed costs</b>		<b>Cost / Unit</b>	<b># of units</b>	<b>Cost / year</b>
Internal staff	2 maintenance personnel	25K x 8	8	€200.000
	2 administrative personnel (1 manager and one administrative)			
	2 caretakers			
	2 babysitters			
External staff	1 chef	800 x12x13	13	€126.000
	1 chef assistant			
	1 restaurant personnel			
	6 training staff (2 trainers and 4 senior craftsmen)			
	Medical staff 3(doctor, nurse, psychologist)			
Recurring costs (admin, energy, insurances,...)		€75.000 (energy); €10.000 (insurance)		€85.000
			<b>Fixed costs / year</b>	<b>€411.000</b>
Investments	Total	Years of amortization	# of units	
Investment 1: renovation and regeneration work	3 million	30y	€100.000	
Investment 2				



<b>Investment 3</b>			
		<b>Investment costs / year</b>	

### Sustainability dimension 16:00-16:45

Sustainability cards were available on Mural for each team to take into consideration. Each team identified the sustainability cards that are directly leveraged by the solution. Moreover, each team identified the SDGs that are directly leveraged by their solution.

### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

Circularity	
<i>Business models</i>	<i>Solution component</i>
Environmental and social certification marks	Public accessibility and green network
Sell in bulk / buying packaging free	
Permaculture	
Regeneration and restoration	Medical and pharmaceutical research
Green chemistry	
Industrial ecology	Hospitality and wellness
Sell in bulk / buying packaging free	
Natural ingredients and components	Crafts and commerce
Industrial ecology	

Inclusion	
<i>Business models</i>	<i>Solution component</i>
Inclusive distribution	Public accessibility and green network
Universal accessibility	
Freemium	Hospitality and wellness
Low tech	Crafts and commerce
Total or partial DIY	
Collective purchase	
Universal accessibility	Exhibition areas
Freemium	Multifunctional spaces
Universal accessibility	

Local & Collaboration	
<i>Business models</i>	<i>Solution component</i>
Community experience	Public accessibility and green network
Functional cooperation	Medical and pharmaceutical research
Local partnership	
Open source	
Fair wages	
Direct distribution channels	
Local certification	
Local economic development	Hospitality and wellness
Local partnership	
Local economic development	Crafts and commerce
Direct distribution channels	
Local certification	

Local shopping	
Community experience	Exhibition areas
Local economic development	
Micro manufacturing	Multifunctional spaces

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



**Solution 2 House of music**


Circularity	
<i>Business models</i>	<i>Solution component</i>
Industrial ecology	Recycling workshop; Music classes related to local traditions
Longer product life	
Recycling	
Reuse	
Repairability	
Permaculture	Garden roofs; Nature-based eco-tech space
Industrial ecology	Restaurant and bar
Circular	
Natural ingredients and components	
Sell in bulk / buying package free	Musical instruments store; Restaurant and bar
Returnable bio packaging	
Environmental and social certification marks	Nature-based eco-tech space
Reducing	Spaces for installation of renewable energy
Circular	

Inclusion	
<i>Business models</i>	<i>Solution component</i>
Universal accessibility	The Building as a link between the different part of the city with an elevator system
Micro-finance	
Bottom of pyramid	
Buy one give one	
Package offer	
Total or partial DIY	Musical instruments store; Recycling workshop; Recording studios
Micro-finance	
Inclusive distribution	
Inclusive production	Open air exhibition and performance space; Open air concert hall;
Fair trade value allocation price and cost transparency	
Collective purchase	Exhibition room; Music lessons for disabled people
Freemium	Kindergarten; Park (as anti COVID-19 space)
Low tech	

Frugal	Library; Conservatory bedrooms; Instruments museum; Classrooms
Frugal innovation	
Micro-finance	Restaurant and bar; Spaces for installation of renewable energy; Guest rooms

Local & Collaboration	
Business models	Solution component
Local shopping	Selling musical instruments; Restaurant and bar; Bookshop in the library; Gadget shop
Direct distribution channels	Selling musical instruments; Social gardens
Crowdsourcing and collective intelligence	Spaces for installation of renewable energy
Community recognition	
Open source	
Local ownership	
Crowdsourcing and collective intelligence	Music and artistic events, exhibitions; Music classes related to local traditions

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



### Solution 3 The identity between tradition and innovation

Circularity	
Business models	Solution component
Reuse	Observatory and Specialised research and professional training centre on tourism and cultural heritage
Repairability	
Recycling	
Circular	Museum pole of Salerno (contemporary, street, modern, civic)
Regeneration and restoration	
Recycling	
Biomimicry	
Reuse	Co-working spaces/laboratories and IT facilities (rental)
Clean and clear labels	
Circular	Exhibitions, showrooms and events
Reuse	
Natural ingredients and components	Commercial spaces, restaurants and cafes;

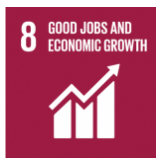
Returnable bio packaging	Library, Auditorium, Cinema, Theatre
Clean and clear labels	
Biomimicry	
Returnable bio packaging	
Regeneration and restoration	
Closed-loop design	
Permaculture	
Green chemistry	
Natural ingredients and components	
Recycling	
<b>Environmental and social certification marks</b>	<b>Overall project</b>
<b>Industrial ecology</b>	

<b>Inclusion</b>	
<i>Business models</i>	<i>Solution component</i>
Frugal innovation	Observatory and Specialised research and professional training centre on tourism and cultural heritage
Frugal	
Inclusive distribution	
Bottom of pyramid	
Low tech	
Freemium	
Frugal innovation	Co-working spaces/laboratories and IT facilities (rental)
Bottom of pyramid	
Total or partial DIY	
Package offer	Exhibitions, showrooms and events
Inclusive distribution	
Low tech	
Inclusive distribution	Commercial spaces, restaurants and cafes
Bottom of pyramid	
Inclusive production	
Low tech	
Bottom of pyramid	
Inclusive distribution	Library, Auditorium, Cinema, Theatre
Collective purchase	
Bottom of pyramid	
Frugal	
Fair trade value allocation price and cost transparency	
Inclusive distribution	
Package offer	
Inclusive production	
Total or partial DIY	
<b>Universal accessibility</b>	

<b>Local &amp; Collaboration</b>	
<i>Business models</i>	<i>Solution component</i>
Local certification	Observatory and Specialised research and professional training centre on tourism and cultural heritage
Crowdsourcing and collective intelligence	
Open data	
Community trust	
Community experience	
Crowdsourcing and collective intelligence	Museum pole of Salerno (contemporary, street, modern, civic)
Community experience	
Functional cooperation	Co-working spaces/laboratories and IT facilities (rental)
Nudge	

Community recognition	Exhibitions, showrooms and events
Micromanufacturing	
Local partnership	Commercial spaces, restaurants and cafes
Direct distribution channels	
Local shopping	
Local partnership	Library, Auditorium, Cinema, Theatre
Local sourcing	
Community experience	Green economy: Medical plants, KMO productions, training sessions, events with experts and chefs (e.g. cooking show)
Local certification	
Local sourcing	
Direct distribution channels	
Local partnership	
Local shopping	
Collaborative production / Distribution	
<b>Community recognition</b>	<b>Overall project</b>
<b>Investment funds and local crowdfunding</b>	
<b>Local ownership</b>	
<b>Fair wages</b>	
<b>Local economic development</b>	

TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?



### Solution 4 Solidarity condominium


<b>Circularity</b>	
<i>Business models</i>	<i>Solution component</i>
Reducing the use of raw materials	Furniture of the apartments and service equipment
Reuse	
Recycling	Artisanal activities, Fablab, apartments
Longer product life	
Repairability	
Bio packaging	Fablab, shared spaces, artisanal activities
Regeneration and restoration	
Natural ingredients and components	Shared spaces
Permaculture	
Biomimicry	
Environmental and social certification marks	
Circular	All of the solution components
Clean and clear labels	
Closed-loop design	

<b>Inclusion</b>	
<i>Business models</i>	<i>Solution component</i>
Inclusive production	All of the solution components
Package offer	
Total or partial DIY	
Universal accessibility	

Inclusive distribution	
Frugal innovation	
Bottom of pyramid	
Collective purchase	Social purchasing group
Freemium	Artisanal activities and services
Fair trade value allocation price and cost transparency	
Low tech	

Local & Collaboration	
<i>Business models</i>	<i>Solution component</i>
Local shopping	Artisanal activities, shared spaces, and FabLab
Local certification	
Fair wages	
Mutualization	
Functional cooperation	
Community recognition	
Local sourcing	
Community trust	
Community experience	
Crowdsourcing and collective intelligence	
Local partnership	
Local economic development	

**TO WHICH SUSTAINABLE DEVELOPMENT GOALS DOES THIS IDEA DIRECTLY CONTRIBUTE ?**



The image shows six Sustainable Development Goal (SDG) icons: 7 (Renewable Energy), 8 (Good Jobs and Economic Growth), 9 (Innovation and Infrastructure), 10 (Reduced Inequalities), 11 (Sustainable Cities and Communities), and 12 (Responsible Consumption). The icons are arranged in a row, each with its number and name above a colored square containing a white icon.

**Check out session 16:45-17:00**

The session was concluded by listening to participants' feedback and comments.

**Monday 8 June 2020, 09:30-12:45**  
**Remote session 5**

**Welcome 09:30-09:45**

The Zoom session opened at 09:15 in order to anticipate technical issues. At 09:30 the workshop designer and facilitator, Philippe Drouillon, opened the session with a pulse survey. After the survey, Philippe Drouillon presented the session's agenda and answered all the related questions.

**Governance model 09:45-10:45**

During this session, every team discussed and formulated how the governance model would look like according to the anchoring circle model provided by Philippe Drouillon:



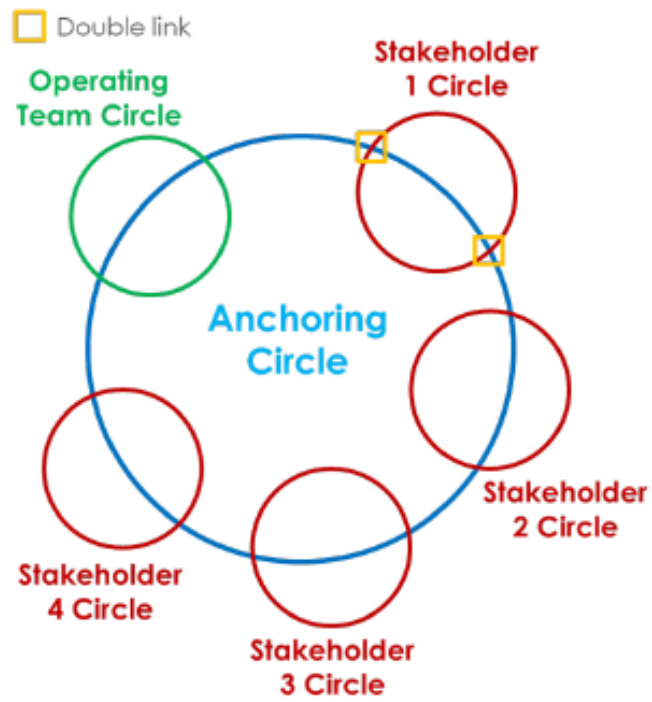
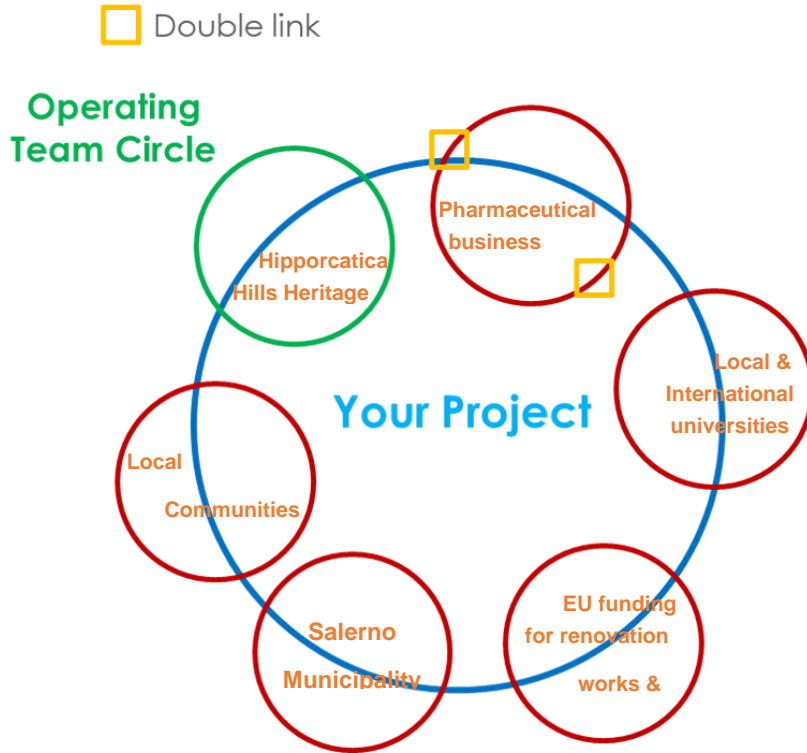
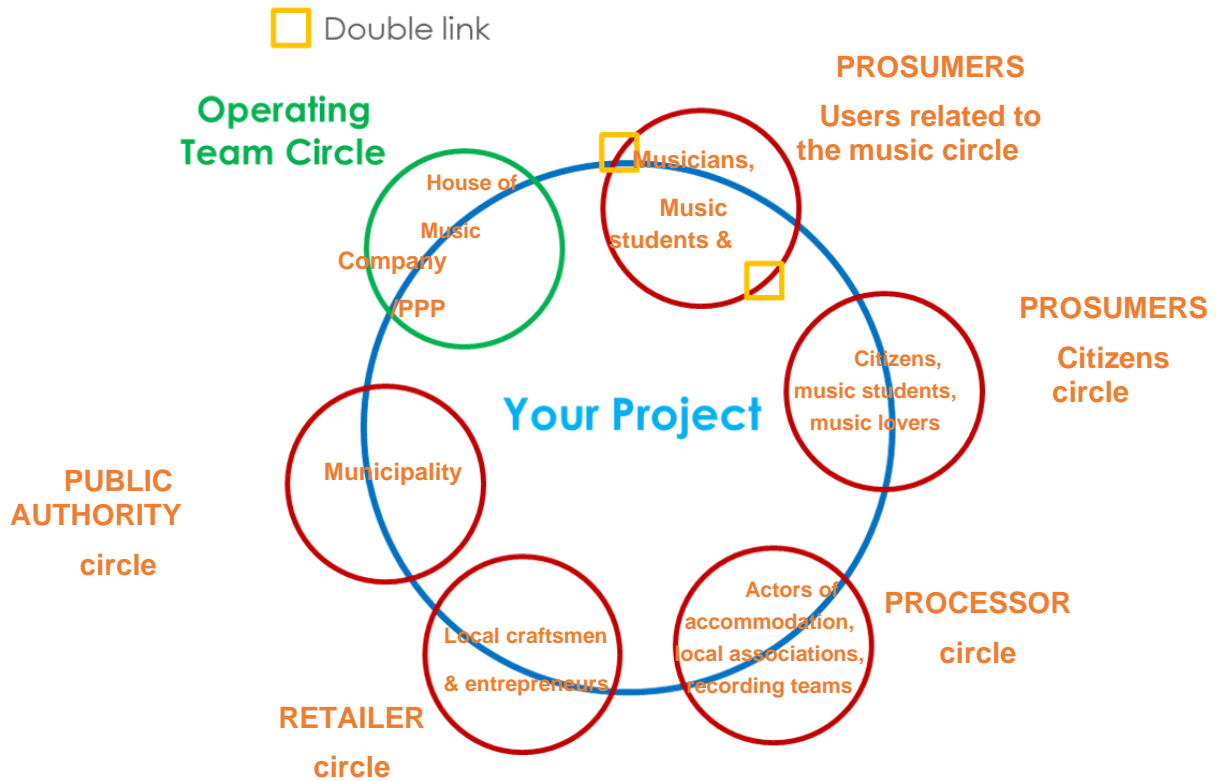


Figure 6: Anchoring circle model

**Solution 1 Hippocratica Hills Health Heritage Hub and water paths**

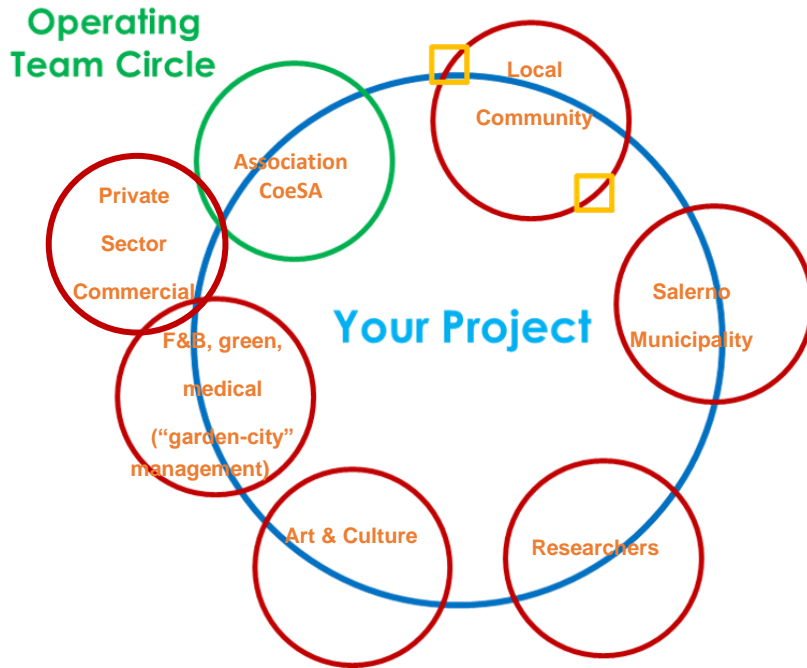


**Solution 2 House of music**



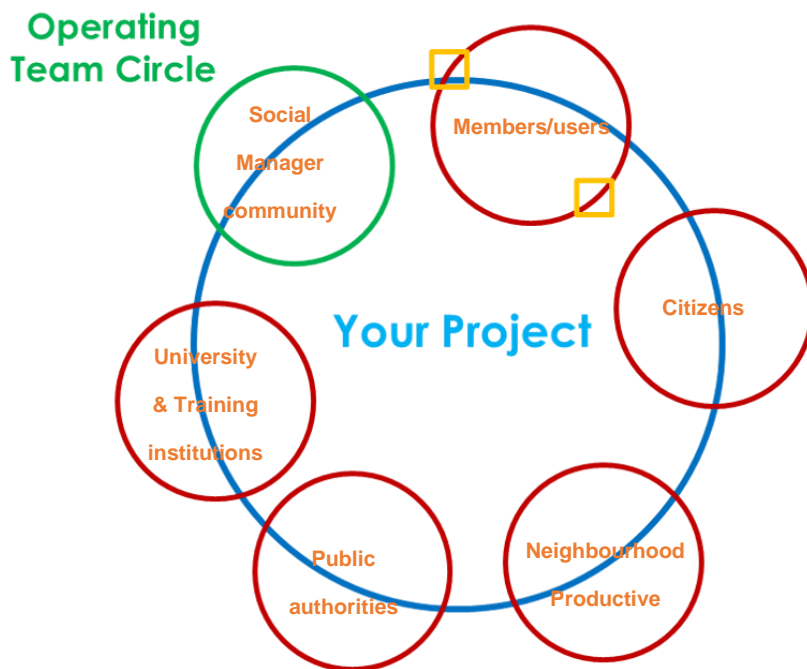
### Solution 3 The identity between tradition and innovation

Double link



### Solution 4 Solidarity condominium

Double link





### Pitch preparation 10:45-11:30

The four groups were provided beforehand with the pitch format and asked to prepare a 10 minutes' pitch encompassing:

1. Project Purpose
  - What's your raison d'être?
  - Why do you exist?
  - What is your Massive Transformation Purpose?
2. Project Target customers / users
  - Who are your target customers / users?
  - What are the needs? Pain points? Aspirations?
3. Solution

What are the **main** elements of your solution? What will your users / customers **see, feel, hear, do, experience**?

What are the advantages / benefits that your project brings to each target customer / user / beneficiary?

4. Value Proposition
  - What makes your solution so unique compared to existing alternatives for each target customer / user? For the Municipality?
5. Business Model
6. Positive Impact
  - What are the positive impacts of the project?* How do you embrace circularity? What are your environmental impacts? What are your social impacts?
  - How do you relate to the SDGs?
7. Governance Model
8. Description of the project in a nutshell
  - What are the 5 key elements we should remember about your project?

### Break 11:30-11:45

Participants were invited to take a short virtual break, grab a coffee, drink some water and come back to the session.

### Pitch presentation 11:45-12:30

## Solution 1 Hippocratica Hills Health Heritage Hub and water paths

### Purpose

The aim of our proposal is to create a heritage-led circular ecosystem of incubators, laboratories and services specialized in research on health-related issues and dedicated to the creation of artisan products and cultural activities all related to well-being; a complex system integrated in the urban context, with green and sustainable connections, which enhances the unique intrinsic cultural and territorial potential of the Hippocratica Civitas.

Our aim is to create an attractive cluster of activities for local and international investors, medical research institutes and education institutions to settle in such a diverse and rich environment. The hub will represent the ideal place for investors to have a flagship store or laboratory that will let them be part of this context and to link the intangible heritage to the tangible one. **UNIQUE SELLING PROPOSITION:** Salerno Medical School, Hippocratica Civitas.

### Target customers / Users

Customers / users	Needs	Pain point	Aspirations
Locals			-To "mend" a huge part of the old town with green connection
Tourists	-More green areas; -Better accessibility;	-Lack of investment opportunity	-To enhance peculiarity connected to the old Medical School through a complex system to start up new business connected to medicine and pharmacy
Scientists and researchers	-Implement research and development;	-Lack of green areas in the old town	
Students	-Implement circular working and training system.	-Depletion of activities in the upper part of the old town	
Entrepreneurs			-Create a proactive and hybrid business model self-regenerating

Solution

**HIPPOCRATICA HILLS HEALTH HERITAGE HUB**

Costruire un ecosistema heritage-led di incubatori, laboratori e servizi, specializzato nella ricerca su tematiche relative alla salute e dedicato alla realizzazione di prodotti artigianali ed attività culturali legate al benessere; sistema complesso integrato nel contesto urbano ed espressione delle vocazioni territoriali.

**HIPPOCRATICA HILLS HEALTH HERITAGE HUB**

	QUANTITÀ	RISTRUTTURAZIONE COSTO UNITARIO	RISTRUTTURAZIONE COSTO	SOGGETTO PROMOTORE	CANALE DI FINANZIAMENTO	RENTITÀ UNITARIA	RENTITÀ ANNUALE	RENTITA' INVESTIMENTO
01 Area verde ed accessibilità	10.240 mq	500 €/mq	5.120.000 €	*Comune di Salerno	*Pubblico contratto *Finanziamento su base di bilancio *Finanziamento su base di bilancio *Finanziamento UE	0 €/mq/anno	0 €/anno	
02 Ricerca e formazione medico-farmacologica	9.870 mq	1.500 €/mq	14.805.000 €	*Industria farmaceutica (gruppi locali di ricerca) *Ricerca per sviluppo *Ricerca per sviluppo *Ricerca per sviluppo	*Finanziamento UE per ricerca *Finanziamento UE per progetti privati	144 €/mq/anno 120 €/mq/anno	1.306.800 €/anno 572.400 €/anno	11 anni
03 Accoglienza e benessere	4.578 mq	1.500 €/mq	6.867.000 €	*Industria ospitalità (gruppi locali di ricerca) *Ricerca per sviluppo *Ricerca per sviluppo *Ricerca per sviluppo	*Finanziamento UE per progetti privati *Finanziamento UE per progetti privati	134 €/mq/anno 144 €/mq/anno 120 €/mq/anno	613.800 €/anno 216.000 €/anno 174.000 €/anno	11 anni
04 Artigianato e commercio	2.810 mq	1.500 €/mq	4.215.000 €	*Industria prodotti del territorio *Ricerca per sviluppo *Ricerca per sviluppo *Ricerca per sviluppo	*Finanziamento UE per progetti privati *Finanziamento UE per progetti privati	144 €/mq/anno 108 €/mq/anno	374.120 €/anno 180.000 €/anno	11 anni

- funzioni di accoglienza e ristoro
- attività di artigianato e commercio
- spazi per eventi mostre e convegni
- laboratori e didattica
- spazi coworking esistenti
- asse verde parco

**Il sistema dei layer funzionali**

**tematiche progettuali:**  
layer funzionali  
fruibilità costante  
fattibilità economica  
indotto culturale

**schema di fruizione nelle fasi giornaliere**

**incidenza sul territorio delle funzioni in base alle fasce orarie**

**economia circolare**

Image 65: Hippocratica Hills Health Heritage Hub and water paths solution



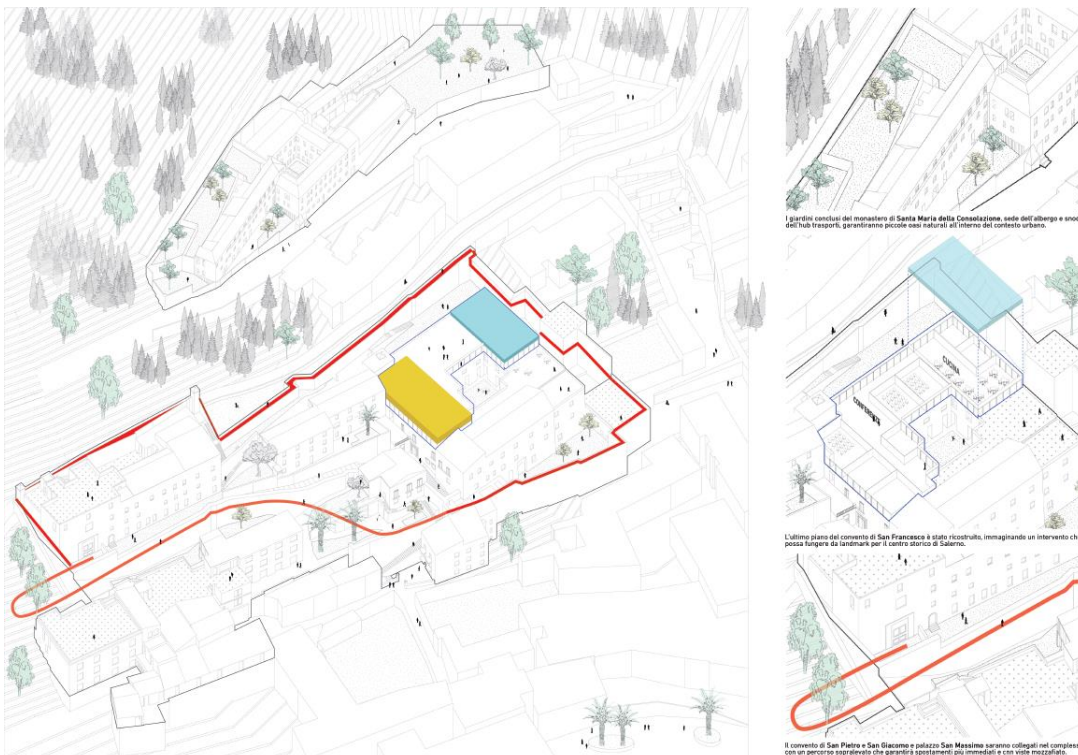
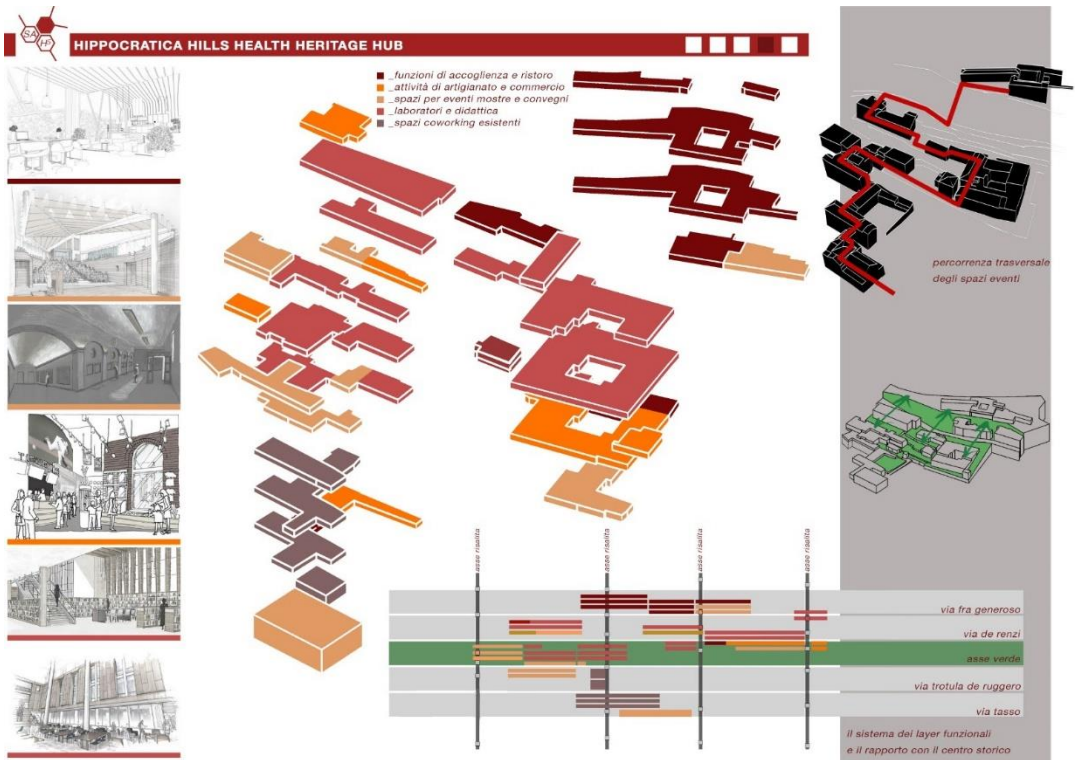


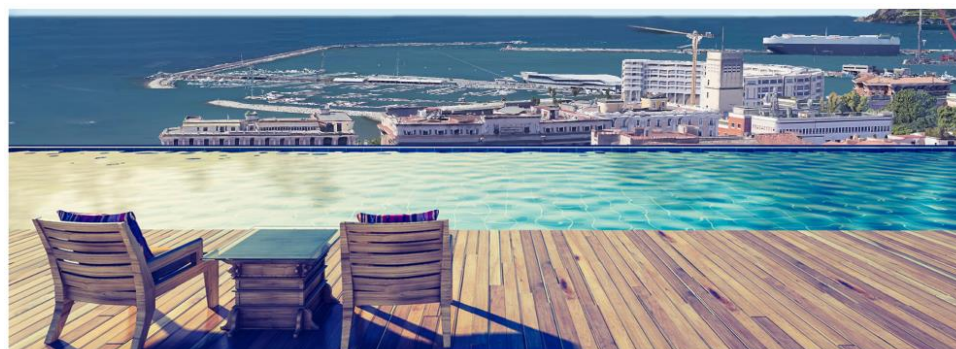
Image 66: Hippocratica Hills Health Heritage Hub and water paths solution



Una vista dal "fio rosso", il percorso a sbalzo che collega i punti focali del complesso delle ex carceri maschili, regalando straordinari punti di vista sulla città e costituendo un innovativo landmark per il centro storico di Salerno.



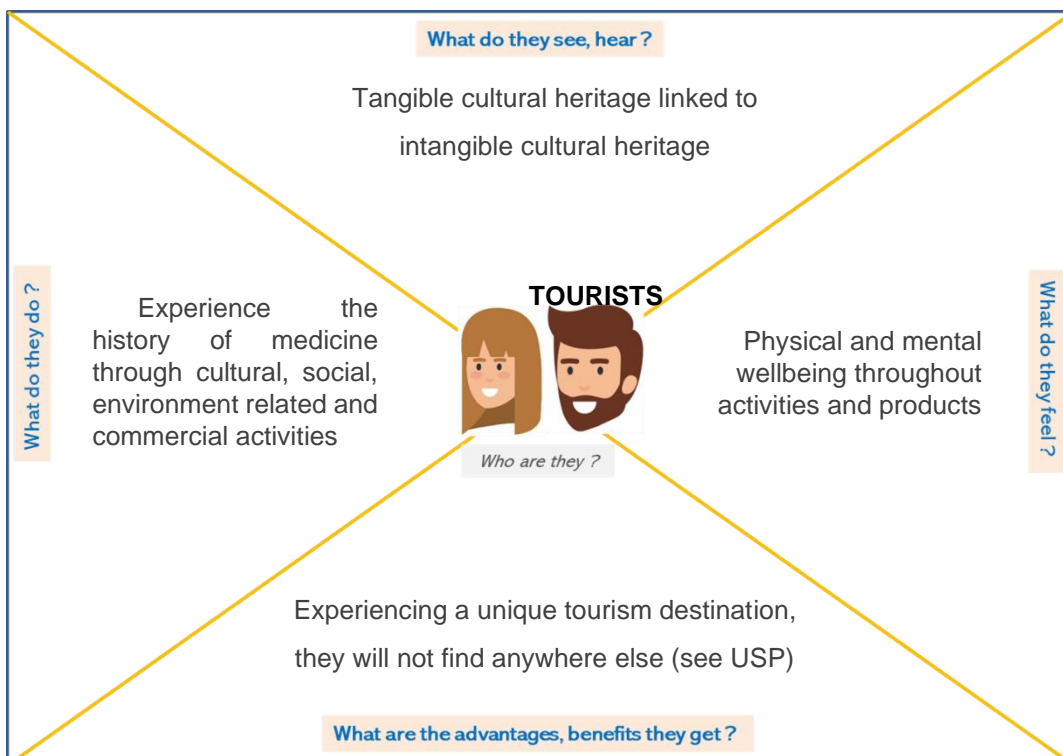
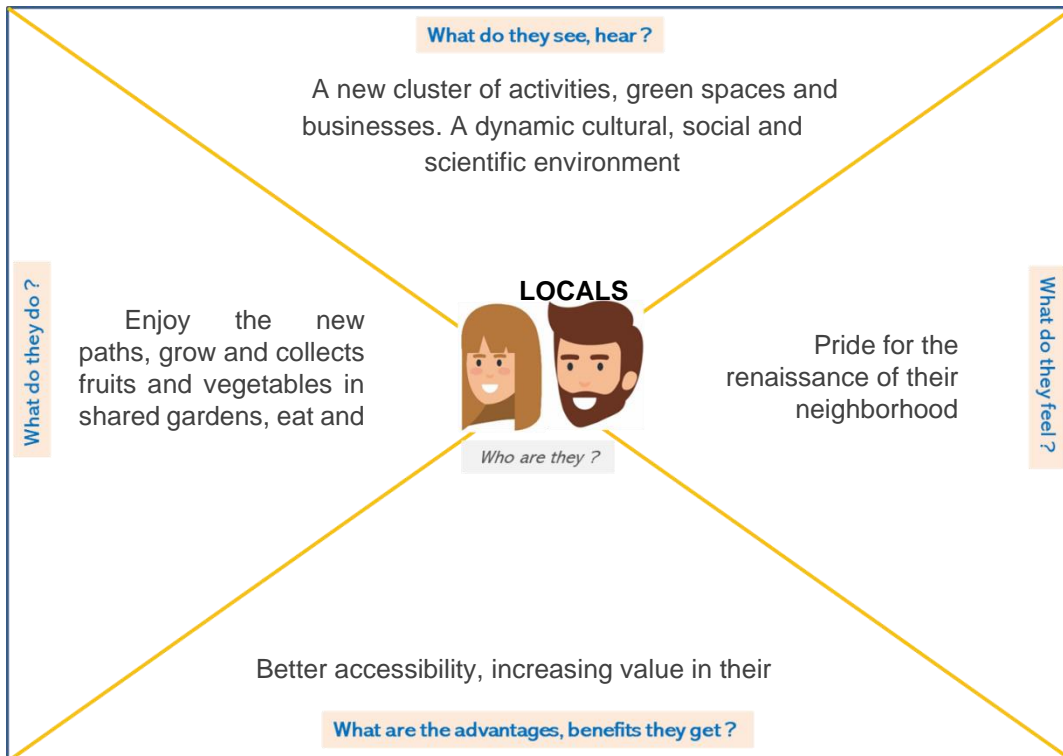
Il giardino racchiuso tra le mura all'esterno del convento di San Francesco. Uno spazio dedicato al relax e a diretta fruizione degli ospiti dell'impianto termale.

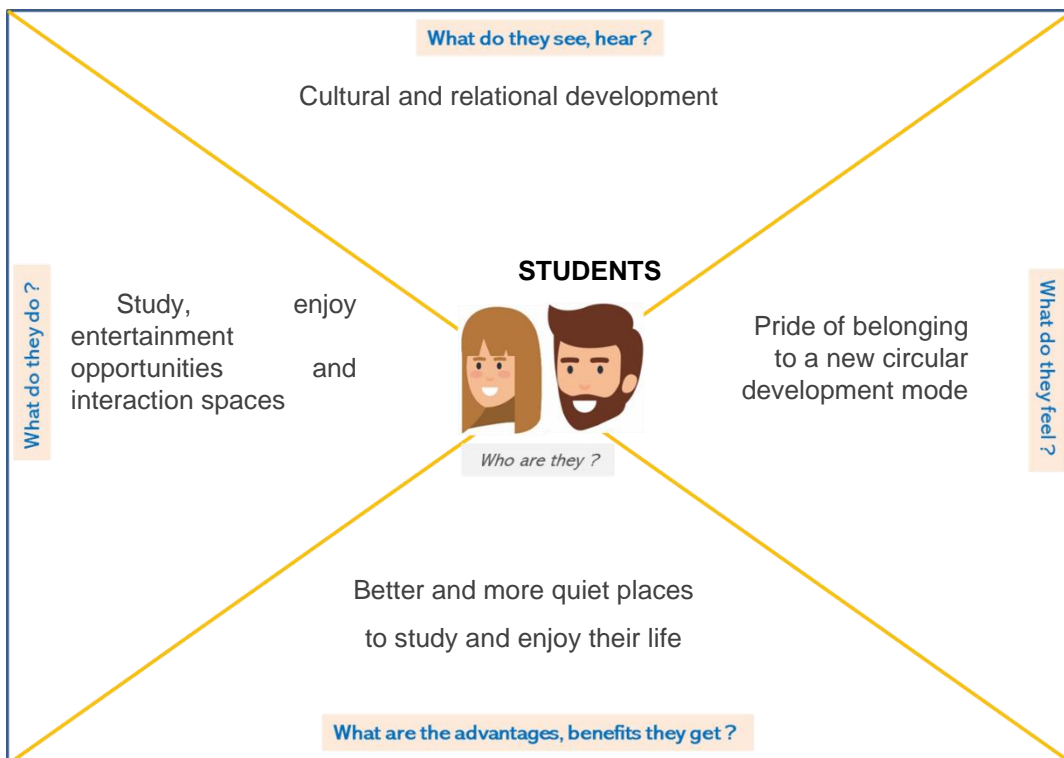
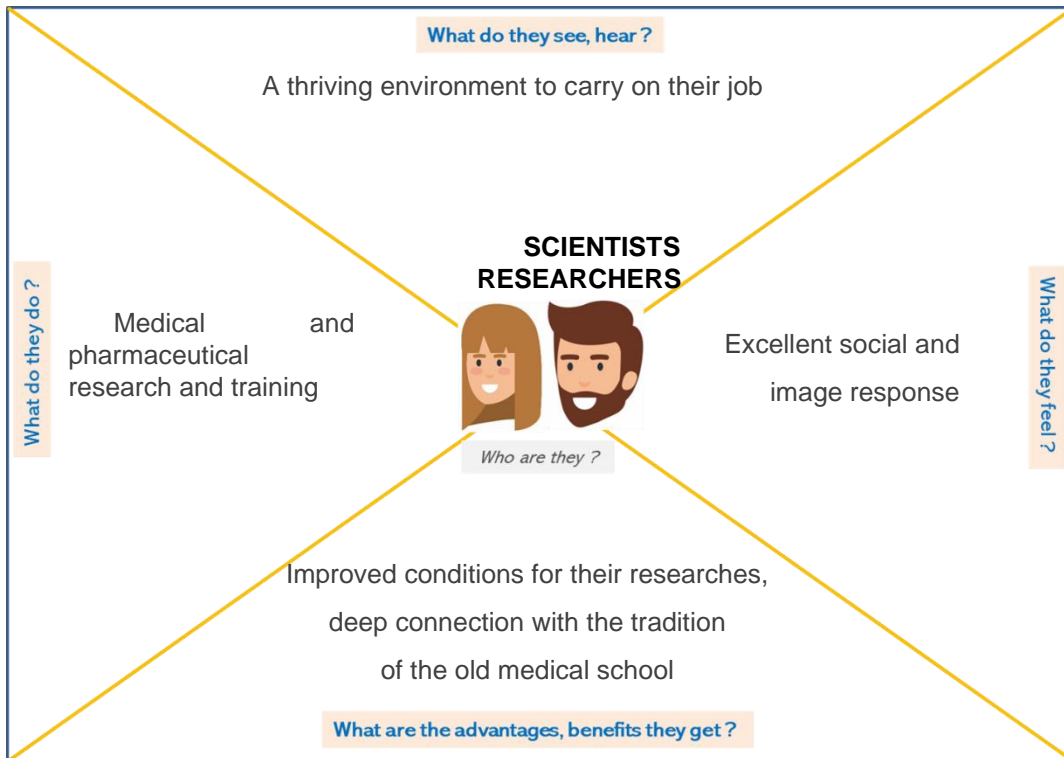


Vista dell'infinity pool posizionata sulla copertura del convento di San Francesco

Image 67: Hippocratica Hills Health Heritage Hub and water paths solution









### Unique value proposition

For each target customer / user & for the private investors - an excellent opportunity of business.

For the private users – a new integrated system of wellness, hospitality, study and cultural opportunity.

For the municipality – excellent social and image consequences that are enormously positive for the city.

### Business model

Investment for green areas and the new layer 1 underground services network estimated at a generic cost of 500 € / sq m, for the recovery of the buildings layer 2-3-4 €1.500 / sq m ca including structural restoration. From the unit cost per quantity you will have the following investments per layer.

L01\_€ 5.120.000 L02\_€14.805.000 L03\_€6.862.500 L04\_€4.245.000

Public financing for layer 1 or more advantageously as a share of charges for the sectors of the green axis relating to individual buildings; for the other layers, the costs may be borne by both private and public entities, directly or through EU funding.

Positive flows induced in the management phase, estimated considering the location of the spaces with reference to the average OMI rents by area and category. With the exception of layer 1, which represents an infrastructure for the other levels and does not see a direct economic return, an annual annuity has been assessed for the various activities envisaged.

L01\_nc L02\_€1.306.800 L03\_€653.000 L04\_€371.520

Return of the private investment estimated in 11 years, so as to be able to hypothesize thirty-year agreements with the tenants up to double the necessary investment, excluding management costs. If the cost of layer 1 were borne by the same investors, it would be amortized in about 14 years.

Municipal promoter for layer 1, for layer 2 a mixed action with both private and public subjects engaged in the re-functionalization of architectural basins, while for layers 3-4 almost totally private subjects

### Positive impact

- The green layer creates new urban areas/spaces and a new community embraced by a heritage-led ecosystem.
- Small commercial/artisan activities interacting with the entire historic centre
- Meetings and exhibitions will attract persons with various backgrounds to Hippocratica Hills

### Participatory governance model

See previous section

### In a nutshell

- Circular working and training system based on functional layers
- Medical/pharmaceutical research and training
- New green axis/urban park for the city in interaction with urban spaces
- Hospitality and wellness integrated system
- Return of the private investment in 11 years



## Solution 2 House of music

### Purpose

Our purpose is to integrate the built cultural heritage into the urban metabolism by adaptive reuse which consequently means waste reduction. From the perspective of circular economy, cultural heritage is not only the built environment which worth to be preserved for the future generations, rather it can be seen as a cultural infrastructure which can generate value.

Our proposal considers the regeneration of the area as both a heritage conservation project and a project that transforms the use and function of the area. Our proposal put emphasis on the relation between the built cultural heritage and its urban context. We would like to improve the cultural liveliness of the neighbourhood. Reusing cultural heritage from the perspective of circular economy always means adaptive reuse. Adaptive reuse is capable of attributing market value to the regenerated area by reactivating the built heritage's life cycle. The proposed new function fits into the set of existing cultural assets and represents continuity. The project promotes the reuse of existing cultural, natural, social and economic resources. In addition, the project considers the regeneration of the site as an opportunity to renew the historic urban landscape by creating new values.

We would like to improve the ecological footprint of the site by incorporation ecological technologies into our regeneration methodology. By using these technologies, the building parts can be joint to each other by fully respecting the identity of the existing built structure.

The project proposes the reuse of existing resources and raw materials in order to reduce the state of degradation and encourage the enhancement of the existing built structure. We would like to turn the common linear metabolism of the built environment into a circular metabolism by reusing waste.

As we expect, our project contributes to the social and economic development of the neighbourhood by considering culture as its core. Our proposal relies on how the local community recognise its cultural and creative values.



Target customers / users

Customers / users		Needs	Pain point	Aspirations
Music lovers	Musicians	-Rehearsing spaces and spaces of music lessons; -Spaces dedicated to music events; -Temporary or long-term accommodation for conservatory students and teachers	-Lack of network of spaces related to music	-Strong network of cultural associations promoting activities related to music; -Music lessons for disabled people; -Knowledge sharing between musicians and the local community
	Music teachers and students			
	Tourists			
	Music publishers			
	People with disabilities			
Park lovers	Locals	-Improving green spaces; -More space dedicated to outdoor activities	-Lack of spaces which are safe in terms of avoiding the spread of viruses	-Spaces where social distancing can be viable
	Community garden			
	Municipality			
	Park associations			
	Park users			
Music employers	Owners of recording studios	-Sharing (renting) musical instruments in exchange for concerts or lessons; -Shared rehearsal room and recording studios	-Lack of concerts and events organised by local entrepreneurs	-Stable economic situation for musicians; -establish the Southern Italian Centre of soundtrack recording
	Local musicians			
	Small bands			
	Manager of the conservatory			
	Music producers and managers			
Music teachers and students				
Green-tech users	Renewable energy investors	-Reduce CO2 emission; -Finding appropriate solutions to turn a historic building sustainable	-Lack of place to invest in renewable energy	-Energy efficient building; -Reducing operating costs; -Profit from renewable energy
	Users of the building			
Common users	Locals	-Headquarter for TEDx Salerno; -Spaces for events; -Better connection between the lower and upper part of the city	-Lack of parking spaces; -Lack of good connection between the lower and upper part of the city	-Connection between the lower and upper part of the city (funicular for instance)
	Cultural associations			
	Tourists			
	Municipality			
Entrepreneurs	Artisans	-A set of supporting activities of primary function (music): restaurant and accommodation; -Spaces to improve artisanal activities related to musical instruments	-Lack of community of craftsmen restoring old instruments; -Lack of place to share knowledge and have social interactions	-Renew the local luthier tradition; -Recycling damaged music instruments; -Music lessons related to traditions
	Entrepreneurs			
	Local entrepreneurs			

Solution

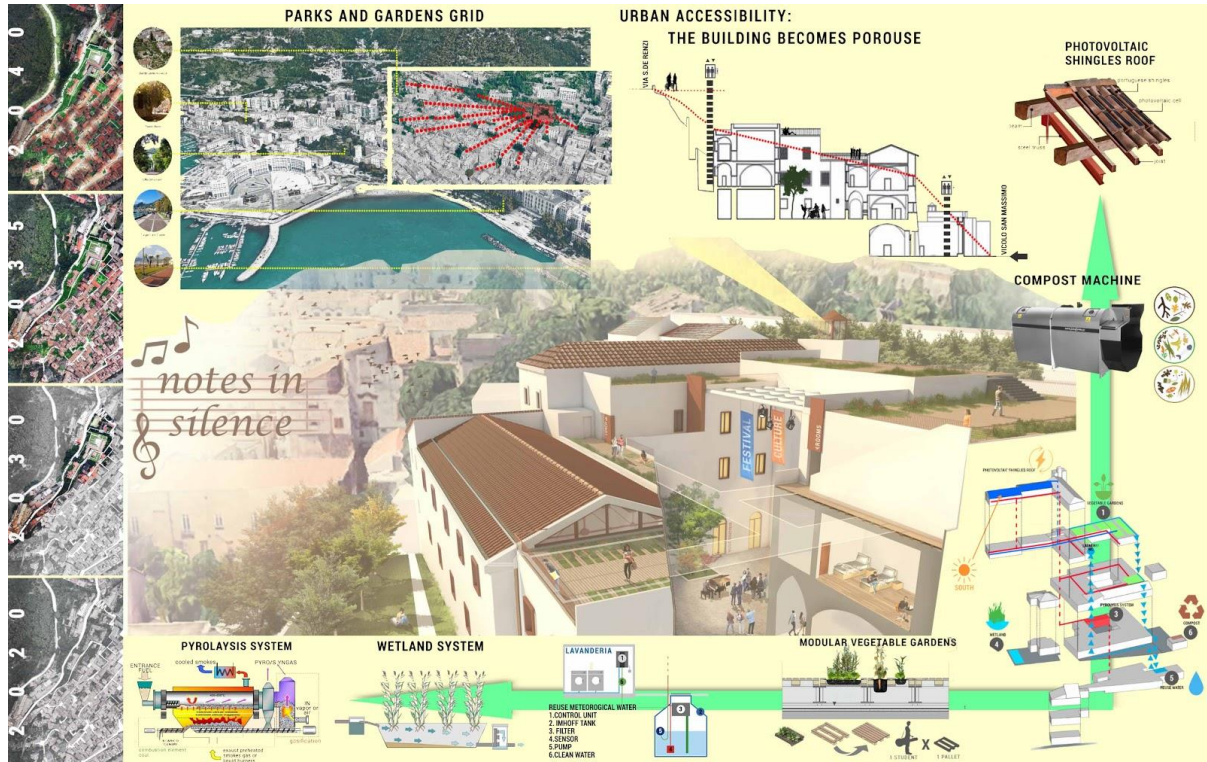
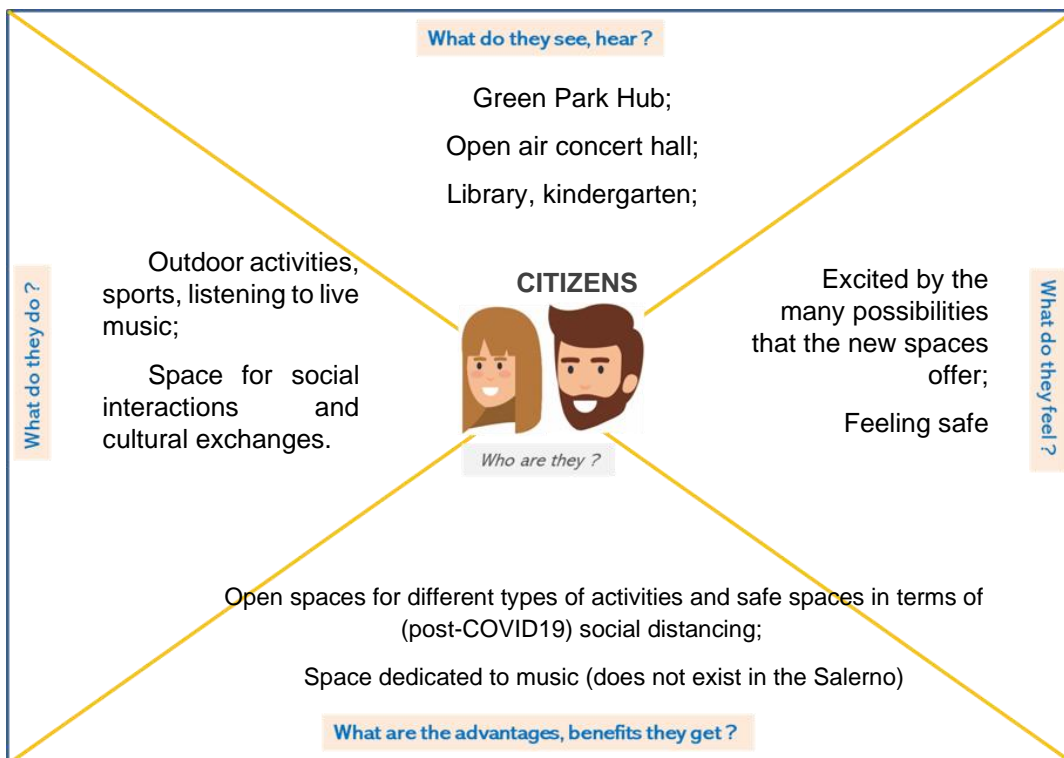
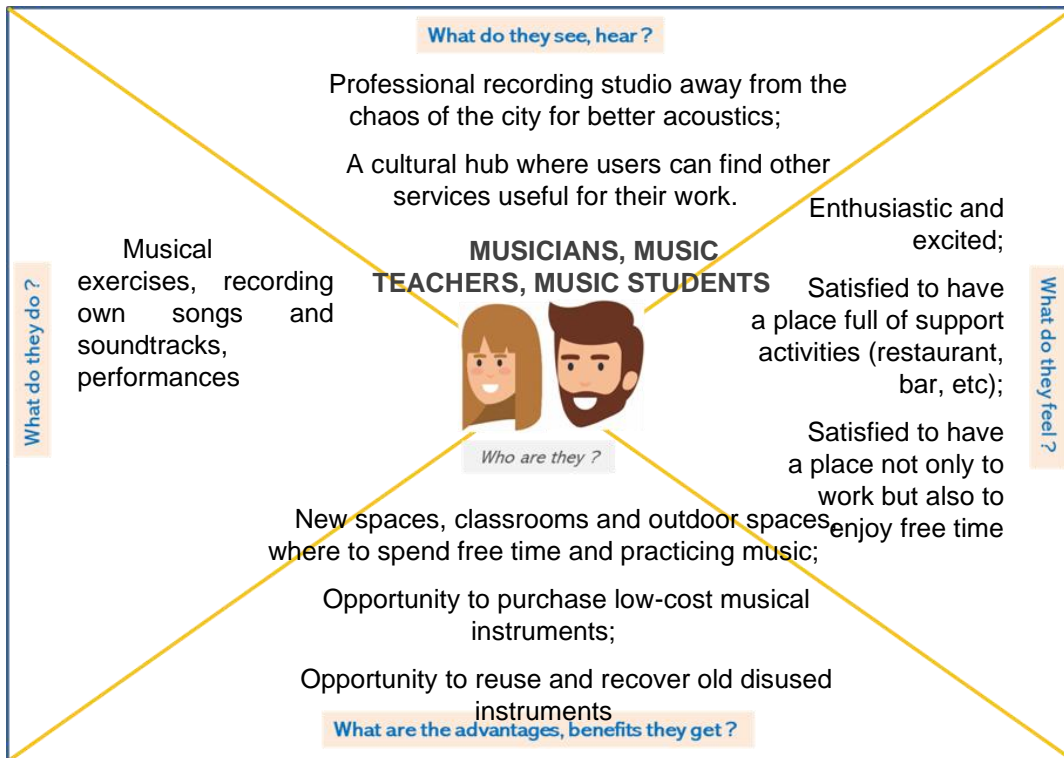
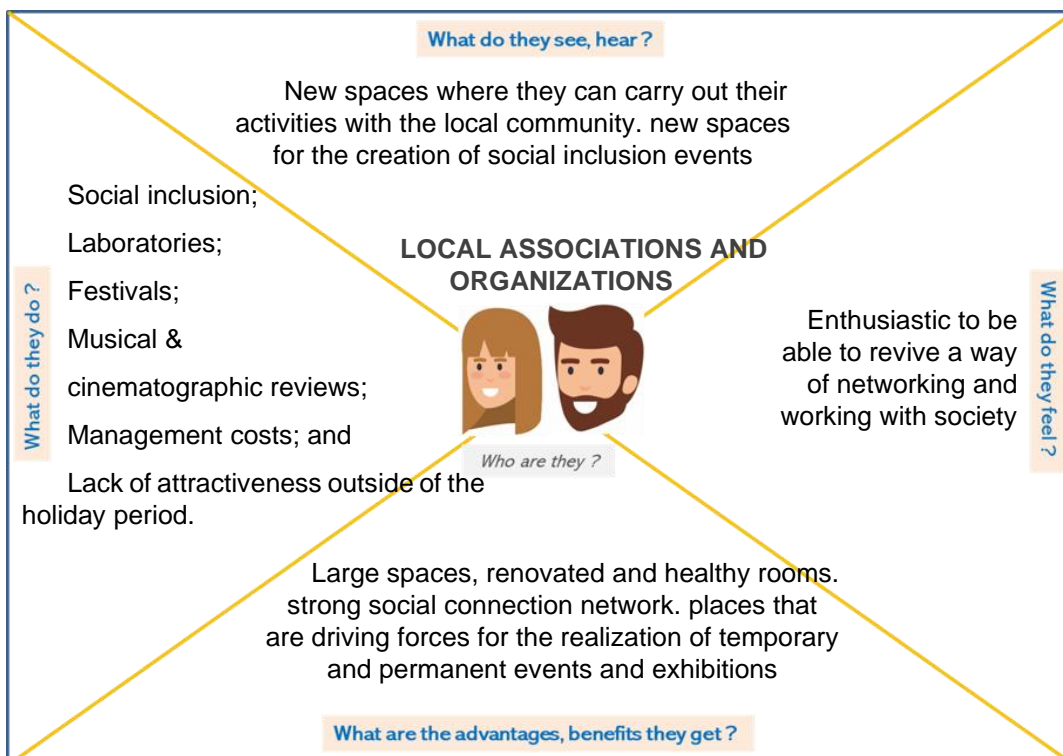
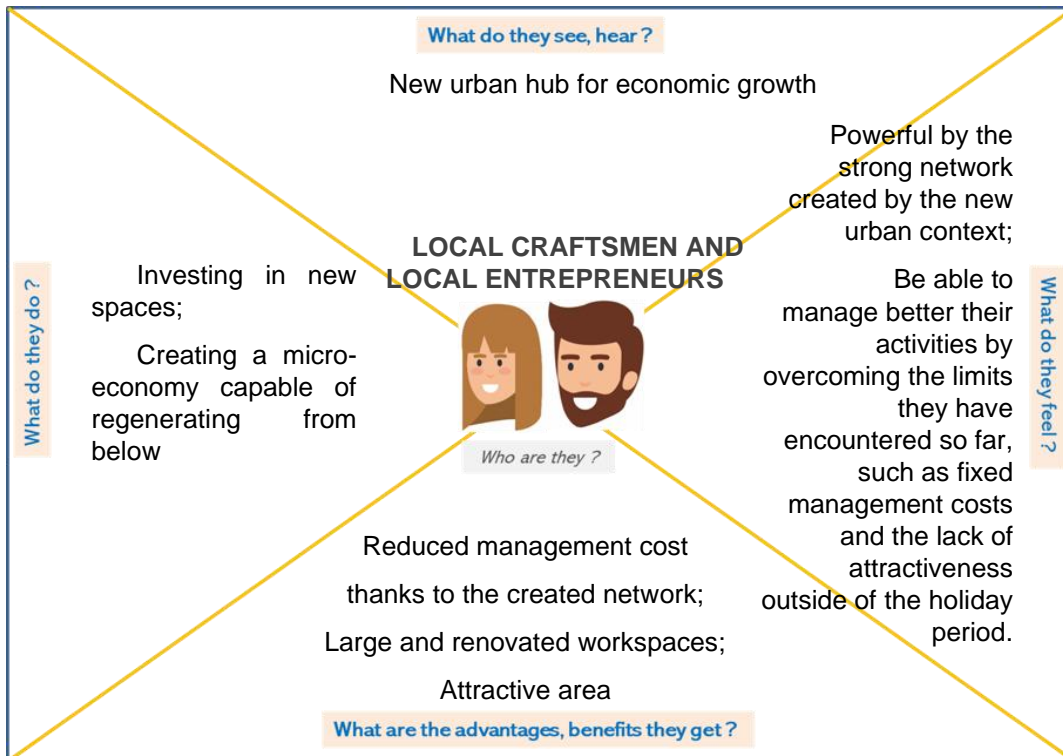
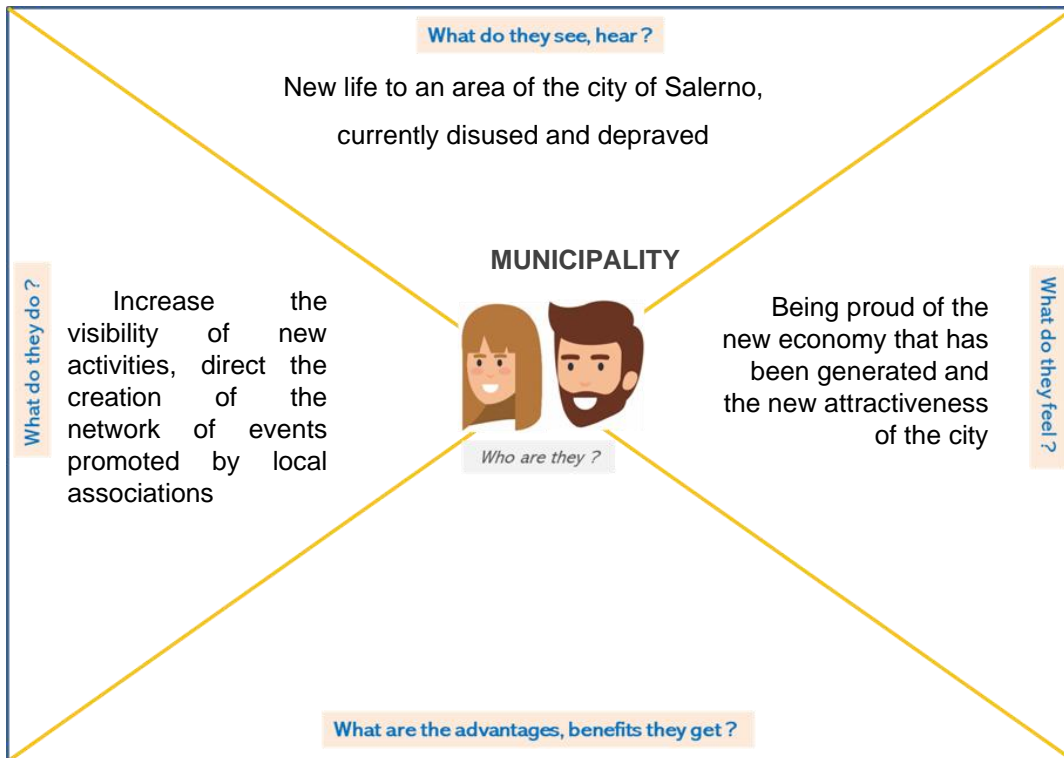


Image 68: House of Music solution









## Value proposition

### For musicians, singers, music students, music teachers, music lovers:

The goal is to create a space that does not exist in the area, thanks to the large spaces present and the architectural resonance of the existing buildings. All the proposed activities are related to the field of music which makes this complex unique in its kind. We are not only envisioning technical spaces where musicians can experiment, record or perform in an alternative and sustainable economic context, but also a lot of public spaces where music is the core activity. Having the opportunity to play or listen to music in a green and historical architectural environment with a strong artistic value is a unique experience for the citizens and visitors of Salerno.

### For citizens:

Citizens will be able to regain this area of the city that has been 'stolen' from them for many years. The regenerated area provides an alternative to the low part of the historical city centre. We propose various attractive activities in close proximity to each other: a large library catered to students and all the citizens, a kindergarten specialised in music, shops, large green spaces where being able to carry out different types of outdoor activities safely in terms of post-COVID19 protective measures, a place to enjoy musical performances, a new meeting point with numerous bars and restaurants.

### For local craftsmen and local entrepreneurs:

Local artisans will finally be able to have spaces where they can convey both sales and production activities in one place. The available wide spaces and the strong network of people that such an intervention is capable of creating will make it possible to increase business horizons even for small artisans, with the possibility of offering their knowledge through courses and workshops. Local entrepreneurs will be able to invest their resources in a place of new expansion, with a strong attraction with a national character and beyond. The main activities are certainly related to the hospitality sector, both in the long term for those who will work or study in the area, and in the short term for all users of the shows. Still numerous bars and restaurants will flank the main functions provided for the area.

### For local associations and organizations:

Local associations and organizations today complain that they no longer have valid interlocutors to whom they can propose numerous initiatives related to their activities. Thanks to these new spaces, they could revive a series of initiatives related to the world of music that for years have been supported their social activities. Workshops, festivals, concerts are just some of the proposals that have so far been unheard and unfulfilled and that can finally find life in these new spaces.

### For the municipality:

This urban renewal intervention can only be the mirror of a profitable and positive action by the municipality. The media return is enormous, Salerno being the driving force for the start of a series of similar interventions throughout the national territory. Furthermore, all the planned activities are not only strong in supporting citizenship but would be a great attraction for active and selective tourism.

## Business model

Economic sustainability is demonstrated by a cost-benefit analysis of the individual operating functions. As far as costs are concerned, the greatest impact is given by the cost of renovating the buildings, in fact they are historical real estate complexes that must not only be regenerated in terms of function, but above all must be made healthy and stable from a structural and energy consuming



point of view. The cost analysis is developed by identifying the fixed and variable costs: the quantity of internal and external personnel necessary for each function; the cost of insurance and taxes; the variable costs include the utilities (telephone, water, energy, gas); and the costs of setting up the spaces according to the different functions, ordinary maintenance and marketing campaigns to promote the activities.

All the numbers indicated in the analysis are the result of weighted averages on the values of similar reference assets. The sum of these data gives us the idea of the costs that occur every year. The costs must be related to the revenues that the planned activities can have. In this regard, strength lies in the multiplicity of functions provided. For each of these functions, square meters of the various buildings have been identified, based on this data and the forecast of filling in terms of percentage, the annual filling capacity of these functions can be obtained. By filling capacity, we mean the number of people who are expected to use these functions, each of whom is attributed a possible unit cost of use which thus allows us to get to know the annual income capacity function by function. From our analysis it emerges that the function capable of generating more income is certainly the music school, both identified through monthly or annual fees and through the creation of workshops and masters of limited periods. The other particularly profitable sector is hospitality, followed by the open-air concert hall.

The relationship between costs and revenues gives us what we identify as the profit of this major urban redevelopment project, which is decidedly positive, exceeding 10 million euros.

Obviously in this profit the costs of renovation of the buildings are not considered which as we said are the most incident item in this balance sheet, estimated at around 20 million euros. Precisely by virtue of this item, it is necessary to search for public funds and financing to make the intervention sustainable. The sources to draw on are actually multiple, as far as the provincial ones are concerned, there are funds for art and culture as well as those allocated by the BBC of Salerno (Cooperative Credit Bank), of regional nature there is the call "Resto al sud"<sup>18</sup> and still many others with a national character, especially with strong reference to the theme of music and with a European character. The sum of these funds reaches 6 million euros, which can be divided according to the different areas of intervention.

Another great contribution is investment. The main forms of partnership for the realization of the various activities envisaged are the so-called BOT<sup>19</sup> private investors and the municipality, BOT private owners and the municipality and DBFO<sup>20</sup> private owners and local companies. These partnerships are able to generate an investment of around €1 million, with a depreciation time ranging from 11 years for the public-private relationship, up to 4 years for the hospitality sector.

In general, once the restructuring costs have been eliminated, a positive profit is already estimated from the first year, if we consider having to cover all the restructuring costs, the profits are guaranteed as an asset from the tenth year of investment.

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<sup>18</sup> Resto al sud, alias I remain in the South, is the incentive that supports the birth and development of new entrepreneurial or freelance activities in the Southern regions and in the areas of Central Italy affected by the earthquakes of 2016 and 2017. <https://www.invitalia.it/cosa-facciamo/creiamo-nuove-aziende/resto-al-sud>

<sup>19</sup> BOT: Build-Operate-Transfer

<sup>20</sup>DBFO: Design-Build-Finance-Operate

### Positive impact

**CIRCULARITY DIMENSIONS OF THE PROJECT:** The inclusion of multiple functions within a single vision minimizes the transformations of tangible and intangible cultural resources and adapts the building to the needs of new users. The functional choice makes the nature-based approach its own to regenerate the property: new unit de-charred and cohesive in all its parts.

**TECHNOLOGICAL ASPECT:** Starting from the recovery of the green areas of the convent, the installation of a phytodepuration tank is planned. Green solutions are also adopted in the building envelope consolidation operations. The roofs are differentiated by type: with inclined or flat slopes. Green roofs are proposed for flat roofs aimed at reducing the building's energy needs. In the second case, we think of the use of photovoltaic tiles that can be integrated into the roof, less invasive and more maintainable than the panels. Finally, green solutions are hypothesized that push the linear metabolism of the building's waste towards the circularity of the reuse of waste: aiming to obtain an almost zero impact of the building, they were located in the perimeter rooms of the aerobic mini-composting machines. The energy obtained is used for the central heating of the structure. To enhance the strategy, mini pyrolysis plants have also been included for the treatment of the remaining organic waste.

**SOCIAL ASPECT:** Circularity from a social point of view refers to the sharing of individuals' skills (to repair tools, to give lessons to citizens, to spread their knowledge about local musical culture, etc.) at the service of the community. Beyond the driving economic functions (bar, restaurant, room rental, event spaces, museum, shop area) we thought of giving space to the real needs of the local population such as artisans and local shops, the last custodians of ancient knowledge. In this case we thought of transforming the exchange of money into solidarity exchange: donating part of the repaired instruments, giving musical lessons to people with disabilities, allowing bands to record in exchange for free performances at events.

### Participatory governance model

See previous section

### In a nutshell

- Music as an economic and social driver for the enhancement of the built heritage.
- Adaptive recovery through virtuous strategies and processes in a multiscale perspective.
- Technological integration between green solutions and buildings with a consolidated identity.
- The circularity of the economy with respect to economic, social, cultural and productive recovery.
- Renewable energy production systems as an approach to enhancing cultural heritage

### Solution 3 The identity between tradition and innovation

#### Purpose

Our ambition is to face, challenge and change the status quo in Salerno, tackling the actual societal environment mainly based on activities and services with weak connections with the cultural background of the city and with its cultural heritage (tangible and intangible). The first “movida” we want is a “cultural movida”.

Our *mixed-use* proposal *roots in* the combination of public, private and civic/social functions, creating, around future and traditional arts, culture and enogastronomy, a vibrant and inspiring place for a very diverse group of stakeholders looking for opportunities to innovate and for a local and inspirational network. By blending study-research, conscious production/consumption, sharing of local arts, talents, food and wine in an inspiring heritage-led environment (tangible and intangible) we create inclusive-attractive poles - spreading far beyond the boundaries of the sites (systemic approach) - with an emphasis on local green and smart development: circular and sustainable. We aim to challenge the status quo in a multidimensional and multisectoral way, innovating and promoting the emergence of a "contemporary forum" (tangible and intangible) open to the Salerno community and beyond, fostering local bonding and building up.

#### Target customers and users

Customers / users		Needs	Pain point	Aspirations
Local stakeholders	Salerno Municipality	-To reinforce local identity through the revitalization of the local heritage (T/I);  -To offer more social and cultural activities/services;  -To build up a knowledge based local society;  -To reinforce local Food & Beverage chain and KMO production	-Lack of data  -Lack of public spaces;  -Weak ICTs system and few innovative tools and spaces;  -Lack of museums and of spaces for artistic expression and events;  -Uncoordinated and weak tourism management and cultural heritage valorisation	-Realising their inner ambitions, achieving their projects and plans;  -Have a fair paid and stable job in Salerno
	Campania Region			
	Local community at large			
Tourism-Culture research and study stakeholders	Researchers, scholars and experts (University)			
	EU, MiBACT, MIUR, ENIT, and other tourism-culture entities/ organizations			
	Bankers, Philanthropists and donors			
Art, Innovation and external stakeholders	Artists and artistic and cultural institutes/ions			
	University, high schools, art lovers, students, scholars and researchers			
	Journalists, multimedia publishers (music/video production)			
Green, medical and eno-gastronomy stakeholders	Tourist, commuters and other external stakeholders			
	Local F&B (Food & Beverage) and slow food chain (e.g. Eataly)			
	Businesses and organizations in search of public spaces, environmental activists, sustainability consultants			
	Medical-pharmaceutical entities/institutions and actors			

Solution



LEGENDA



Convents of San Francesco d'Assisi and of San Pietro a Maiella e San Giacomo  
 Museum pole and Multicultural centre of Salerno: XX centuries of city's history expressed through art, from Roman origins to local contemporary art (street art and other forms included .), with particular attention to history and medieval society during the Lombard and Norman domination. It will include activities and open innovation environments in the fields of traditional and digital art and trans-disciplinary co-working/ co-factory spaces and laboratories.



Convent of Santa Maria della Consolazione  
 Eno-gastronomic pole for the promotion of autochthonous food and sea products, in the context of the Mediterranean Diet, with exhibitions, showrooms and events.



Smart "garden-city": A green network of paths and terraced system with herbal, botanical and shared urban-gardens linked to the "Schola Medica Salernitana" and the Amalfi Coast resources and tradition.

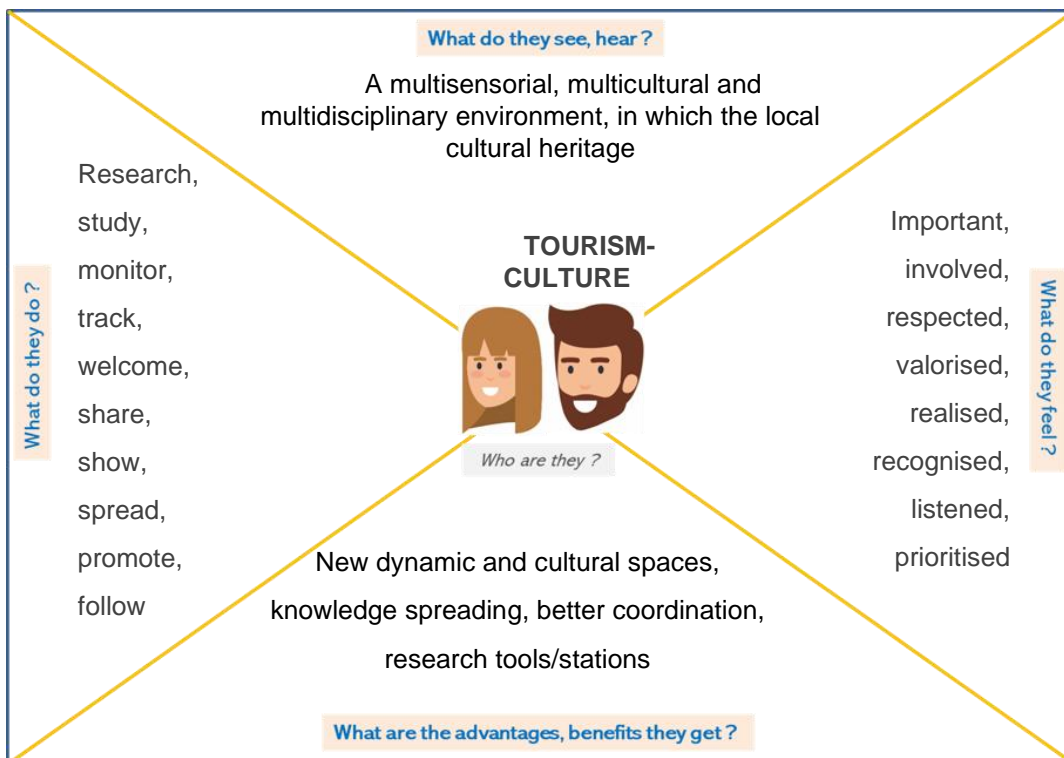
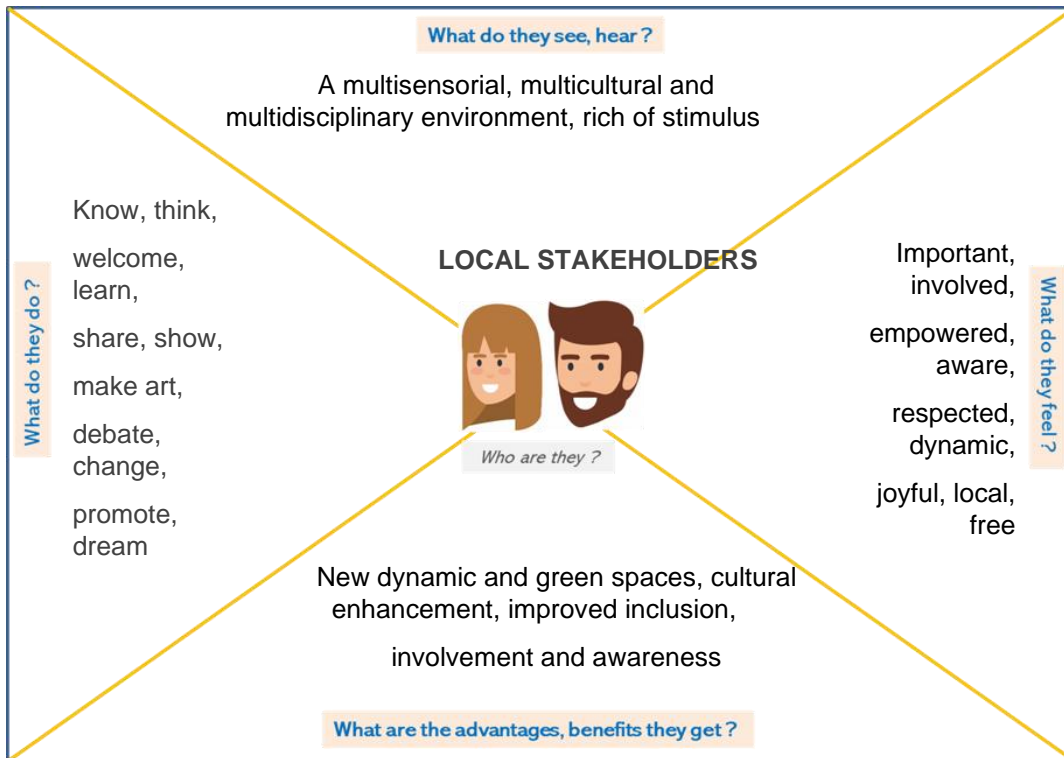


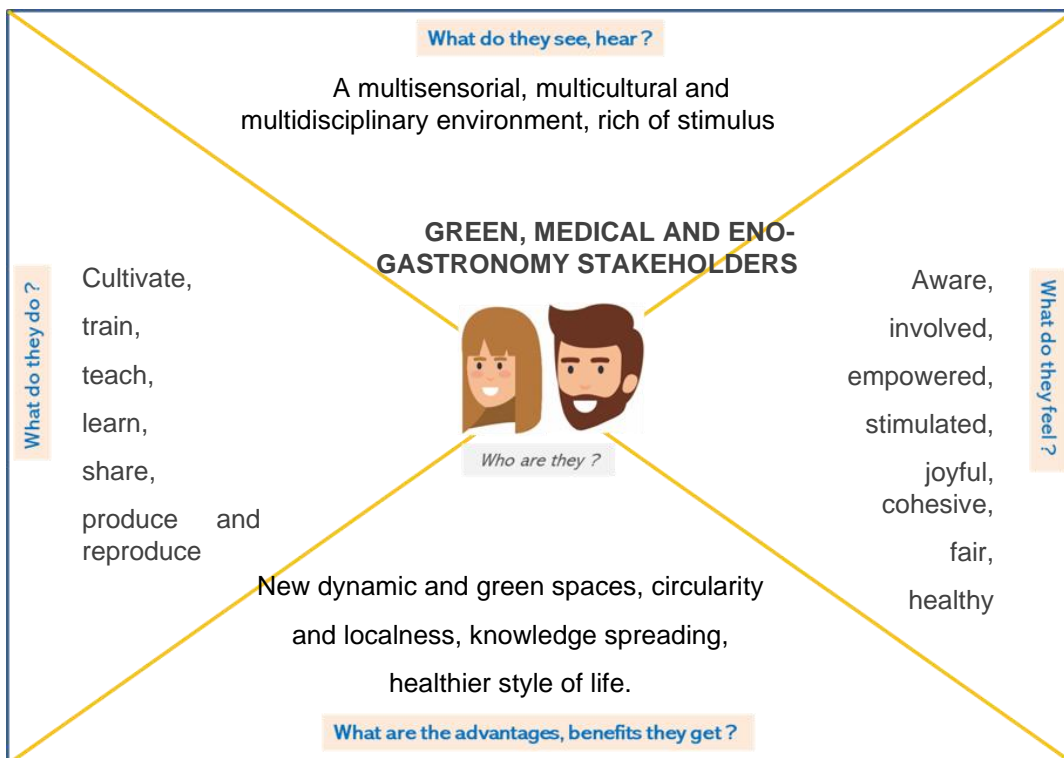
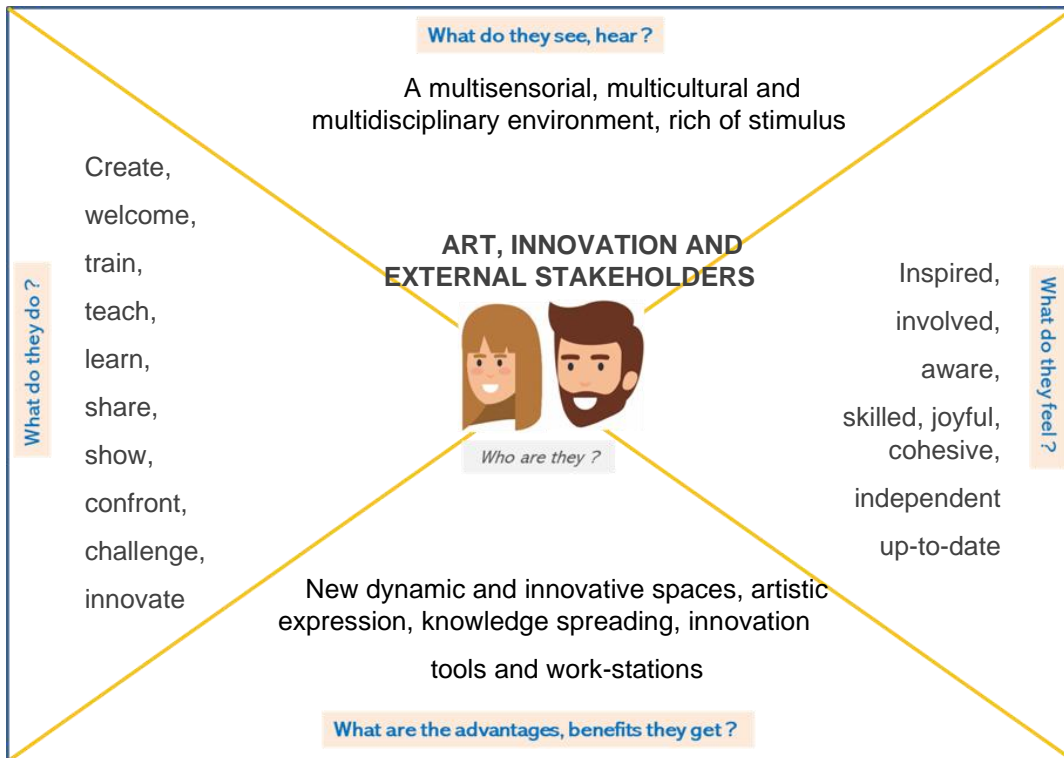
Palazzo San Massimo  
 Observatory on the integrated development of the old town and Specialised research and professional training centre on tourism and cultural heritage. Improved inter-connectivity, mobility and accessibility: Create a network of different historical paths with a better information/ signposting-system, mechanised vectors and parking space sized to the context.



Image 69: The identity between tradition and innovation solution









### Unique value proposition

Local stakeholders (municipality included): we create a territorial think-tank hub in Salerno's Province: gathering, promoting and valorising all the intangible-tangible assets of our cultural heritage and identity by bringing together: local community, local associations, visitors and main stakeholders.

Tourism-culture stakeholders: we face the lack of a data-driven observatory in the old town, by focusing on multidimensional/multi-group/quantitative-qualitative evaluation tools for improving functional reuse projects and for ensuring conscious and effective planning, management and governance overall.

Art, innovation and external stakeholders: we offer both contemporary and historical spaces for people visiting and living in Salerno who are interested in art, culture and research by giving voice to both international and local scholars, experts, students/researchers, artists and by developing and promoting different artistic expressions (e.g. photography, music, drawing, painting, theatre, cinema, comics, dance, etc.), within a progressive local focus. We promote transdisciplinary areas developing interaction and networking between different producers and users, aimed at the realisation of an authentic, organic, circular and sustainable development of the urban area.

Green, medical and eno-gastronomy stakeholders: Connecting people with the unique historical and morphological heritage of terraced, herbal and botanical gardens, by linking visitors and locals with the "Hortus conclusus" and the Schola Medica Salernitana and Amalfi Coast tradition, spreading the cultivation of citrus fruits and medical plants (typical of the local Mediterranean tradition) in the old town, by producing and selling local food and healthy products in a KMO environment, also by making it accessible directly to people.

### Economic viability

Total yearly revenues: €3.014.000

Total yearly funding: €675.000

Total yearly variable costs: €275.000

Total yearly fixed costs: €1.866.000

Total yearly investment costs: €325.000

### Positive impact

From an environmental perspective:

circularity; reuse of original materials; nature-based (green terraces and roofs); bio-based; dematerialization; de-carbonization; high permeability; optimisation of natural light; natural air-conditioning system; insulation systems; recycled water and materials; localness; environmental education and awareness

From a social perspective:

circularity; inclusion; access to basic needs; fair trade; local foods, products and arts; re-localization; territorial autonomy; involvement; empowerment; consciousness; synergies; cooperation; reduction of unemployment (youth first); multi-disciplinarily / sectorial; heritage valorisation; new values and priorities; new data and tools; identity discovery and reinforcement; tradition and innovation blending

### Participatory governance model

See previous section



### In a nutshell

The project - encompassing the whole complex of the Edifici-Mondo buildings - aims to inform, promote and disseminate culture and knowledge in all its forms. It is a multi-functional/disciplinary cultural centre intended to host a large number of socio-cultural, artistic, research and also Food & Beverage stakeholders, events and activities, open to local residents but also to a national and international public.

Palazzo San Massimo will represent and coordinate the entire reuse project as a container of a thousand-year history that was and should become again a symbol of the city.

Our restoration project respects the original structure of the buildings and functions of the green areas (Schola Medica Salernitana and Amalfi Coast traditions); each intervention was preceded by a careful historical analysis of the convents and Palazzo San Massimo, which must be preserved as they have come to us, apart from additions devoid of any historical-artistic value.

All the planned activities are strongly interconnected and are intended for a vast assortment of functions; the various buildings are linked through external courtyards, terraced and urban gardens, paths, which guarantee not only effective communication routes but also complementarity of the buildings by exploiting the spaces to increase local self-sufficiency (green spaces) as well as to rest and enjoy the surrounding landscape in a stimulating environment.

Among the various interventions/activities we mention: data and research on cultural heritage and tourism; a museum complex; work-stations; exhibition spaces; a library; IT facilities, technologies and innovative tools; permaculture; cultivation of citrus fruits, medical plants and local food; mapping of the area; historical green-paths and much more.

### Solution 4 Solidarity condominium

#### Purpose

What's your raison d'être?

The Social Housing is for those who wish to live as at home with a "pinch" of extra care. The community members commit themselves to the culture of solidarity, coexistence and mutual help.

Why do you exist?

The community members are actively involved in the management of the project. The services are organized by the community itself. The core idea of working together for the common good roots in the famous Gospel suggestion: "one at the service of the other for the common good".

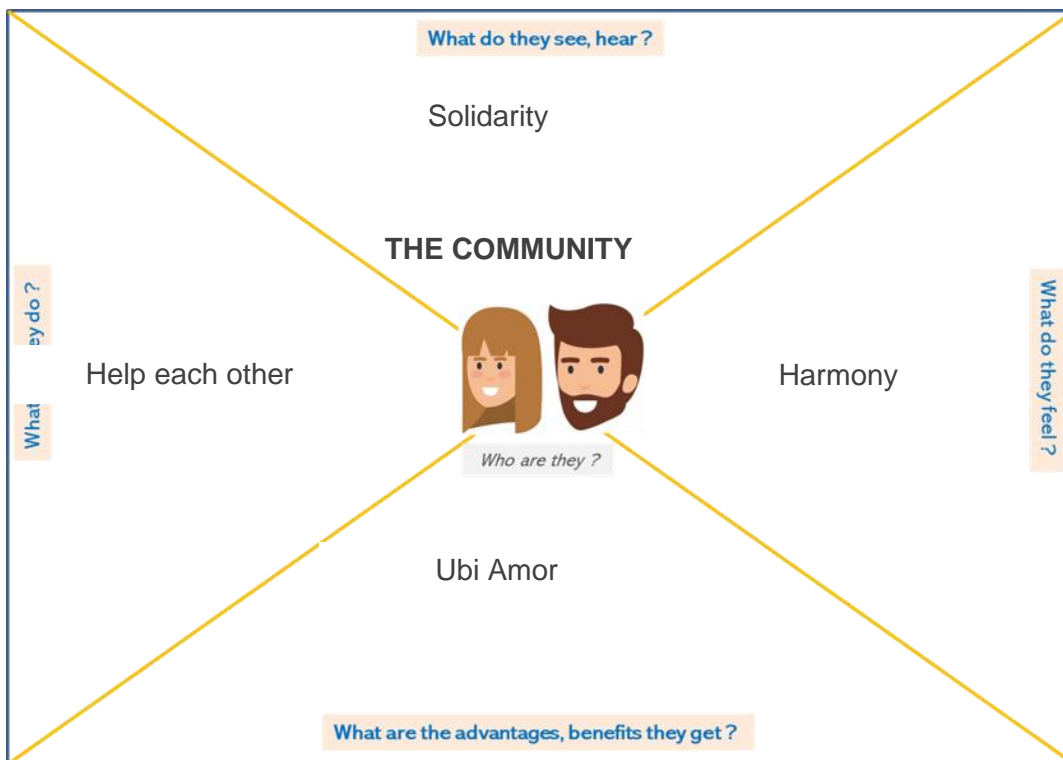
What is your Massive Transformation Purpose?

The new use and the kind of shared management turn the space into (semi)public-(semi)private and enhance the connection to the local neighbourhood community. Our project proposes that urban resilience is fundamentally based on the ability of change.

### Target customers and users

Customers / users	Needs	Pain point	Aspirations
Everyone, young and old. We target the grey belt social. Middle people class with a fragile livelihood. The future members of the Solidarity Condominium will be involved in the project from the beginning.	a better life is based on solidarity,	<ul style="list-style-type: none"> <li>-The grey belt category is not eligible for public housing but at the same time their income is not enough for paying the market price rent</li> <li>-Housing shortage</li> <li>-loneliness and marginalization</li> </ul>	<ul style="list-style-type: none"> <li>-Brotherhood, love and mutual respect</li> <li>-Overcoming selfishness and individualisms</li> <li>-Culture of solidarity'</li> </ul>

### Solution





### What makes your solution so unique compared to existing alternatives?

#### - For each target customer / user?

The users of our project are members of the Solidarity Community and they are integrated into the city fabric rather than 'just' being consumers of goods or being users of services. They are proactive protagonists of the project.

#### - For the municipality?

Our project proposes urban and social redevelopment that reactivates and revitalizes an underused area of the city. It is just a mere recovery and restoration of a historic building with new proposed function. The Solidarity Community is self-sustainable and contributes to enhancing the neighbourhood's economy.

#### Economic viability

Total yearly revenues: €2.301.000  
(+Total Yearly Funding: €3.555.000)

Variable costs / Year: €315.000

Fixed costs / Year: €411.000

#### Positive impacts of the project

The "Condominium Solidarity" Community Cooperative wants to contribute to the achievement of the 17 Sustainable Development Goals sanctioned by the UN 2030 Agenda to reduce poverty, unemployment, inequalities, protect the environment, fight climate change and improve the quality of citizens' lives by acquiring adequate infrastructures based on the circular economy, in line with the policy objectives indicated by the European Community for Cohesion Policies of 2021/2027.

Positive impacts from the environmental point of view:

Reuse, Reduce, Recycle, Longer product life, Repairability, Regeneration and restoration, Biomimicry, Permaculture, Closed loop design, Circularity, Clean and clear labels

Positive impacts from the social point of view:

Inclusion, Access to basic needs, Fair trade, Relocation, Territorial autonomy, Bottom of Pyramid, Frugal innovation, Inclusive distribution, Universal accessibility, Total or partial DIY, Package offer, Inclusive production, Collective purchases, Low tech, Fair trade, Freemium

#### Key elements of the project

- 1) Solidarity and sharing
- 2) Self-sustainable
- 3) Innovation and Social Inclusion (Community Cooperative)
- 4) Urban welfare
- 5) Training and Technological Innovation 4.0 (Smart Working, Fab Lab, Digital Workshop, Blockchain)

### Positive Feedback

Additional 5 minutes were allocated to Q&A and to providing a positive feedback. An ad-hoc slide was dedicated to this and participants were encouraged to write a comment.

### Solution 1 Hippocratica Hills Health Heritage Hub and water paths

- Having a main theme - Health - makes the project ultra-clear about its intents
- Going back to city historical roots (2500 years ago) while projecting the city in the future by stimulating new health developments
- Integral health is considered by combining wellbeing aspects, research & development of new products and focus on diet and mental health
- What about considering mid-sized companies that could mutualize resources to set up a health cluster at Salerno through financial investments? A multidisciplinary and integral health cluster (food, medicines, mental health practitioners) that could be created under the umbrella of a Foundation (vehicle used in Belgium, France, UK)
- Wellbeing. Interesting theme in a post-capitalist world. From economic growth to the growth of planet and human wellbeing. + Relationship Heritage to wellbeing
- Potential to combine high income activities and low threshold community activities
- Cluster thinking in business model gives a good insight on the viability of individual projects.
- Land Art (red line) is interesting to integrate very diverse functions and to activate the public realm.
- Graphic representation is nice.

### Solution 2 House of music

- Openness of the project by involving people who might not afford such offer
- Ecosystem of actors that is mobilized around music
- Renewable energy mix and the objective for a zero-carbon building (tip: biomass-to-energy could be also an option)
- Re-localization is at the heart of the project
- Direct and indirect impacts on the local economy look promising
- Interesting reflections on your own process: from house to citadel.
- Powerful 1 theme + variations on the way people / stakeholders will interact with this theme
- Strong spatial integration (urban scale, technical scale)
- Strong focus on local community
- Opportunity; 'consuming' music has changed drastically in the last years (Spotify, ...) which might reinforce a new interest in the 'experience of consuming music' (e.g. more focus on concerts, insights in 'the making of...'). How can this project contribute?

### Solution 3 The identity between tradition and innovation

- The integral approach of culture tapping in all existing assets of Salerno: food, arts, museal culture, history health
- Emphasis made on farming, agriculture, natural health products
- Integration of innovative practices both low tech (permaculture) and high tech
- Just a tip: as your project is multi-dimensional, the governance model could be based on the different themes: food, herbal medicine, cultural tourism, research & innovation, instead of different segments of stakeholders.



#### **Solution 4 Solidarity condominium**

- Nice presentation where the voice was shared among the different teammates
- Active urban inclusion & solidarity at the heart of the city without pathos and pessimism
- Members take an active part to the development of the project
- Laboratory of Social innovation
- Hybrid model where affordability to all is financed by revenue-generating activities

#### **Workshop assessment check out 12:30-12:45**

Philippe Drouillon and Ruba Saleh expressed their gratitude and appreciation of the work of the participants and because of the time constraint, they assessed participants' availability to participate in one final session to evaluate the entire workshop and discuss the way forward.

**Thursday 18 June 2020, 10:45-12:15**

#### **Remote session 6**

#### **Welcome 10:45-11:00**

The Zoom session opened at 10:30 in order to anticipate technical issues. At 10:45 the workshop designer and facilitator, Philippe Drouillon, opened the session by explaining why ICHEC's team believed that this extra session was important and answered the related questions.

#### **What could be next? from visionary design to action 11:00-11:20**

Philippe Drouillon made a twenty-minute presentation during which he talked the participants through:

- How to concretely start your project? It was emphasized that there is no need to wait for getting access to specific "bricks & mortars" in this case the Edifici Mondo complex;
  - How to define Minimal Viable Solutions (MVS) that can be run right now;
  - How to set up a project rhythm that is sustainable and doesn't burn out motivated people;
  - How to focus on a limited set of prioritized activities / in order to get things done instead of running too many activities that are never done;
- Finally, Philippe Drouillon presented a proposal on how teams should proceed as follows:
- Define / Confirm the value streams of the project
  - A three-year vision for each stream
  - Generating Minimal Viable Solutions (MVS) for each stream
  - Road mapping MVs
  - Identifying quarterly objectives
  - Running 4-6 weeks Sprints to move the project forward and keep the momentum among team partners
  - Weekly synchronization between team members

#### **Feedback from CLIC Scientific Coordinator 11:20-11:30**

Prof. Luigi Fusco Girard made an overall reflection about the results of the workshop, the synergies between H2020 project CLIC and the City of Salerno and the way forward. His intervention could be summarized under four key remarks:





### 1-Process

Philippe Drouillon's flow analysis is typical of circularity. The process perspective for a holistic circular design is characterized by a certain complexity because it does not concern only the use of photovoltaic materials but it also combines design and function. It is indeed important to select actions that are self-sufficient over time and self-generating financial resources. The City of Salerno could inaugurate the CLIC project as the first circular city in the South. The administration does not exclude this possibility but they are also paying particular attention to the regulations that they trying to implement in the city.

### 2- Role of the administration

There is a need to create a congruency between H2020 project CLIC and the previous programs approved by the Municipal administration in order to establish an overall compatibility in the approved programs of the administration. Another task is to search for interested investors. The circular model is the only future prospective but not all entrepreneurs are ready to embrace it so, we must solicit their attention. Nonetheless, we do have circular entrepreneurs, for example Olivetti: factory and territory.

### 3-Awareness raising

We must make public the results of the circular business model workshop and the process that the groups' have gone through. Therefore, IRISS-CNR together with the Municipality, will organize a public meeting where the steps taken and the four proposals will be presented in order to inform the public opinion in Salerno. A second type of awareness raising effort will be addressed to local and national companies sensitive and attentive to these issues. Finally, from an academic point of view, we can publish the projects in a scientific journal.

### 4-Municipal regulation

There is a need for the Municipal administration to approve the regulation for the shared management of cultural heritage as a common good which represents the entry point for a series of adaptive reuse interventions.

### **Q&A with the Municipality of Salerno 11:30-12:00**

CLIC colleague Raffaele Lupacchini, European resources office manager at the Municipality of Salerno, thanked warmly the participants and answered their questions in reference to the municipal interest and next steps. The following paragraph represent a summary of his answers:

-The municipality is keen at disseminating the results of the workshop. Although there are no administrative tools at the moment to implement the projects there is a municipal interest in evaluating them. Therefore, a consultation is foreseen in order to assess citizens interest in the proposals.

-The four groups will have the opportunity to present the projects to the Salerno administration. Once the regulation for the shared management of cultural heritage as a common good is approved and put into force, the municipality could attribute alternative sites in conformity with the regulation.

-The four projects are different from each other. Some have a public nature and some PPPs. Any interested public authority should determine an investment channel.

-The experimentation of a productive activity has specific public rules and regulations which the City of Salerno should follow and implement attentively.

### **Check-out 12:00-12:15**

Finally, Philippe Drouillon and Ruba Saleh thanked warmly the participants for their commitment and positive energy and explained that during the business model workshop, the participants worked



together on increasing the strength and robustness of their proposals. Since the municipality needs to follow a very rigorous procedure and launch a PPP bid for the renovation and restoration and adaptive reuse of the Edificio Mondo which will take many years, the participants were advised in the meantime to identify a place where to execute their plans in order to make them alive. Moreover, ICHEC's teams advised the groups to test their assumptions and see how to implement concretely, key points would be: funding, attractiveness, and feasibility. Finally, since not every solution component could be implemented immediately, teams were advised to prioritize activities.

#### Salerno CBM

Due to time constraints, groups haven't filled in the Circular Business Model during the workshop. Therefore, following the workshop, the authors worked on it and completed the four CBMs. The final Circular Business Model is attached in Excel format.











# Deliverable D4.5 Circular Business Model Workshops for Cultural heritage adaptive reuse

## Solution 4 Solidarity condominium

City/site/building: Edifício Mondo Complex							
Team: Solidarity Condominium							
Date: 14 May - 18 June 2020							
CONTEXT	PROCESS	VALUE PROPOSITIONS	PROPS	EXTERNAL ENVIRONMENT			
<p><b>Historic Urban Landscape mapping</b></p> <p>See attached Economic Landscape map n. 29 spatial integration of cultural capital</p> <p><b>Tangible heritage (Listed)</b></p> <p><b>Intangible heritage</b></p> <p><b>Cultural assets (Not-Listed)</b></p> <p><b>Natural assets</b></p>	<p><b>Resources</b></p> <p><b>Building:</b> Palácio San Martinho (L1) The land around the palace (L2) The connection with the urban fabric</p> <p><b>Skills, expertise &amp; know-how:</b> 9 professional personnel, 1 manager and 1 administrative personnel, 3 carpenters, 2 bodybuilders, 1 chef, 1 chef assistant, 1 musician</p> <p><b>Materiality:</b> Collective services</p> <p><b>Furniture and equipment:</b> medical clinic, nursing clinic, waiting rooms, gym, kitchen and catering office, (beddings and shared kitchen), (beddings furniture, fabric furniture and equipment, training and personal furniture and equipment, gardening equipment, recreational furniture and equipment)</p>	<p><b>Solution component 1:</b> 45 Modular unit apartments divided into 20 studios of 35 sqm for 40 inhabitants, 10 two rooms of 40sqm for 40 inhabitants, and 5 four rooms of 40sqm for 20 inhabitants.</p> <p><b>Solution component 2:</b> Shared spaces including shared gardens</p> <p><b>Solution component 3:</b> Artisanal activities</p> <p><b>Solution component 4:</b> Training activities related to health, social and health aspects for informal workers</p> <p><b>Solution component 5:</b> Inter-generational facilities "Tangible Objects"</p> <p><b>Solution component 6:</b> Neighborhood services that services to the neighborhood consists of health clinic, nursing clinic, waiting rooms, gym, kitchen and catering office, (beddings and shared kitchen), (beddings furniture, fabric furniture and equipment, training and personal furniture and equipment, gardening equipment, recreational furniture and equipment)</p> <p>A medical clinic for function therapy, blood pressure, etc...</p> <p>A waiting room</p> <p>A gym for the common sporting activity, but also rehabilitative with the presence of the professional staff</p> <p>A kitchen - chef, a doctor and a nutritionist will lead a Mediterranean diet working school with the aim of educating on proper nutrition. (project already started for two years, conceived by Dr. Giuseppe Inghisi and sponsored by the Order of physicians and dentists of Salerno)</p> <p>Catering office: it is necessary space where to meet and help people who experience situations of hardship and/or social isolation and outside the "solidarity condominium".</p>	<p><b>Channels</b></p> <p>Ministry of labor and social policies Campania Region Salerno Municipality -WEI, Social Media, Streaming channels Local newspaper and TV/radio presence University of Salerno Salerno Confederation of Artisan Workers Confartigianato/campania</p>	<p><b>Value on preservation and co-creation</b></p> <p>The concept of the historic conservation is a kind of social housing project which is related to those who are in need and who wish to live part of their own lives in a group of activities. The fundamental aim of the project is to allow the use of the site in other ways, so as not to be left empty from 1970-1975 then with others. The building is considered as a kind of living and working together as a community for the common good: a series of shared spaces, surrounding facilities (from gym, from a waiting room).</p> <p><b>Solution 1:</b> inter-modular apartments (35-40-40) a series of shared spaces, surrounding facilities (from gym, from a waiting room).</p> <p><b>Solution 2:</b> shared gardens (vegetable garden &amp; social garden). The garden will be managed and inspired by the presence of the artisanal activities and the local community. The aim of the project is to create a community of the future Mediterranean diet.</p> <p><b>Solution 3:</b> artisanal activities.</p> <p>The objective of the artisanal activities is to enhance the presence of the artisanal activities and the local community. The aim of the project is to create a community of the future Mediterranean diet.</p> <p><b>Solution 4:</b> training activities.</p> <p>The training activities consist in increasing the presence of the artisanal activities and the local community. The aim of the project is to create a community of the future Mediterranean diet.</p> <p><b>Solution 5:</b> inter-generational facilities (Tangible Objects).</p> <p>The aim of the project is to create a community of the future Mediterranean diet.</p> <p><b>Solution 6:</b> neighborhood services.</p> <p>The aim of the project is to create a community of the future Mediterranean diet.</p>	<p><b>And users, "customers" &amp; other stakeholders</b></p> <p>The end users and customers of the Community Cooperative are organized into three groups: (1) users (including garden and using services provided by the Cooperative), (2) contributors, (3) workers with different levels of knowledge and expertise in the local community.</p> <p><b>Micro-modular apartments (35-40-40):</b> Grey Group according to the Italian definition: more-income, young couples, temporary workers, disadvantaged people.</p> <p><b>Shared gardens (vegetable garden &amp; social garden):</b> The three categories of users and customers of the Community Cooperative + the local community.</p> <p><b>Artisanal activities:</b> Young generation, worker members of the Community Cooperative and open to visitors and tourists.</p> <p><b>Training activities:</b> Young generation, worker members of the Community Cooperative + the local community.</p> <p><b>Inter-generational facilities (Tangible Objects):</b> The three categories of users and customers of the Community Cooperative + the local community.</p>	<p><b>Needs</b></p> <p>Improve the quality of life</p> <p>Affordable housing</p> <p>An alternative to business and profitability</p> <p>Accessibility to quality and affordable services</p> <p>Enhance interpersonal relationships</p> <p>Activate the culture of solidarity, sustainable and mutual help.</p>	<p><b>External factors</b></p> <p><b>Political factors:</b> Political events in other cities: more residential units will be built in 2020. Political events in the Campania region: the Campania region is a region with a high level of unemployment. Political events in the Campania region: the Campania region is a region with a high level of unemployment.</p> <p><b>Economic factors:</b> Economic events in other cities: more residential units will be built in 2020. Economic events in the Campania region: the Campania region is a region with a high level of unemployment. Economic events in the Campania region: the Campania region is a region with a high level of unemployment.</p> <p><b>Social factors:</b> Social events in other cities: more residential units will be built in 2020. Social events in the Campania region: the Campania region is a region with a high level of unemployment. Social events in the Campania region: the Campania region is a region with a high level of unemployment.</p> <p><b>Technological factors:</b> Technological events in other cities: more residential units will be built in 2020. Technological events in the Campania region: the Campania region is a region with a high level of unemployment. Technological events in the Campania region: the Campania region is a region with a high level of unemployment.</p> <p><b>Environmental factors:</b> Environmental events in other cities: more residential units will be built in 2020. Environmental events in the Campania region: the Campania region is a region with a high level of unemployment. Environmental events in the Campania region: the Campania region is a region with a high level of unemployment.</p>
<p><b>Vertical integration</b></p> <p>See attached Economic Landscape map n. 29 spatial integration of cultural capital</p> <p><b>Cultural capital</b></p> <p><b>Transportation</b></p> <p><b>Tourism activities</b></p> <p><b>Land use</b></p>	<p><b>Adapted reuse</b></p> <p>The structure and historical value management from the space into (vertical, horizontal and vertical) integration with the urban context. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet.</p> <p><b>Adapted reuse</b></p> <p>The structure and historical value management from the space into (vertical, horizontal and vertical) integration with the urban context. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet.</p>	<p><b>Partnerships</b></p> <p>Salerno Municipality Campania Region Salerno province Salerno Confederation of Artisan Workers artistic cooperation (Gianfranco Rossi) (Italian National Institute of Health) Confartigianato Campania Association of artisans University of Salerno Order of physicians and dentists of Salerno ASL Salerno Confederazione Nazionale Formatori Professionisti CNITAF (National Confederation of Vocational Training)</p>	<p><b>Cooperators</b></p> <p>Double Link</p>	<p><b>OUTCOMES</b></p> <p><b>Contribution to the Whole - Sustainable Development Goals</b></p> <p>-SDG7: Renewable energy -SDG8: Social jobs and economic growth -SDG9: Innovation and infrastructure -SDG11: Sustainable cities and communities -SDG12: Sustainable and responsible consumption</p>	<p><b>Benefits (1)</b></p> <p>The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet.</p> <p><b>Benefits (2)</b></p> <p>The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet.</p>		
<p><b>Costs (1)</b></p> <p>The capital expenditures and operational costs associated to the solution:</p> <p><b>Variable costs:</b></p> <p>Equipment: 240000 Euro/year</p> <p>Energy: water, raw material required for sourcing, manufacturing, distribution 75000 Euro/year</p> <p>External services/OLA</p> <p><b>Fixed costs:</b></p> <p>Internal staff = 25000 Euro/year</p> <p>External staff = 100 x 12 x 12000 Euro/year</p> <p>Recruiting costs (salaries, energy, resources, loans, etc.) = 475000 (energy) + 410000 Insurance + 65000 Euro/year</p> <p><b>Total costs: 315000+410000+75000 Euro/year</b></p>	<p><b>CONCLUSIONS</b></p> <p>The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet. The project consists in the adaptation of the building into a community of the future Mediterranean diet.</p>						