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# Innovative, entrepreneurial and circular adaptive re-use of cultural heritage

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**PERSPECTIVES ON CULTURAL AND CREATIVE ECOSYSTEMS:  
PARTNERSHIPS FOR IMPACT**

Aarhus, 20 June 2023



Funded by the  
European Union



# UN Conference on Human Environment 1972, Stockholm

- **Stockholm Declaration**
  - 7 proclamations and 26 principles
    - Safeguarding of the natural environment
    - Social issues (colonialism and oppression)
  - UN Environment Program (UNEP)

**STOCKHOLM  
CONFERENCE  
ECO** JOINTLY PRODUCED BY  
THE ECOLOGIST  
AND FRIENDS OF THE EARTH


16th JUNE 1972      THANK YOU SWEDEN

STOCKHOLMS -  
KONFERENSENS EKO  
ЭКО СТОКГОЛЬМСКОЙ  
КОНФЕРЕНЦИИ  
ECO DE LA CONFERENCE  
DE STOCKHOLM  
ECO DE LA CONFENCIA  
DE ESTOCOLMOU  
斯德哥尔摩会议



*OUT OF STOCKHOLM, A NEW INITIATIVE*

**World Ecological Areas  
Programme Launched**



UN Conference on the Human Environment  
Stockholm 1972





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# World Heritage Convention UNESCO, 1972

- The words sustainability and conservation did not feature pre-eminently in either of these initiatives at the time - the emphasis was on **environment and on protection**
- **One world**
- **Outstanding Universal Value**
- National effective and active measures for the **protection, conservation and presentation**



United Nations  
Educational, Scientific and  
Cultural Organization



World Heritage Convention



# 2015 UN Sustainable Development Goals



<https://sustainabledevelopment.un.org>



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## UN SDG 11.4



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



## Indicators for measuring progress

**UN-designated Indicator 11.4.1 (Tier III): Total expenditure** (type of heritage (cultural, natural, mixed, World Heritage Centre designation), level of government (national, regional, and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector, sponsorship and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage

<https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>



# Cultural capital

David Throsby



# Cultural capital

David Throsby

# Investments





# UNESCO Culture2030Indicators



## THEMATIC INDICATORS FOR CULTURE IN THE 2030 AGENDA

### ENVIRONMENT & RESILIENCE

- 1 Expenditure on heritage
- 2 Sustainable management of heritage
- 3 Climate adaptation & resilience
- 4 Cultural facilities
- 5 Open space for culture

UNESCO Culture Conventions



- 2.4 Sustainable foodways & agriculture
- 6.6 Water related ecosystems
- 9.1 Quality infrastructure
- 11.4 Cultural & natural heritage
- 11.7 Inclusive public spaces
- 12.8 Sustainable tourism management
- 13.1 Climate & disaster resilience
- 14.5 Marine areas conservation
- 15.1 Sustainable terrestrial ecosystems
- 16.4 Recovery of stolen assets

### PROSPERITY & LIVELIHOODS

- 6 Culture in GDP
- 7 Cultural employment
- 8 Cultural businesses
- 9 Household expenditure
- 10 Trade in cultural goods & services
- 11 Public finance for culture
- 12 Governance of culture

UNESCO Culture Conventions



- 8.3 Jobs, entrepreneurship & innovation
- 8.9 Policies for sustainable tourism
- 8.4 Increase Aid for Trade
- 10.4 Differential treatment on trade
- 11.4 Cultural & natural heritage

### KNOWLEDGE & SKILLS

- 13 Education for Sustainable Development
- 14 Cultural knowledge
- 15 Multilingual education
- 16 Cultural & artistic education
- 17 Cultural training

UNESCO Culture Conventions



- 4.4 Skills for employment
- 4.7 Skills for sustainable development
- 8.3 Jobs, entrepreneurship & innovation
- 8.4 Access to information technologies
- 12.1 Sustainable consumption
- 13.3 Education on climate adaptation

### INCLUSION & PARTICIPATION

- 18 Culture for social cohesion
- 19 Artistic freedom
- 20 Access to culture
- 21 Cultural participation
- 22 Participatory processes

UNESCO Culture Conventions



- 9.1 Quality infrastructure/equitable access
- 9.4 Access to information technologies
- 10.2 Social inclusion
- 11.7 Inclusive public spaces
- 16.7 Participatory decision-making
- 16.10 Fundamental freedoms
- 16.a Prevention of violence
- 16.b Non-discriminatory policies

SDG & TARGETS

THE CULTURE 2030 INDICATORS ALSO CONTRIBUTE TRANSVERSALLY TO:



5.5 Women participation & leadership  
5.a Policies on gender equality



17.9 Capacity building  
17.16 Global partnership  
17.17 Public, private and civil society partnerships  
17.19 Measuring of sustainability



## ENVIRONMENT & RESILIENCE

### List of indicators

#### 1. *Expenditure on heritage*

- » Total expenditure per capita spent on the preservation, protection and conservation of all cultural and natural heritage by type of heritage, source of funding and level of government.

#### 2. *Sustainable management of heritage*

- » Checklist for the sustainable management framework to safeguard and manage cultural and natural heritage, practices, knowledge, and movable historical artefacts.

#### 3. *Climate adaptation & resilience*

- » Checklist for the climate adaptation framework, particularly including traditional practices for resilience.

#### 4. *Cultural facilities*

- » Distribution of cultural facilities through spatial mapping.

#### 5. *Open space for culture*

- » The three sub-indicators measure:
  - A. Number of 'cultural open space'
  - B. Area of 'cultural open space'
  - C. Percentage distribution of cultural events in open space

## PROSPERITY & LIVELIHOODS

### List of indicators

#### 6. *Culture in GDP*

- » Percentage of Gross Domestic Product attributable to private and formal cultural production.

#### 7. *Cultural employment*

- » Number of people employed in the cultural and creative sectors and cultural occupations as a percentage of overall employment for the latest year.

#### 8. *Cultural businesses*

- » Trends in cultural businesses as a percentage of all businesses.

#### 9. *Household expenditure*

- » Percentage of total household expenditure devoted to cultural activities, goods and services.

#### 10. *Trade in cultural goods & services*

- » Exports of cultural goods and services as a percentage of all exports.

#### 11. *Public finance for culture*

- » The two sub-indicators measure:
  - A. Public expenditure for culture
  - B. Public budget for culture

#### 12. *Governance of culture*

- » Checklist of the governance framework to support culture and creativity.

## KNOWLEDGE & SKILLS

### List of indicators

#### 13. Education for Sustainable Development

- » The extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education and (d) student assessment.

#### 14. Cultural knowledge

- » Checklist focusing on cultural education and capacity building.

#### 15. Multilingual education

- » Percentage of instructional hours dedicated to multilingualism in primary and lower secondary education.

#### 16. Cultural & artistic education

- » Percentage of instructional hours dedicated to cultural education in the first two years of secondary school.

#### 17. Cultural training

- » Percentage of students enrolled in post-secondary and tertiary education in the field of culture.
- » Percentage of students graduating from post-secondary and tertiary education in the field of culture.

# INCLUSION & PARTICIPATION

## List of indicators

### 18. *Culture for social cohesion*

- » The three sub-indicators measure:
  - A. Intercultural tolerance
  - B. Interpersonal trust
  - C. Perception of gender equality

### 19. *Artistic freedom*

- » Checklist on the level of support for artistic freedom and to identify the status of the artist.

### 20. *Access to culture*

- » Availability of cultural infrastructure in relation to the distribution of the population.

### 21. *Cultural participation*

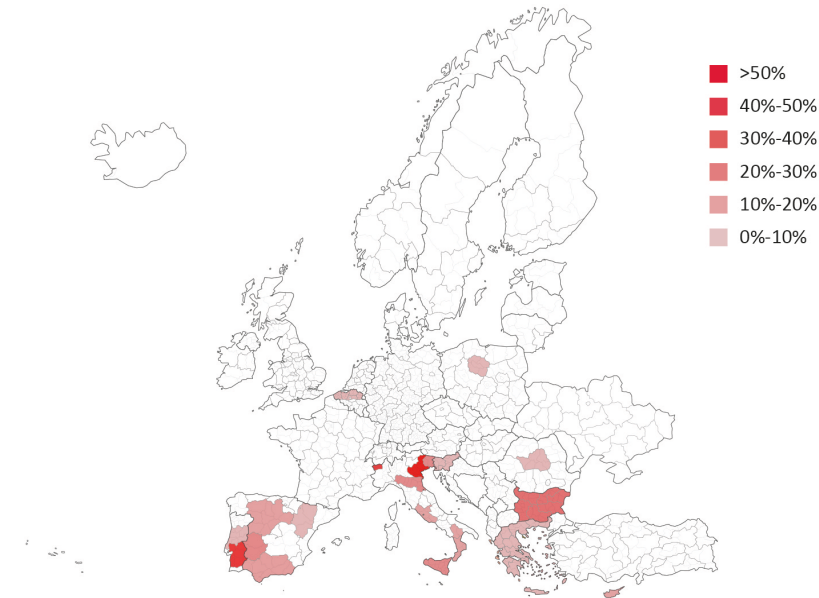
- » The four sub-indicators measure:
  - A. Cultural site visits
  - B. Cultural attendance
  - C. Individual cultural activities
  - D. Using the internet for cultural purposes

### 22. *Participatory processes*

- » Checklist for the breadth of participation of all stakeholders including local communities in the processes for developing and implementing cultural policies, programmes, and initiatives that concern them.



## Regional Innovation Strategies for Smart Specialisation – Culture and Cultural Heritage as a Priority



BE2	Flemish Region	10%	ES43	Extremadura	20%	ITH5	Emilia-Romagna	20%
BG	Bulgaria	25%	ES61	Andalucía	13%	ITI4	Lazio	14%
CY	Cyprus	14%	ITC2	Valle d'Aosta	33%	MD	Moldova	20%
EL	Greece	11%	ITF5	Basilicata	14%	PL61	Kujawsko-Pomorskie	11%
EL22	Ionia Nisia	20%	ITF6	Calabria	13%	PT16	Centro (PT)	13%
EL43	Kriti	20%	ITG1	Sicilia	17%	PT18	Alentejo	40%
ES24	Aragón	11%	ITH3	Veneto	50%	RO12	Centru	11%
ES41	Castilla y León	17%	ITH4	Friuli-Venezia Giulia	20%	SI	Slovenia	11%

Stanojev, J. and Gustafsson, C. (2019) *Circular Economy Concepts for Cultural Heritage Adaptive Reuse implemented through Smart Specialisations Strategies*

# Innovative, entrepreneurial and circular adaptive re-use of cultural heritage

The focus is on **adaptive re-use** and its **spill-over effects** in connection with inclusive, sustainable and innovation-driven development at local and regional levels.

Changing the mind-set **from protection to pro-action**, the objective is to develop analyse the **cultural vibrancy** and based on that develop **new planning strategies, financing and circular business models** as well as opportunities for **implementation** of these.

**How to find new innovative activities/business working in a sustainable way for adaptive reuse of historic buildings?**



# The Halland Model

- 100 historic buildings conserved
- 1,200 new jobs in the construction industry
- One third of all construction workers trained in traditional techniques
- 235 new jobs on improved premises

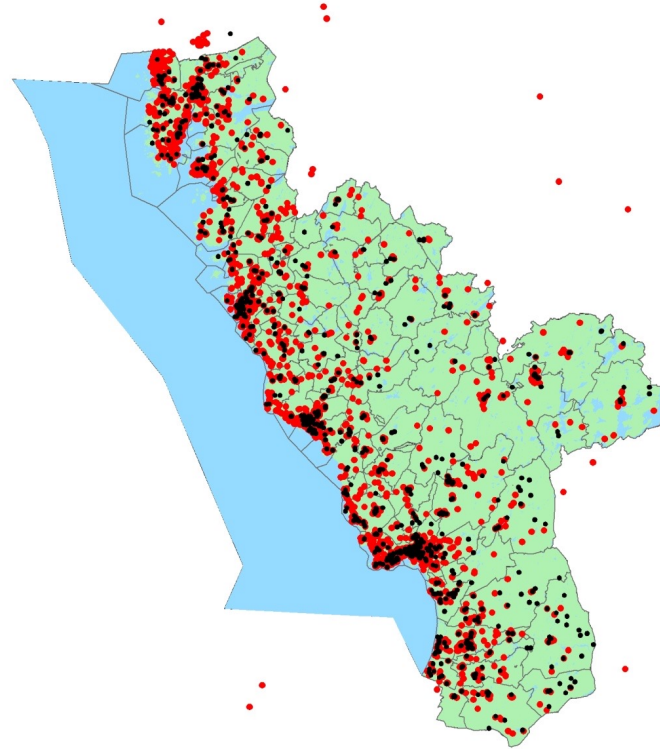






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# Big Data Halland (SE) Fields of Creative Power



Sacco, Buscema, Ferilli, and  
Gustafsson 2019

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## Fields of Creative Power

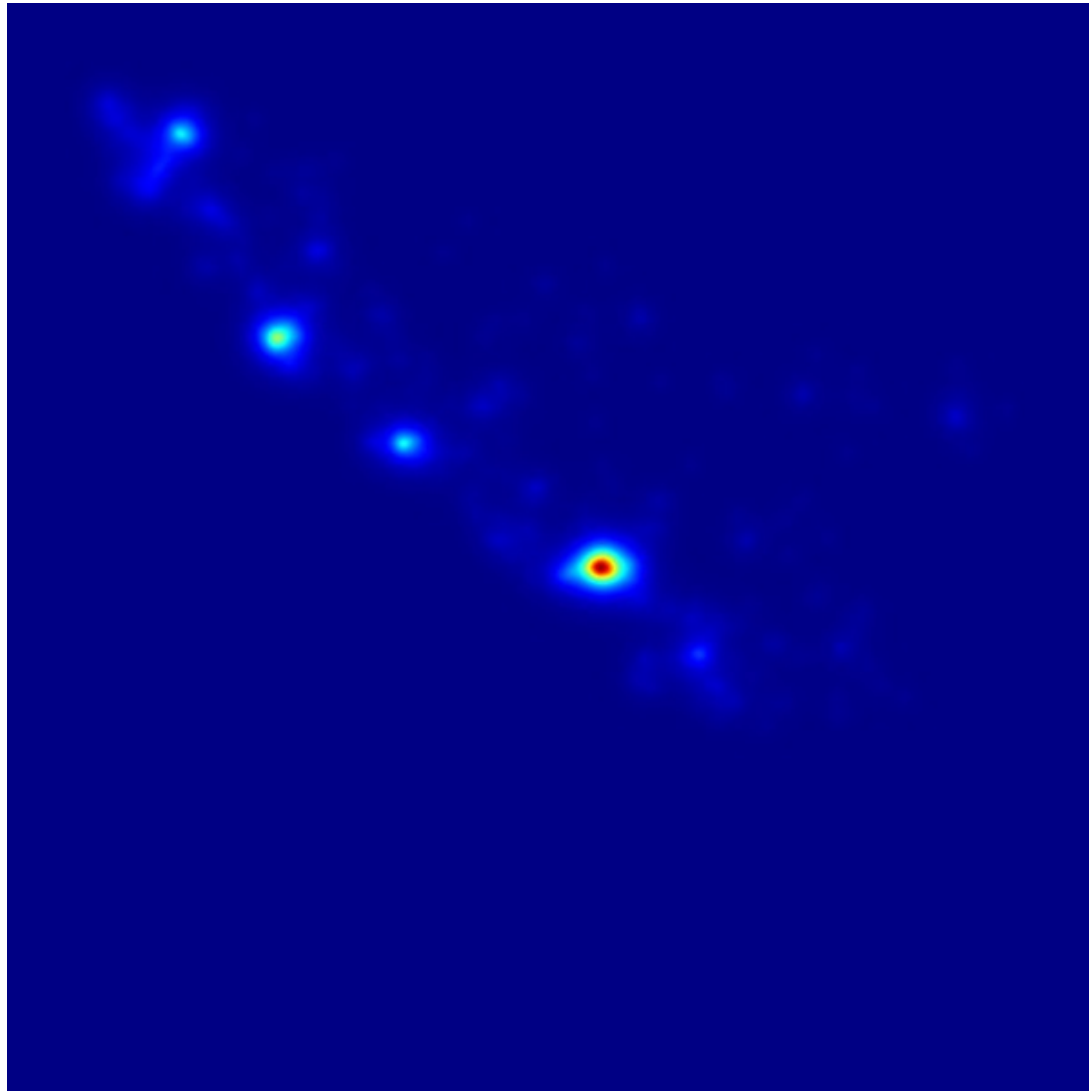
**6.800 Cultural activities  
and facilities**

A map of the Uppsala region in Sweden, showing the distribution of 6,800 cultural activities and facilities. The map is color-coded by municipality: light green for most land areas, light blue for water bodies, and yellow for specific areas. Numerous red and black dots are scattered across the map, representing individual cultural activities and facilities. The dots are most densely clustered in the central and northern parts of the region, particularly around the city of Uppsala. A horizontal line is drawn below the text.



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# Fields of Creative Power



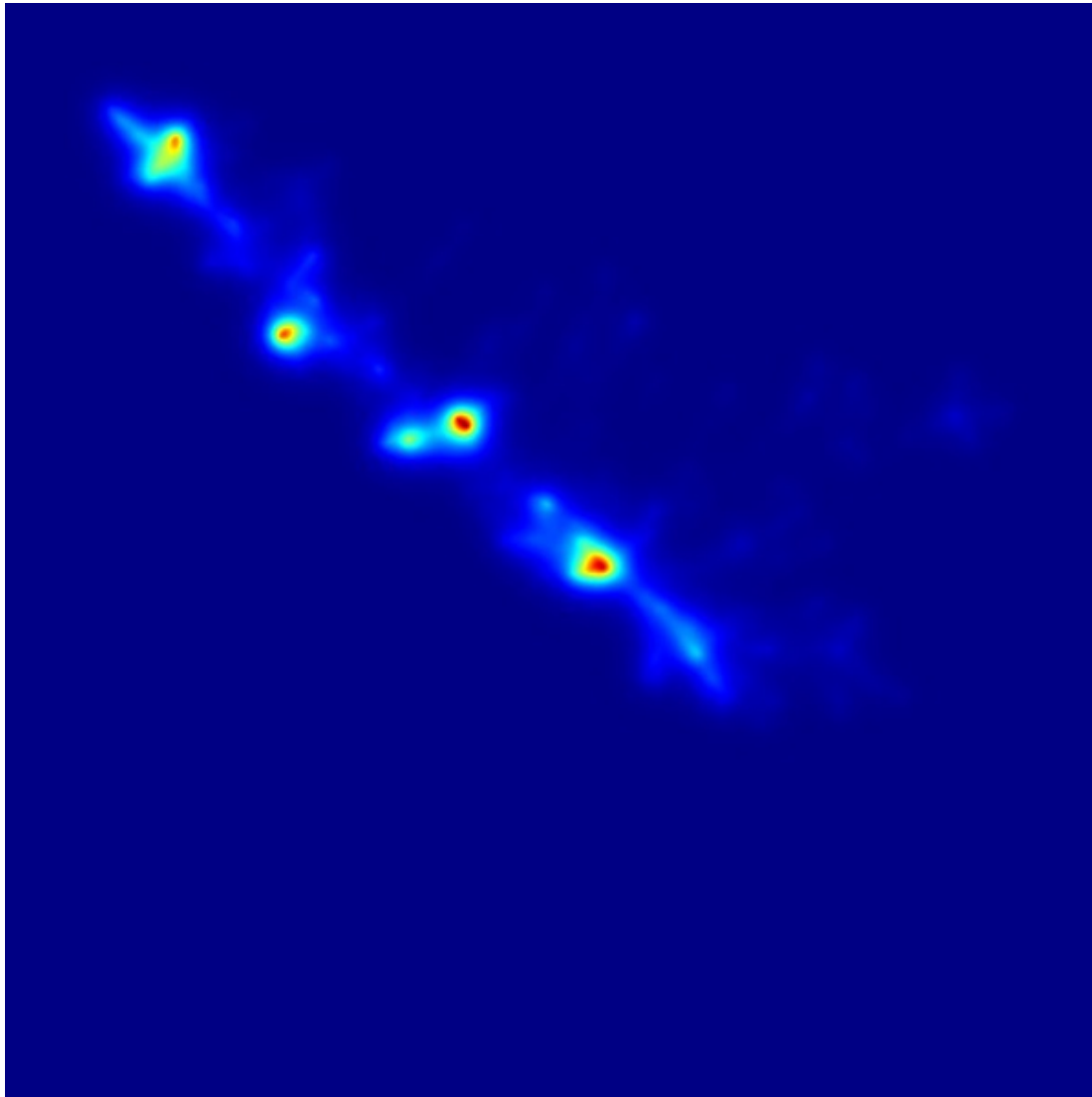
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Today



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# Fields of Creative Power



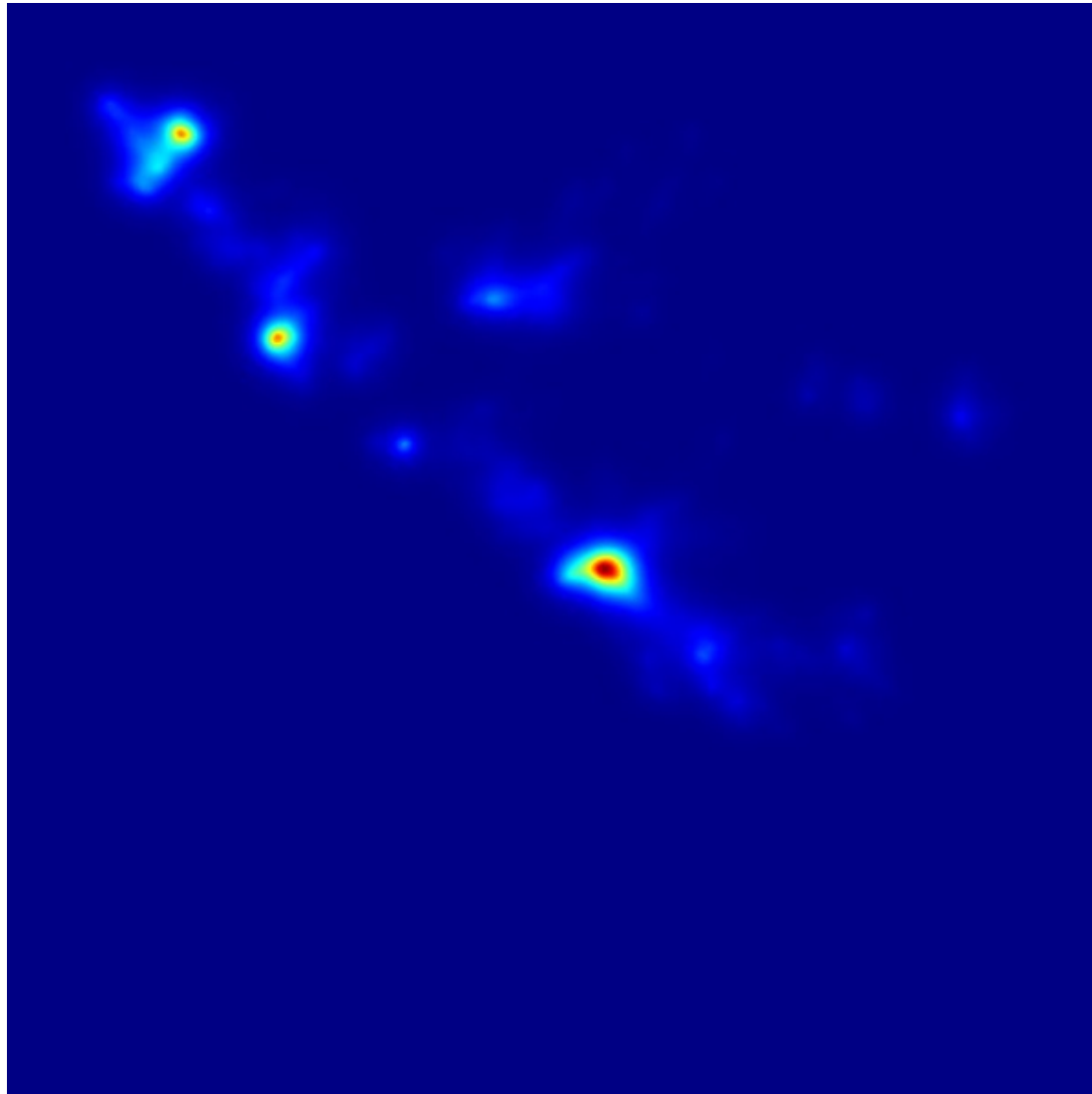
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Tomorrow



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# Fields of Creative Power

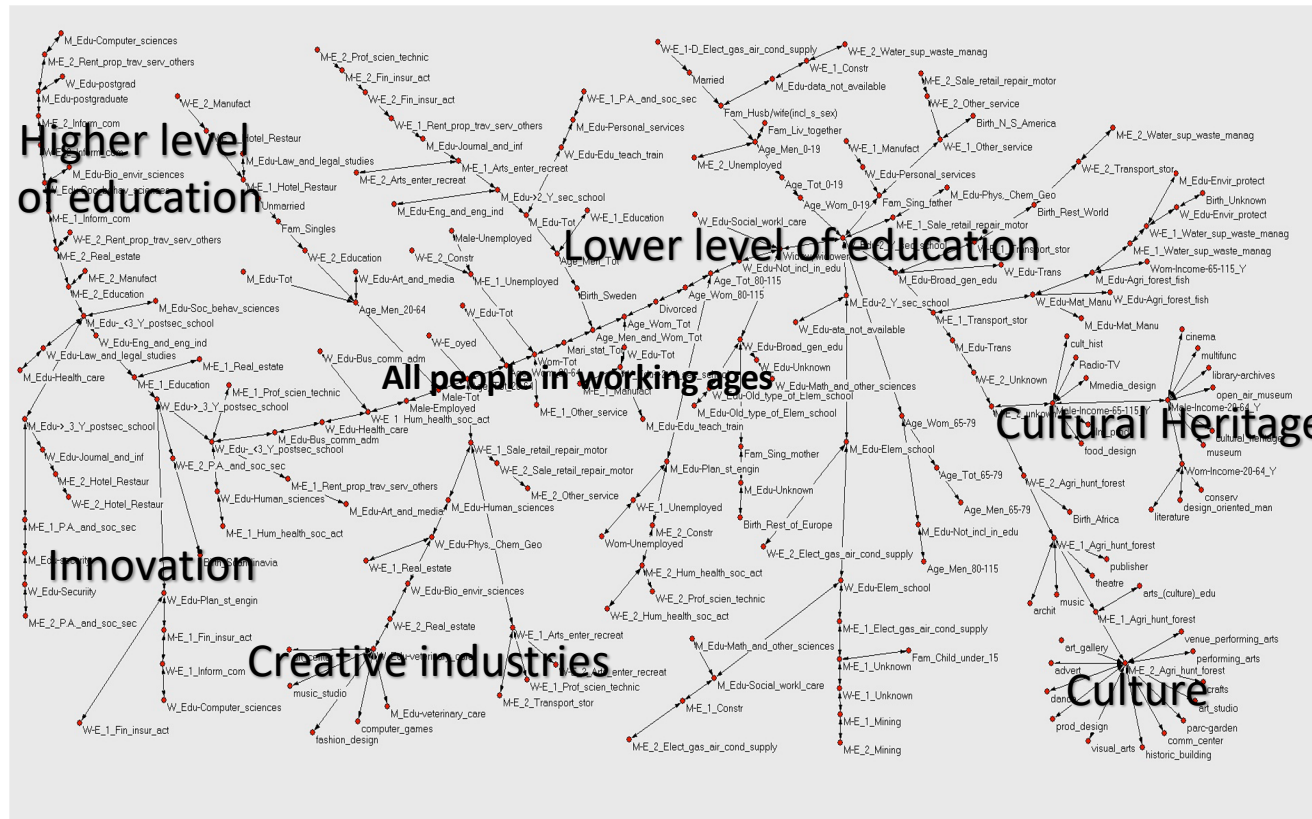


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Day after tomorrow



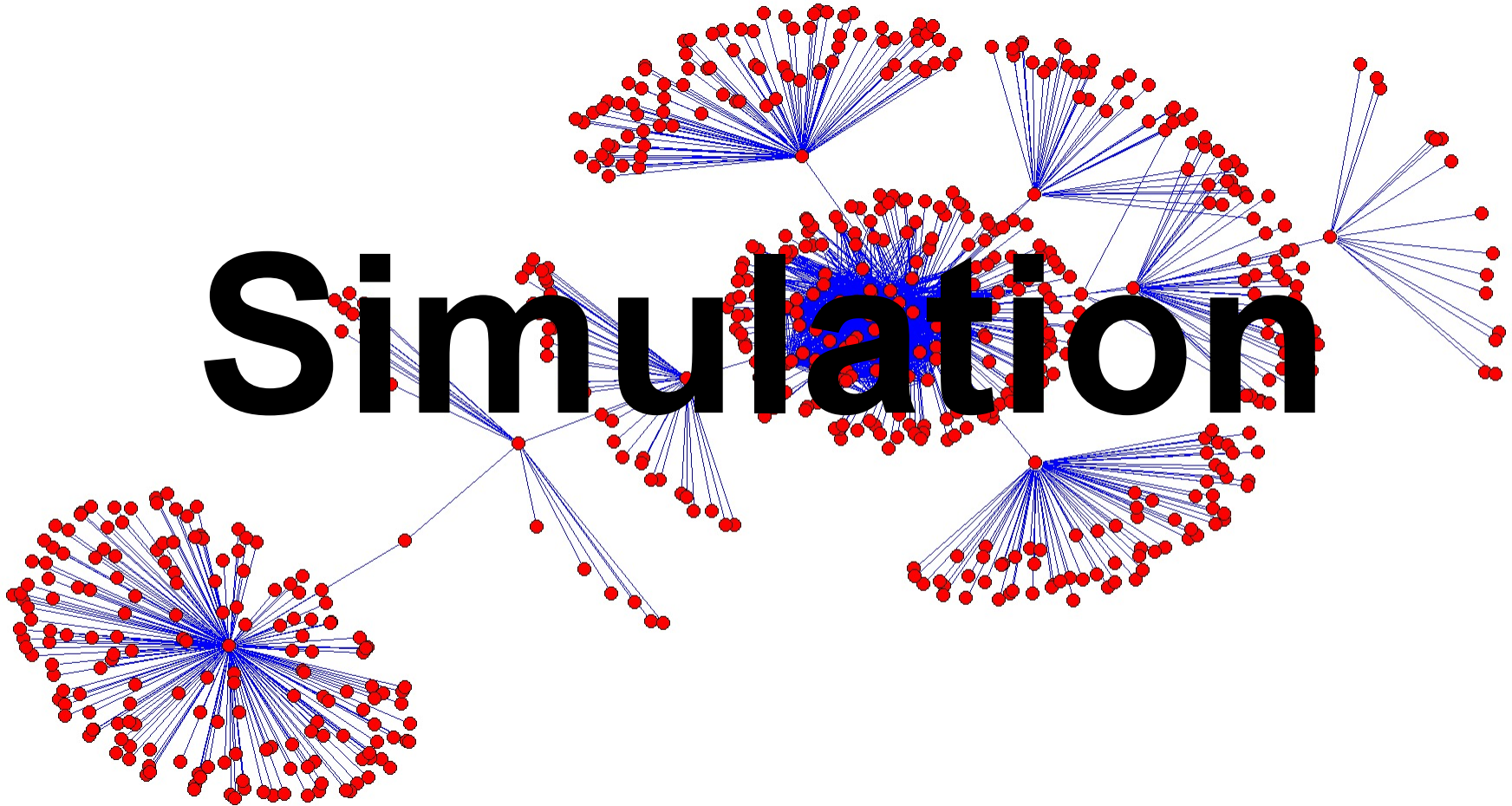
# Cultural Ecosystem in Skaraborg (SE)





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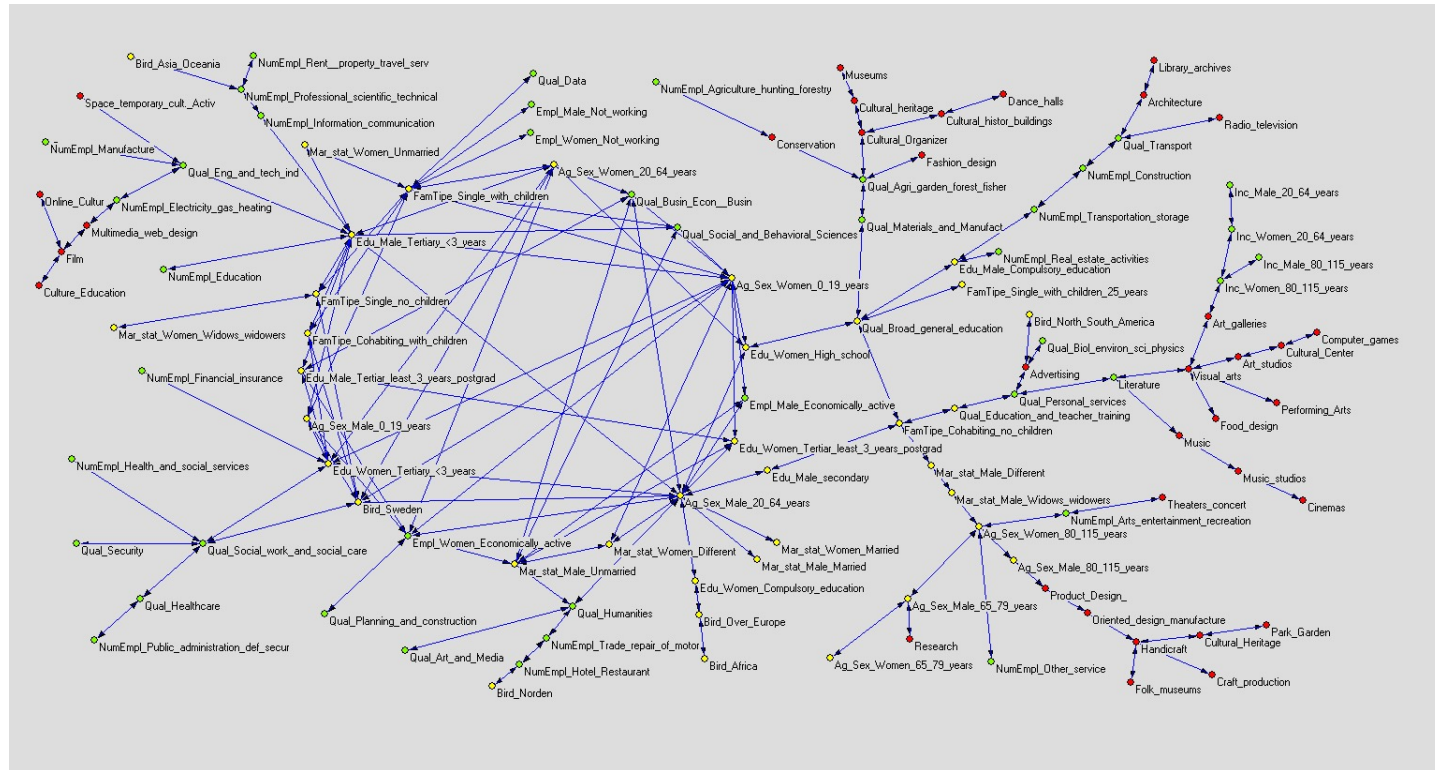
# Simulation





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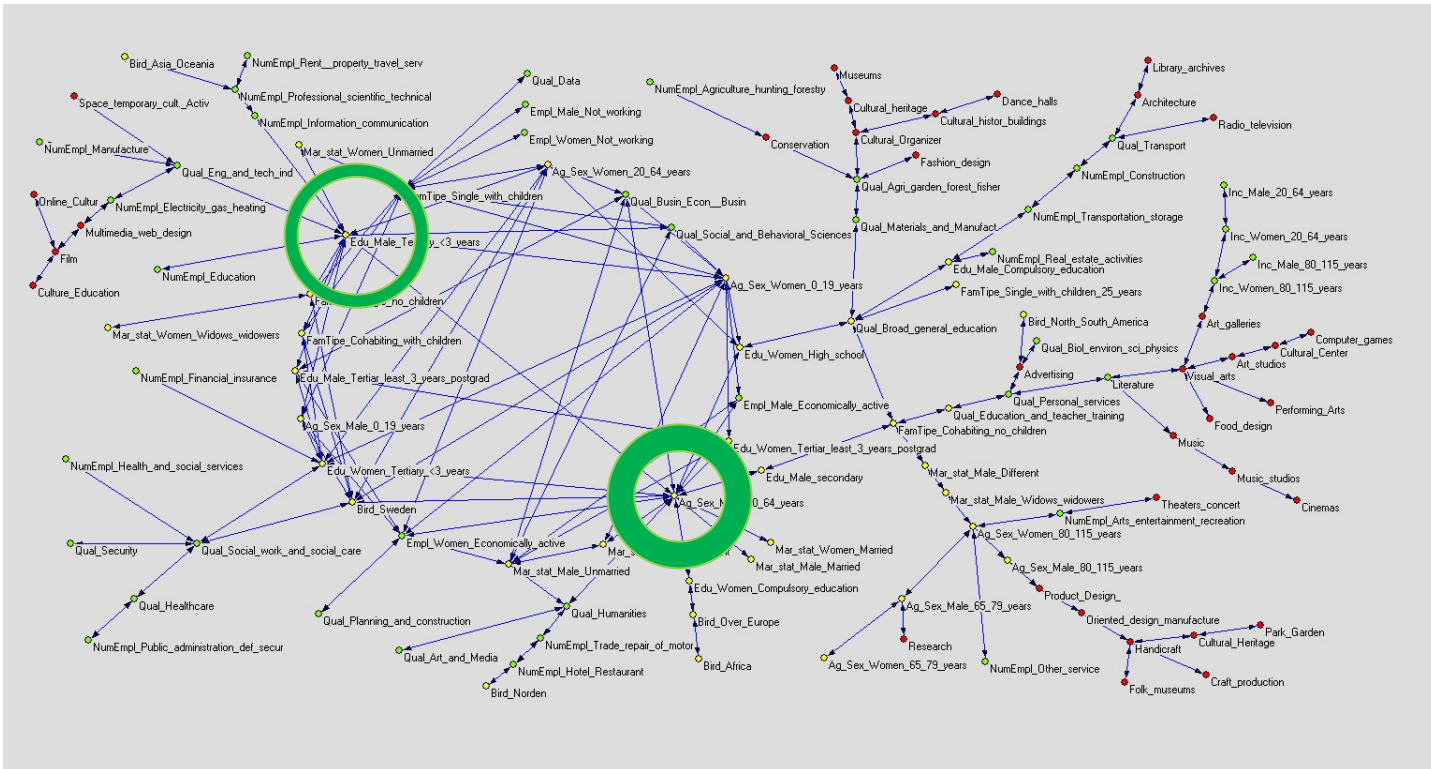
# Relations Cultural Ecosystem Fyrbodal district (SE)





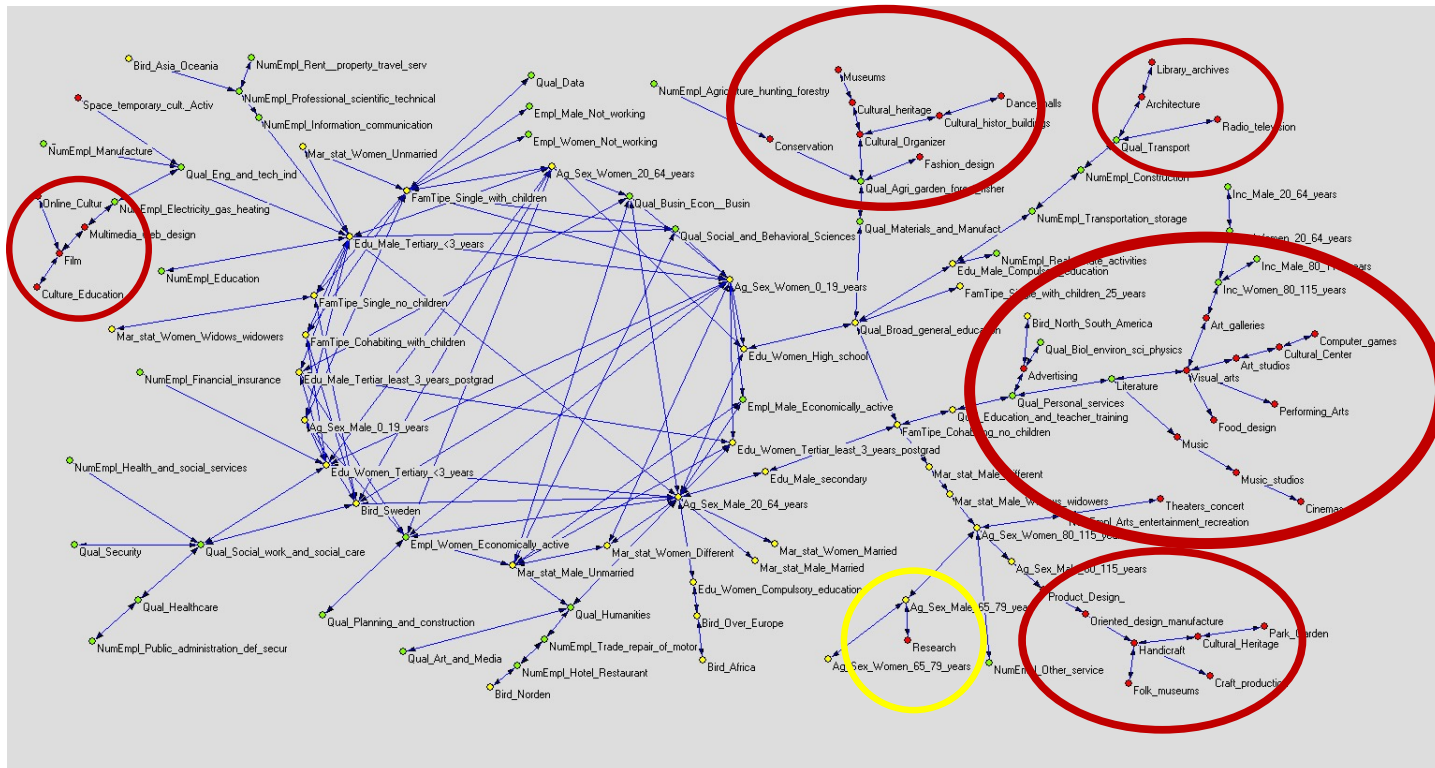


# Relations Cultural Ecosystem Fyrbodal district (SE)





# Relations Cultural Ecosystem Fyrbodal district (SE)





How can we plan adaptive reuse of cultural heritage?

Can cultural vibrancy be the point of departure for regional sustainable development?

How are relations for bottom-up approaches constructed?

Which relations are strongest?



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UNI



Circular models Leveraging Investments  
in Cultural heritage adaptive reuse

# Circular Business Model Workshops



Fengersfors



Forsvik



Strömsfors



Gustavsfors



# Inclusive and sustainable approach

Active participation in  
culture

Involvement of  
different stakeholders

Bottom-up approach


















# Circular business models

## A ROBUST DESIGN & ACCELERATION PROCESS

### SOCIETAL IMPACT CANVAS

Project : ..... Date : ..... Version : .....

<b>PURPOSE</b> What is our guiding North Star ? What's our Massive Transformation Purpose (MTP) ? What is the expected impact ? How is it connected to our passion, our drivers ? 		<b>VALUE PROPOSITIONS</b> What are the Unique Value Propositions (from functional, societal and/or environmental perspectives) ? How each of them uniquely answers to customers / users / beneficiaries' needs ?		<b>SOCIETAL CHALLENGES</b> Which societal challenges does our project address ? Which SDGs ? Which stakes of the Doughnut Model can we connect my project to ? 	
<b>KEY PARTNERS</b> Who are our main partners ? At which level of the value chain do they connect ? What do they bring that is unique ? Why do they contribute to our success ? What do they expect from us ? 	<b>PROBLEMS (macro &amp; micro)</b> Today, what are the challenges, problems faced by users, beneficiaries, clients to meet their objectives, answer to their needs, seize opportunities ? 			<b>CHANNELS &amp; CUSTOMER REL.</b> How are relationships with users / beneficiaries / customers developed, established and maintained ? Which channels are used to : • get in touch with them ? • make our solution known ? • reach our segments ? • make our solution available ?	<b>TARGET SEGMENTS (customers / users / beneficiaries)</b> To whom does our solution create value ? What are our customers / users segments ? Who are our early adopters ? 
<b>RESOURCES &amp; ACTIVITIES</b> What are the critical resources (scarce and/or mandatory) required to achieve the solution (Physical, intellectual, human, financial) and run underlying key activities ? 	<b>EXISTING SOLUTIONS</b> Today, how do customers / users / beneficiaries answer to their needs / problems ? 	<b>SOLUTION</b> How is the solution materialized ? How does it concretely look like ? What are its main features / components ? 			
<b>COST STRUCTURE</b> What are the main fixed and variable costs of our solution ? 		<b>« - » SOCIETAL IMPACTS « + »</b> What are the negative and positive impacts of our solution ? From social, economical and environmental perspectives ? Which indicators do we use to evaluate these impacts ? 		<b>REVENUE STREAMS</b> What are the main revenue streams generated by our solution ? What are the recurring financing schemes ? What are customers ready to pay for ? At what price ? 	
<b>GOVERNANCE</b> Which principles and signposts that guide decision making, responsibilities / power sharing & distribution, empowerment within the collective ? How are stakeholders integrated in the governance, the implementation and the evolution of the solution ? 			<b>PROFITS &amp; SURPLUSES ALLOCATION</b> What are the allocation principles for profits / surpluses generated by the solution ? What are they allocated for ? Why ? 		

 DESIRABILITY     VIABILITY  
 FEASIBILITY     SOCIETAL IMPACT

# Innovative, entrepreneurial and circular adaptive re-use of cultural heritage

**Common framework** for the identification of innovative circular financing, business and governance models for cultural heritage systemic adaptive reuse.

Flexible, transparent, integrated and inclusive tools to **manage change** to leverage the potential of cultural heritage, fostering adaptive reuse of cultural heritage in a systemic perspective.

**Develop innovative circular business models**, which are being used in case studies of adaptive reuse. The business models selected will cover different types of actors, public, private, social, and in particular, **new partnerships** between these three types of actors. See how adaptive reuse projects can be related to the various forms of partnerships.