Succesfully reusing heritage

How to improve the adaptive reuse process of heritage through success factors

Final presentation
26th January 2021
Juul van Hout

Agenda

Introduction what

Problem statement why

Methodology how

Research

Results

Synthesis

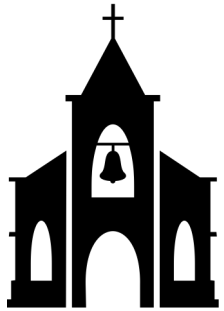
Conclusion & recommendations

Introduction

Why?

Why?

30



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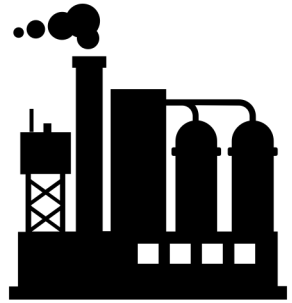

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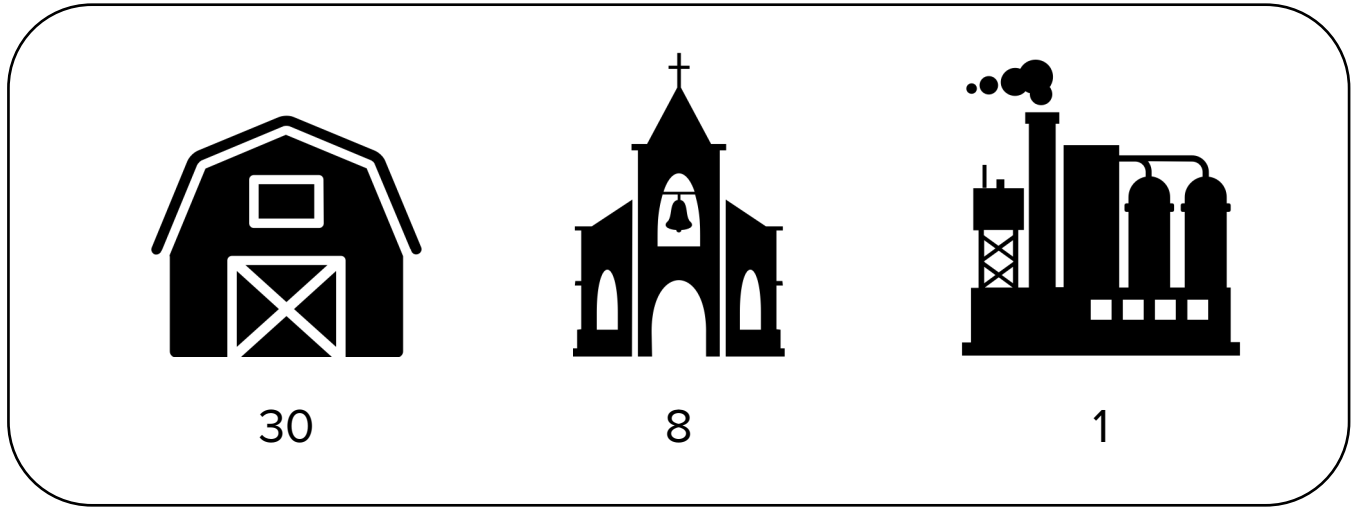
Why?



Adaptive reuse

What is adaptive reuse?

A building undergoes a major change with alterations of both the building itself and the function is accommodates.

(Wilkinson, Remøy, & Langston, 2014, p.95)

What is adaptive reuse?

A building undergoes a major change with alterations of both the building itself and the function is accommodates.

Second life, third life, fourth life etc.

(Wilkinson, Remøy, & Langston, 2014, p.95)

Strijp-S,
Eindhoven

Dominicanenkerk,
Maastricht

Westergas fabriek, Amsterdam

BKCity,
Delft

Problem

Difficulty of the reuse process

Problem

Difficulty of the reuse process

- Different from new-built projects
- Boundaries & restrictions of existing building
- Higher number of stakeholders
- Lengthy & difficult regulations
- Difficulty to get finance
- Not sure what to expect

Problem

Problem


Difficulty of the reuse process
Success factors
?
Improvement of the reuse process

Methodology

Research question

How can success factors improve the process of adaptive reuse of heritage?

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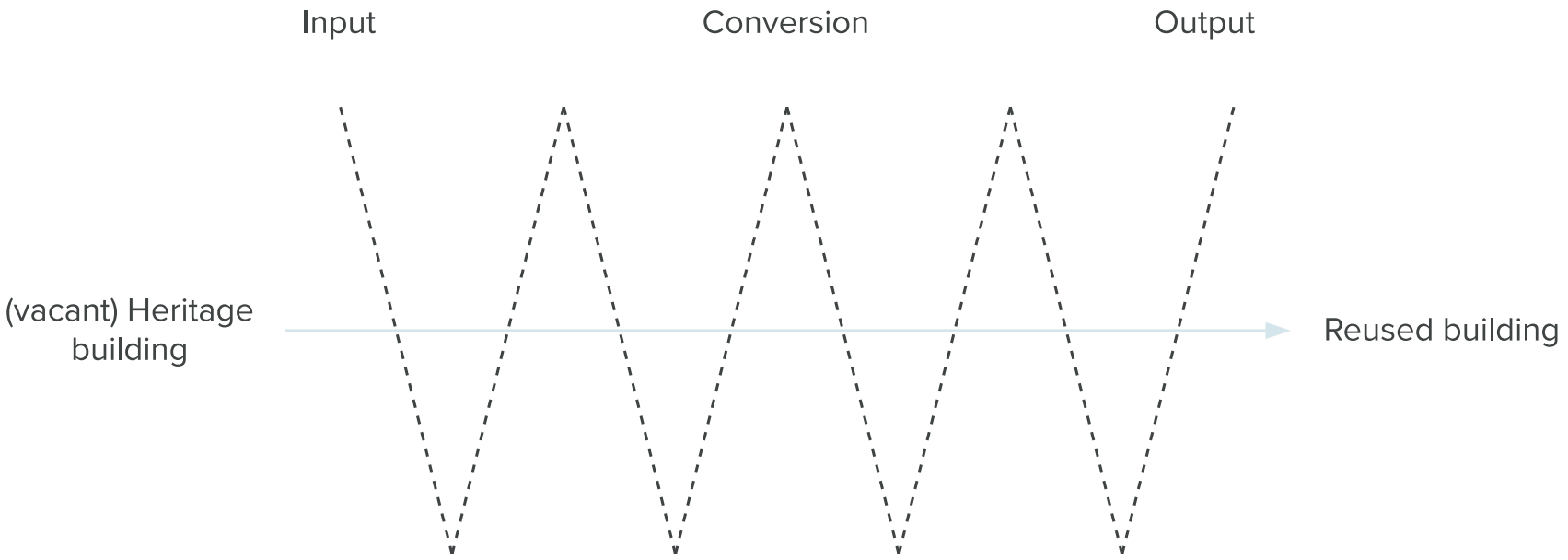
Sub-questions

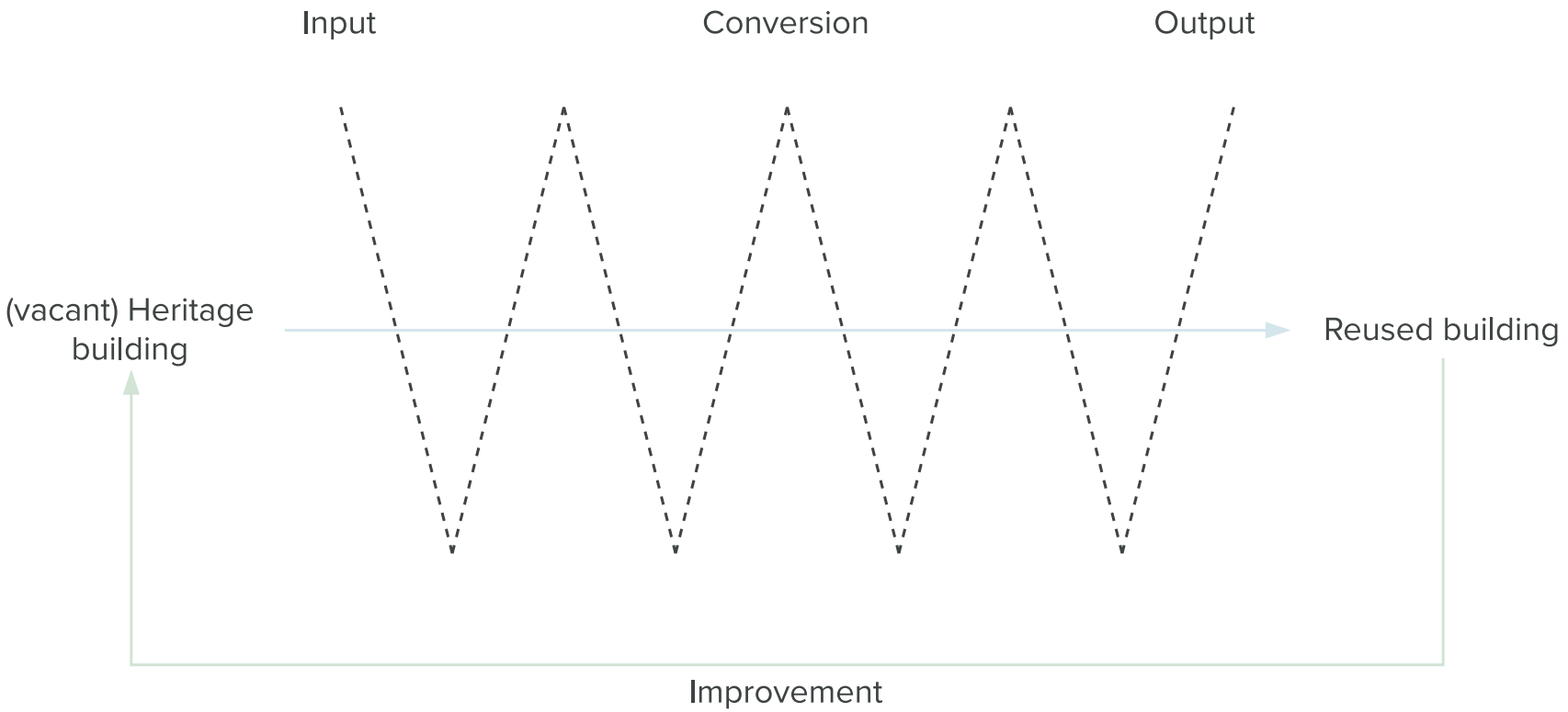
Question 1. What is adaptive reuse of heritage in The Netherlands?

Sub-questions



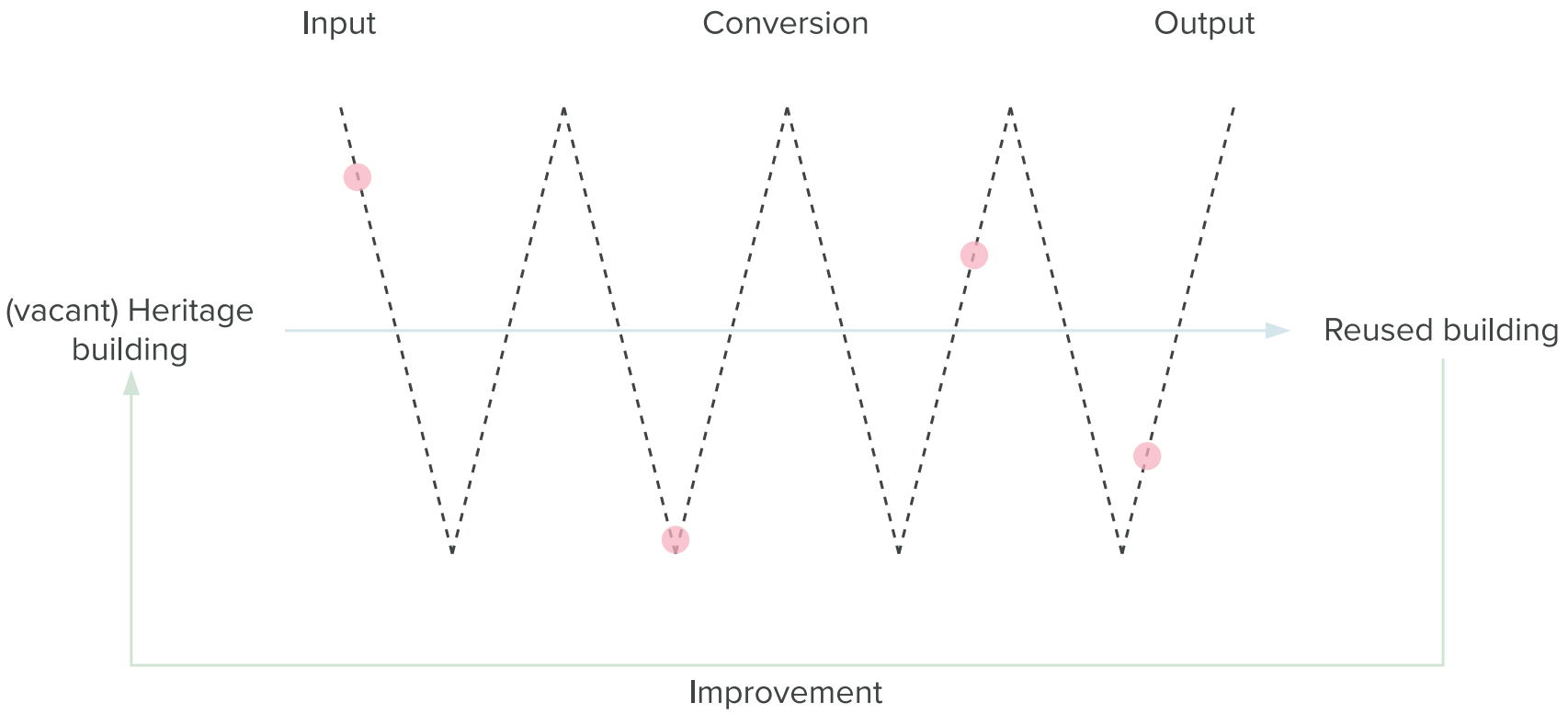
Question 2. What does the adaptive reuse process look like?

Sub-questions



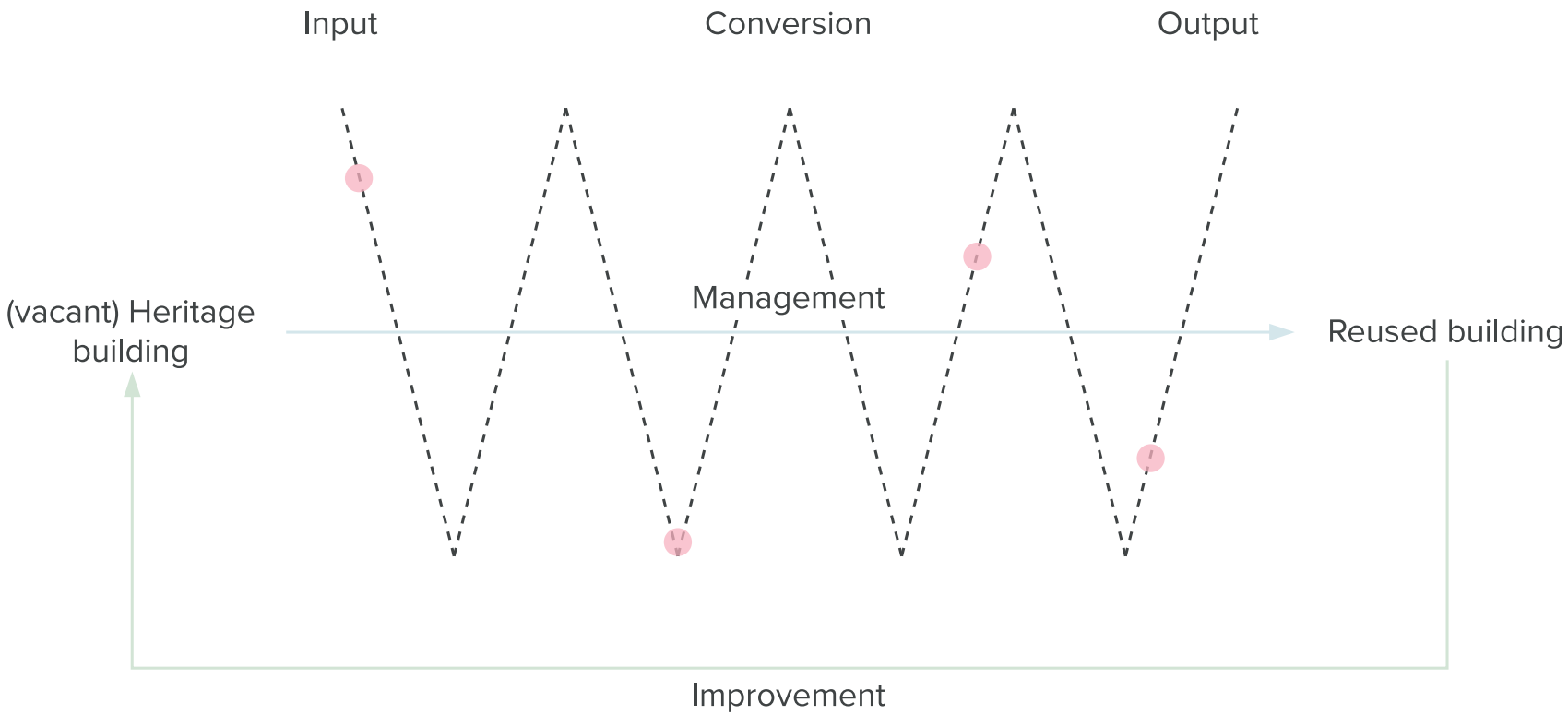
Question 3. How can you improve an (AR) process?

Sub-questions



Question 4. What is a successful adaptive reuse project and what factors influence the process?

Sub-questions



Question 5. How can the success factors of adaptive reuse processes be fed forward to improve the process of future adaptive reuse projects?

Goals

1. Show the **importance and value** of heritage and their adaptive reuse **potential and possibilities** in (urban) development

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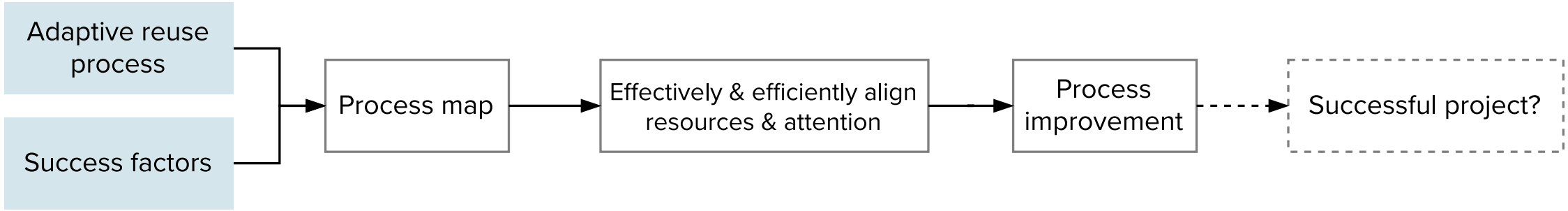
3. Show that the **complex** adaptive reuse process **can be made simple** and insightful by bundling knowledge and experiences from practice

➜ Ignite the drive to reuse our cultural and historical past

Deliverable



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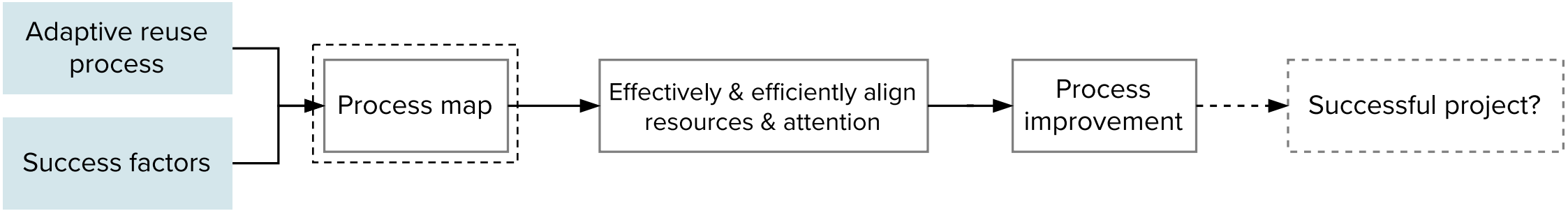
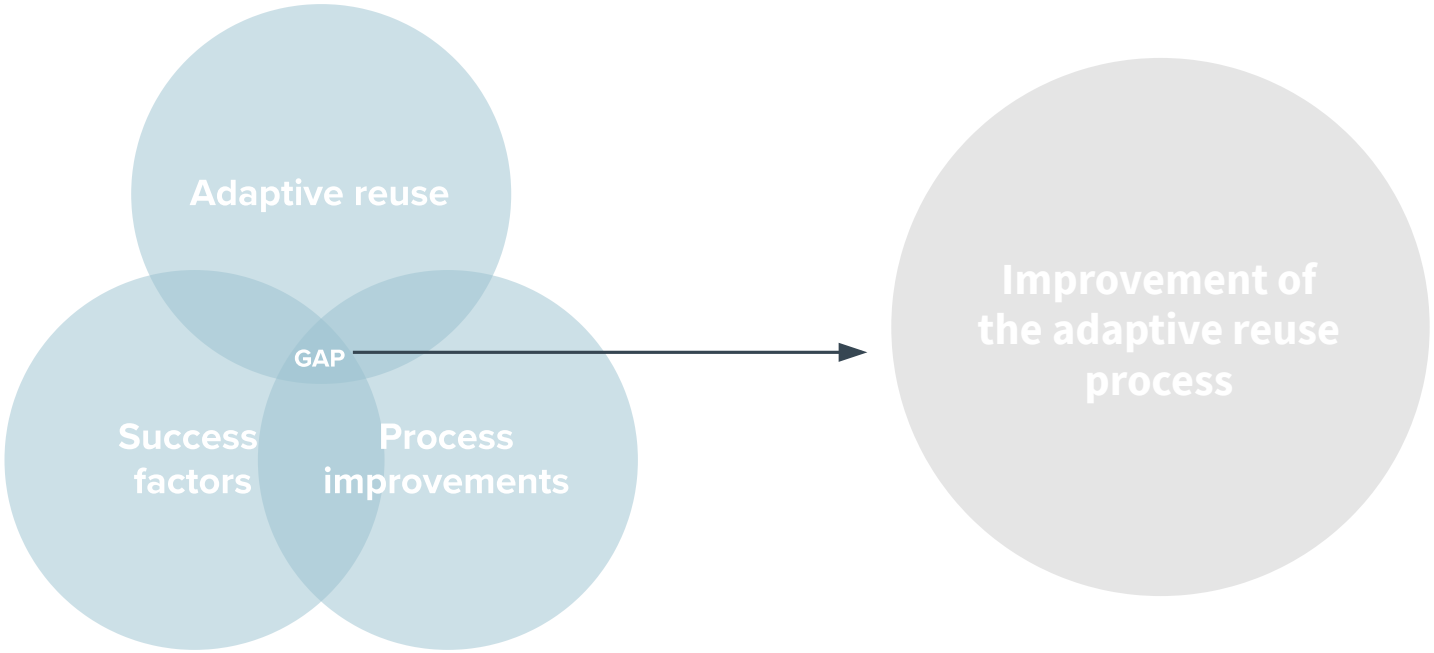


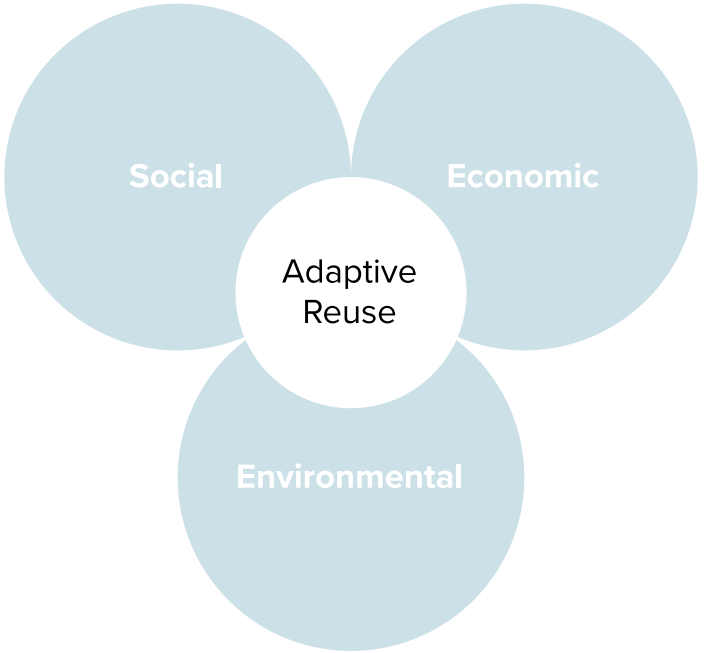
Relevance

Scientific relevance



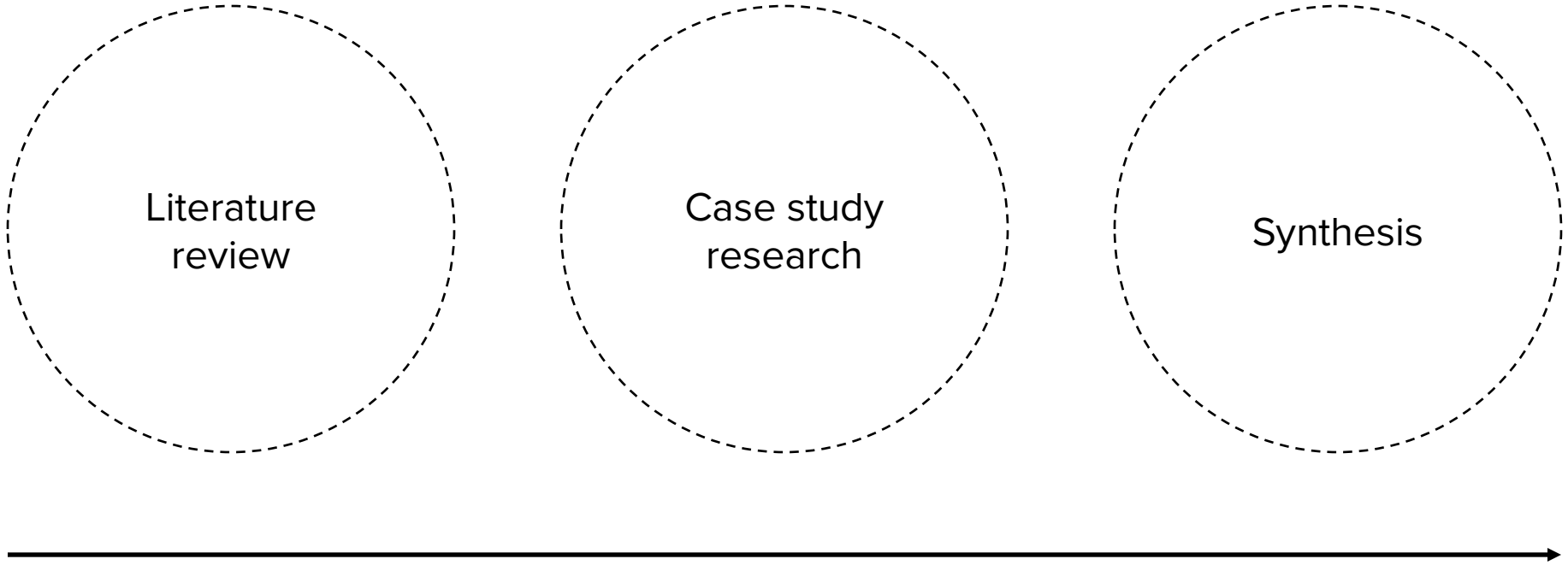
Relevance

Social relevance



Research

Research methods

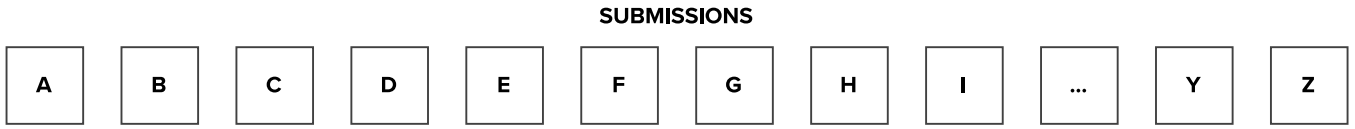


Case study projects

Case study projects

- Most succesful projects of 2019
- G4-cities
- Monumental status
- Preference

Case study projects



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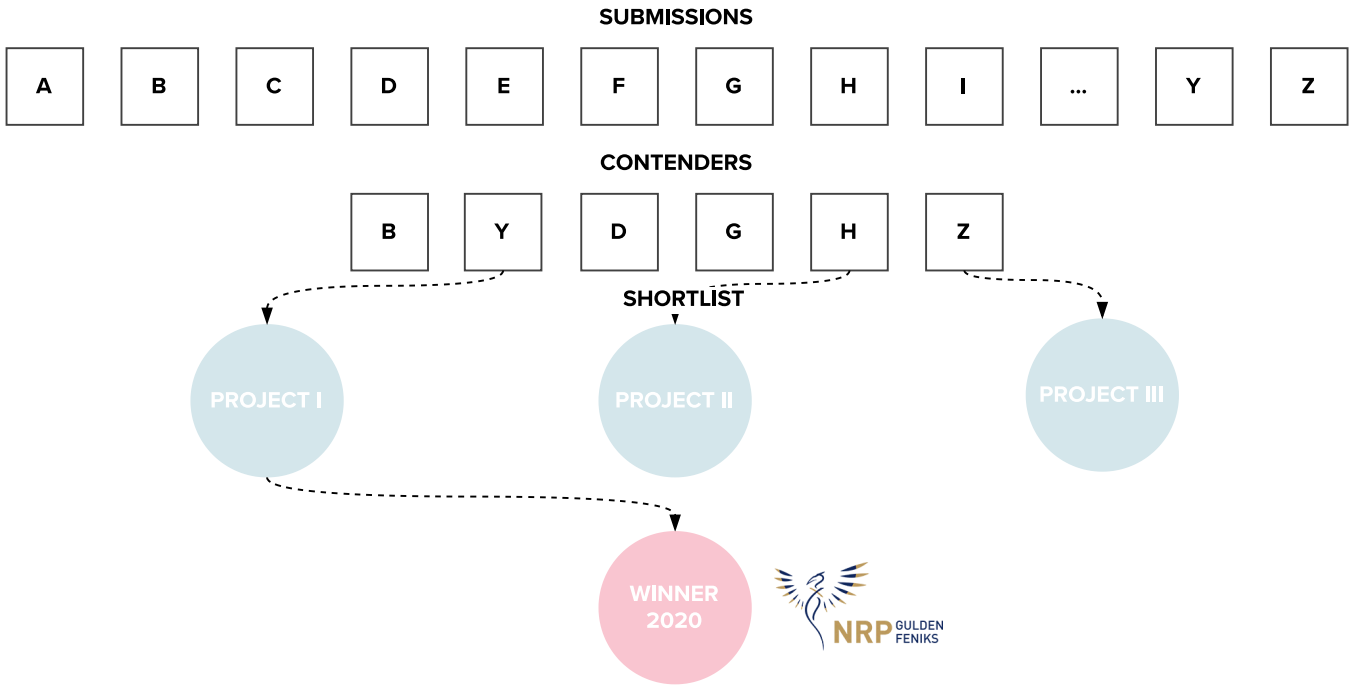

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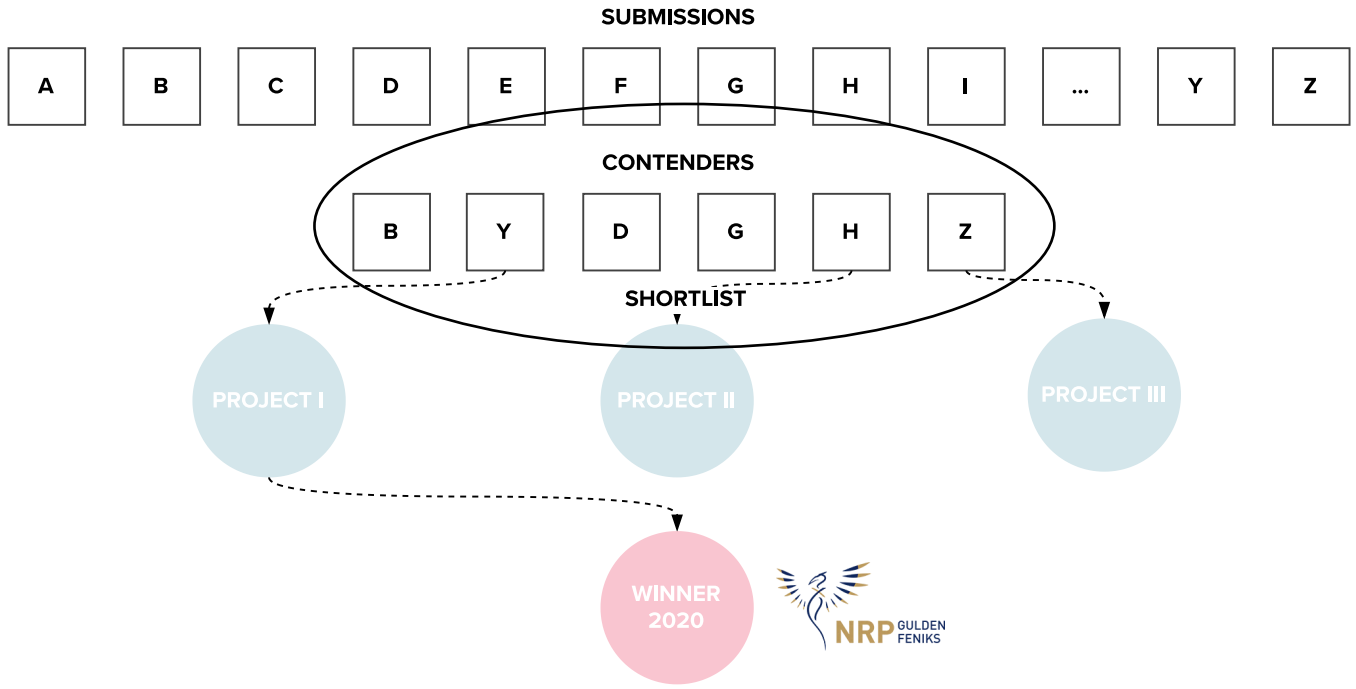


Case study projects

Greswarenfabriek

DomusDELA

Timmerfabriek Sphinxkwartier

Case study projects

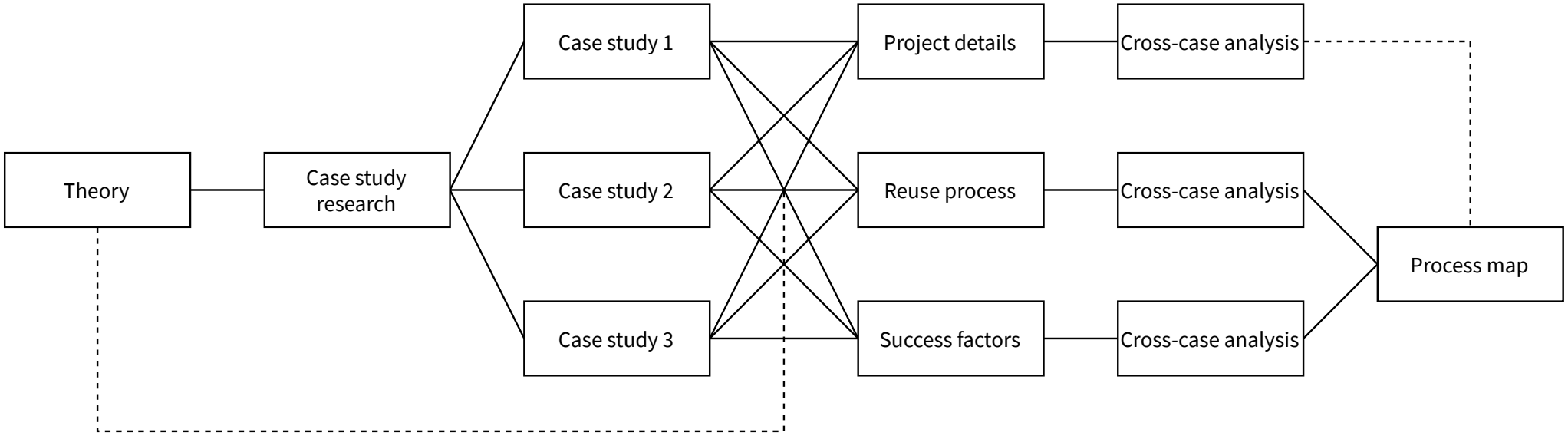
INPUT

Project history

Submissions of NRP GF

Semi-structured interviews

Case study projects



Greswarenfabriek

Reuver, Limburg

Municipal monument

Greswarenfabriek

Reuver, Limburg

Municipal monument

19th century

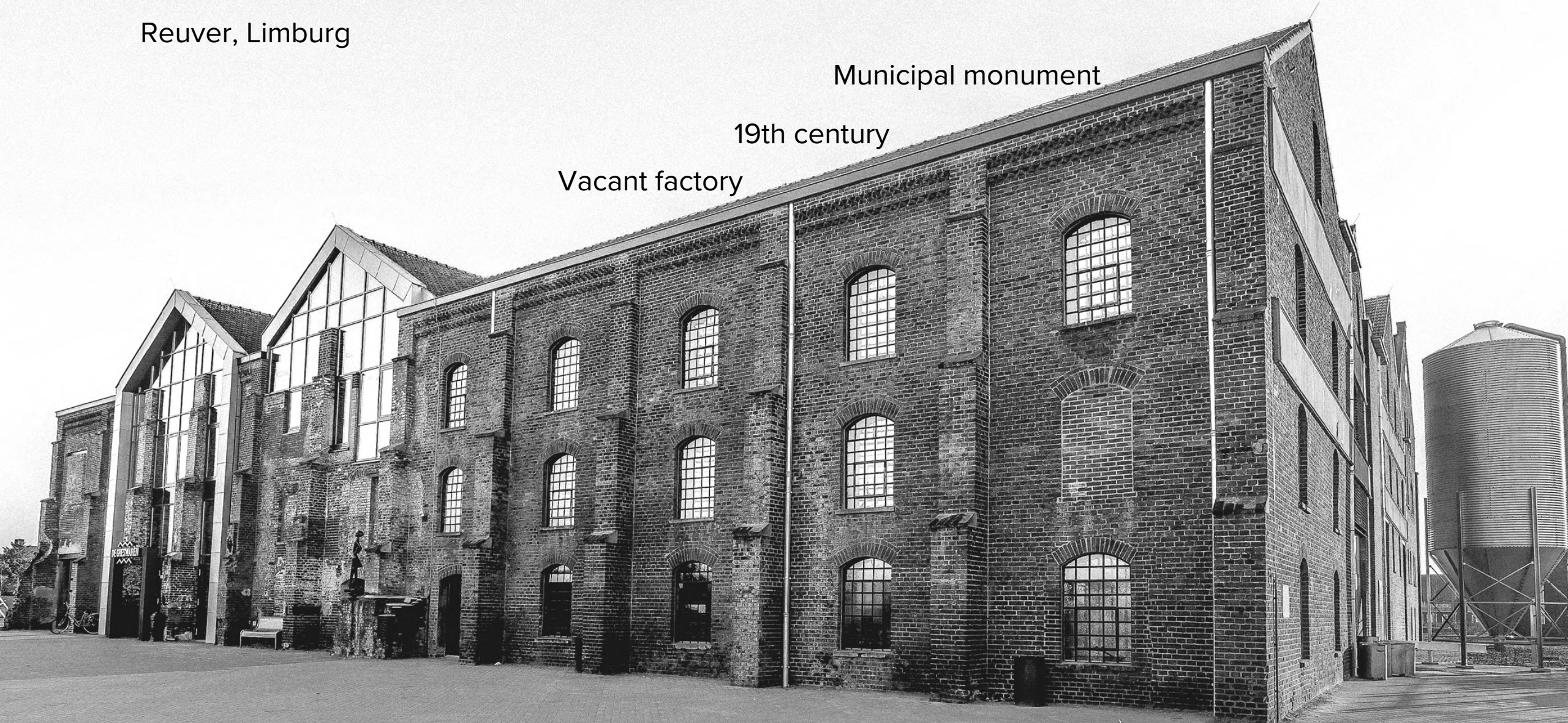
Greswarenfabriek

Reuver, Limburg

Municipal monument

19th century

Vacant factory



Greswarenfabriek

Reuver, Limburg

High school, restaurant, office

Greswarenfabriek

Reuver, Limburg

High school, restaurant, office

Delegate client HEVO

Greswarenfabriek

Reuver, Limburg

High school, restaurant, office

Delegate client HEVO

Small declining village

Greswarenfabriek

Reuver, Limburg

High school, restaurant, office

Delegate client HEVO

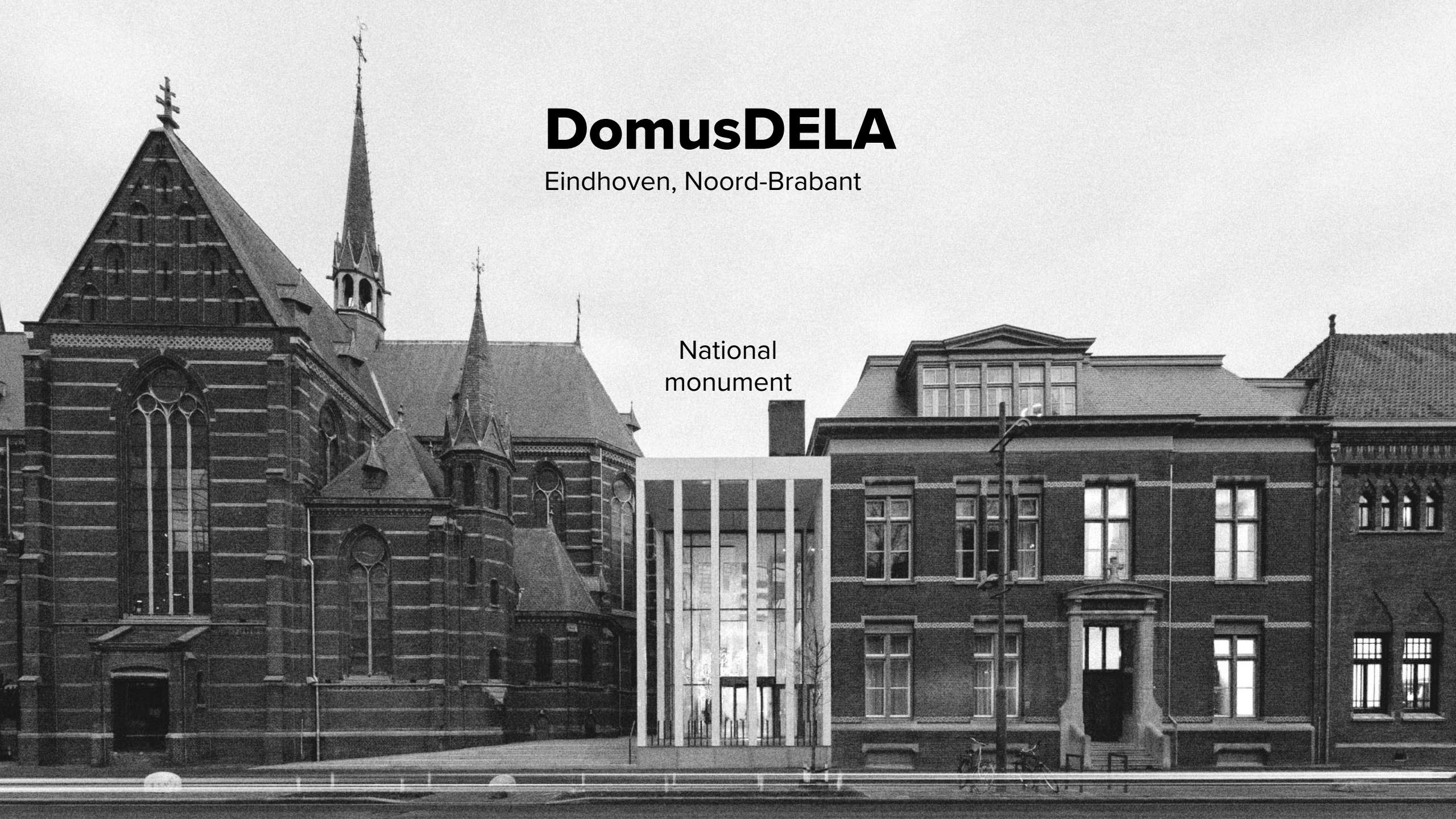
Small declining village

Innovative contracting

DomusDELA

Eindhoven, Noord-Brabant

National
monument

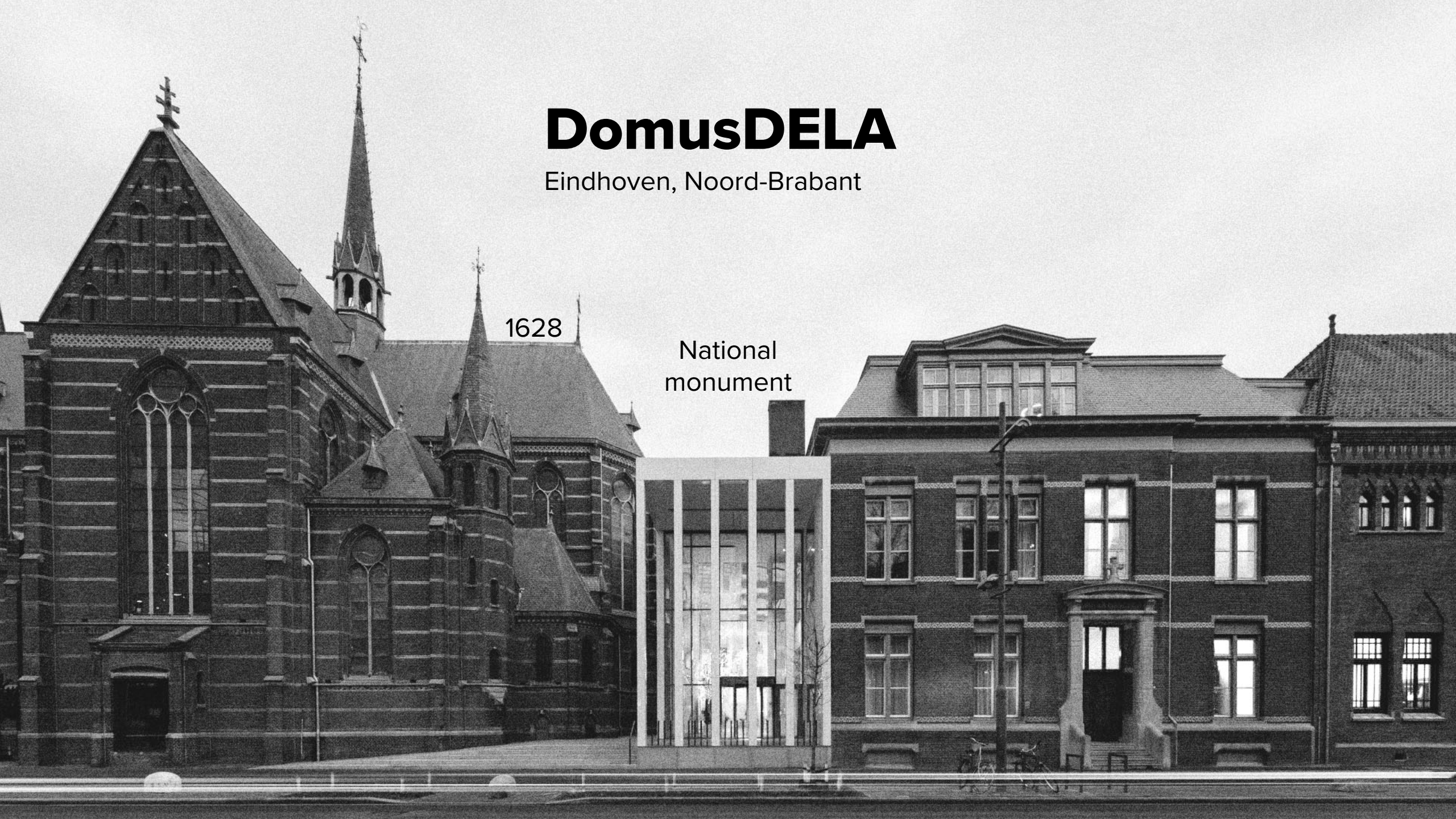


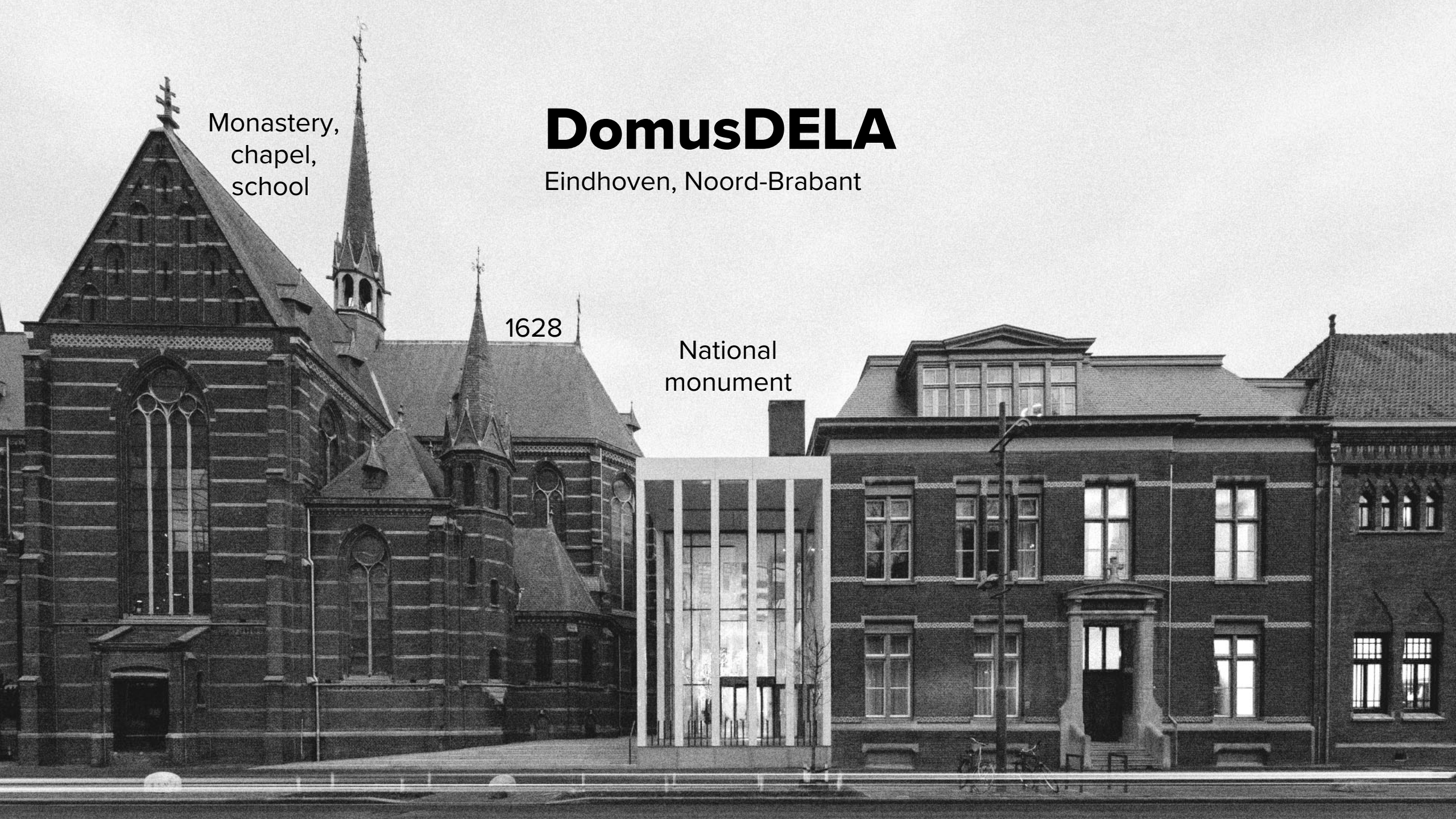
DomusDELA

Eindhoven, Noord-Brabant

1628

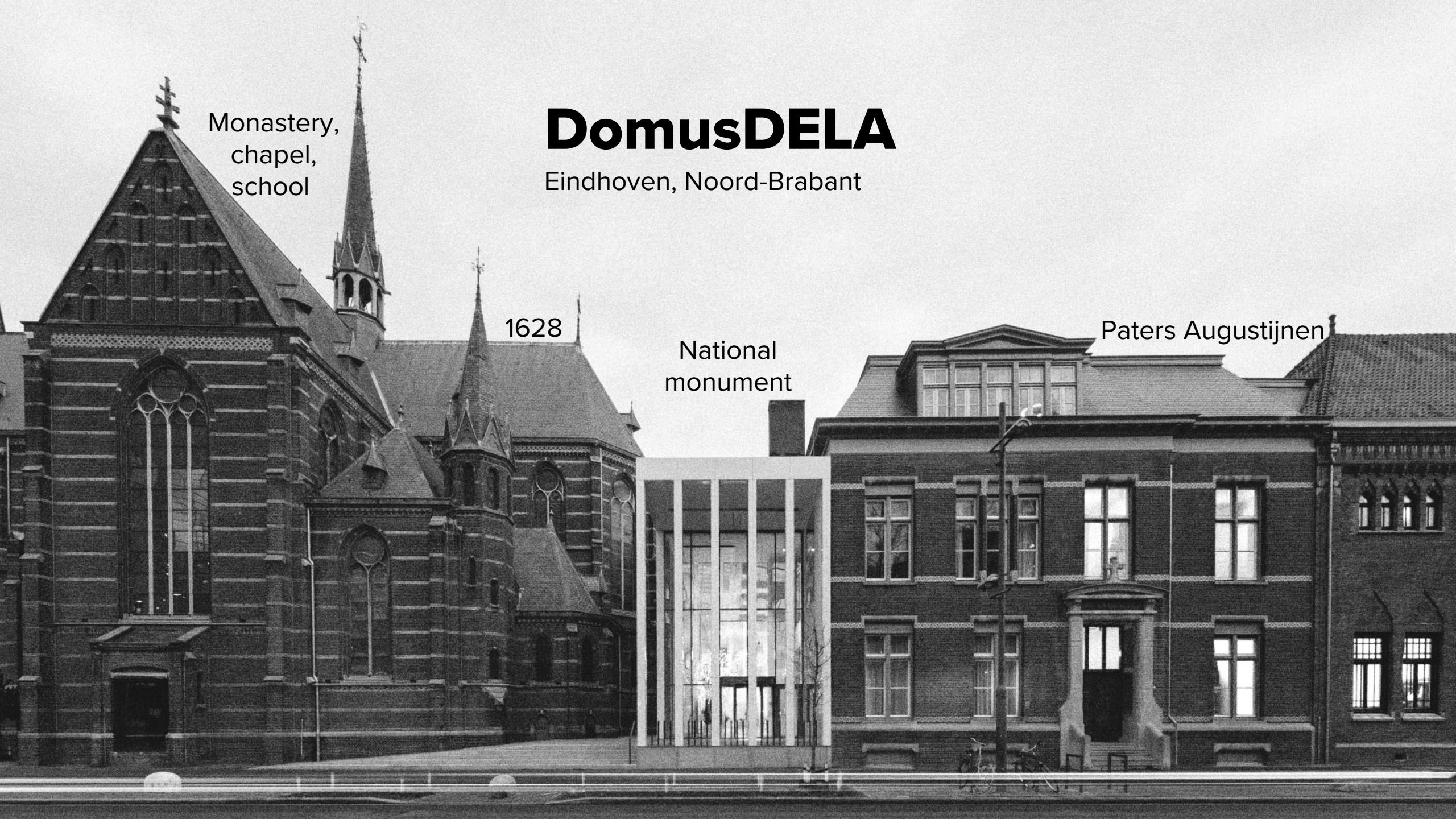
National monument





DomusDELA

Eindhoven, Noord-Brabant



DomusDELA

Eindhoven, Noord-Brabant


DomusDELA
Eindhoven, Noord-Brabant
Ceremonial house
Hotel
Restaurant


DomusDELA
Eindhoven, Noord-Brabant
Close involvement of current and end-users
Ceremonial house
Hotel
Restaurant


DomusDELA
Eindhoven, Noord-Brabant
Close involvement of current and end-users
Ceremonial house
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Restaurant
Creative funding by municipality

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

National monument

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

National monument

1900

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

National monument

vacant factory, temporary music venue

1900

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

music venue,
museum, office

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

music venue,
museum, office

initated, financed and
owned by municipality

Timmerfabriek Sphinxkwartier

Maastricht, Limburg

music venue,
museum, office

initated, financed and
owned by municipality

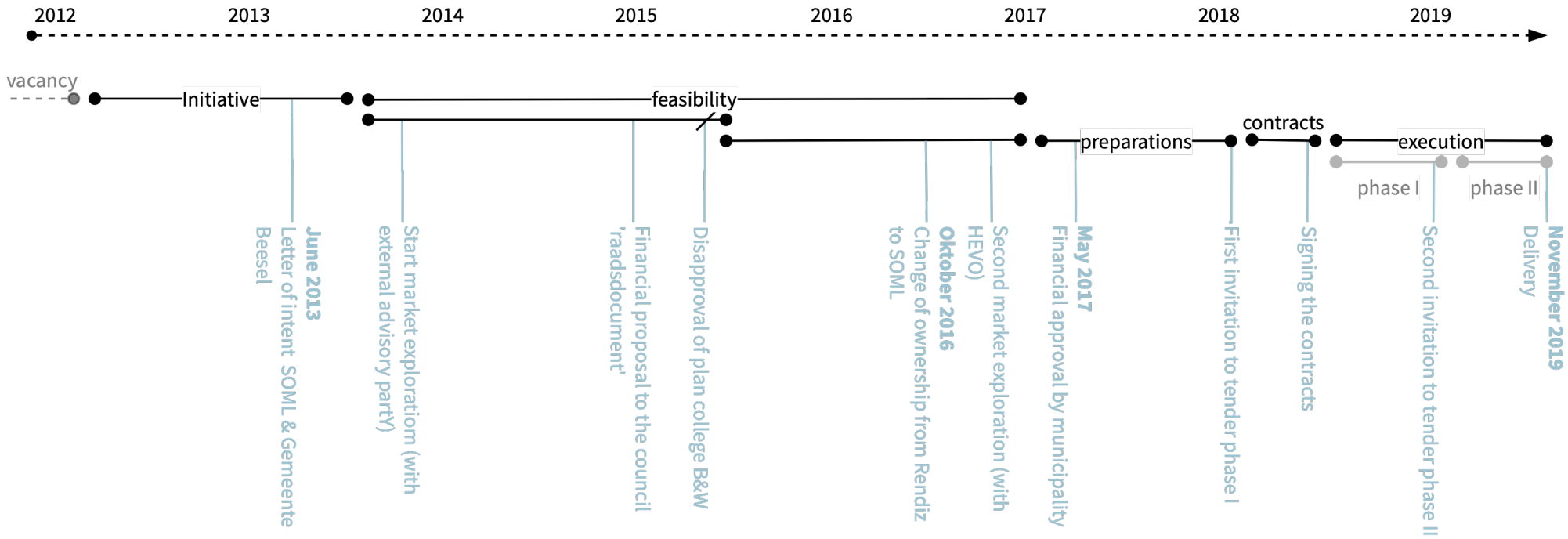
part of large urban
development Bélvèdere

Results

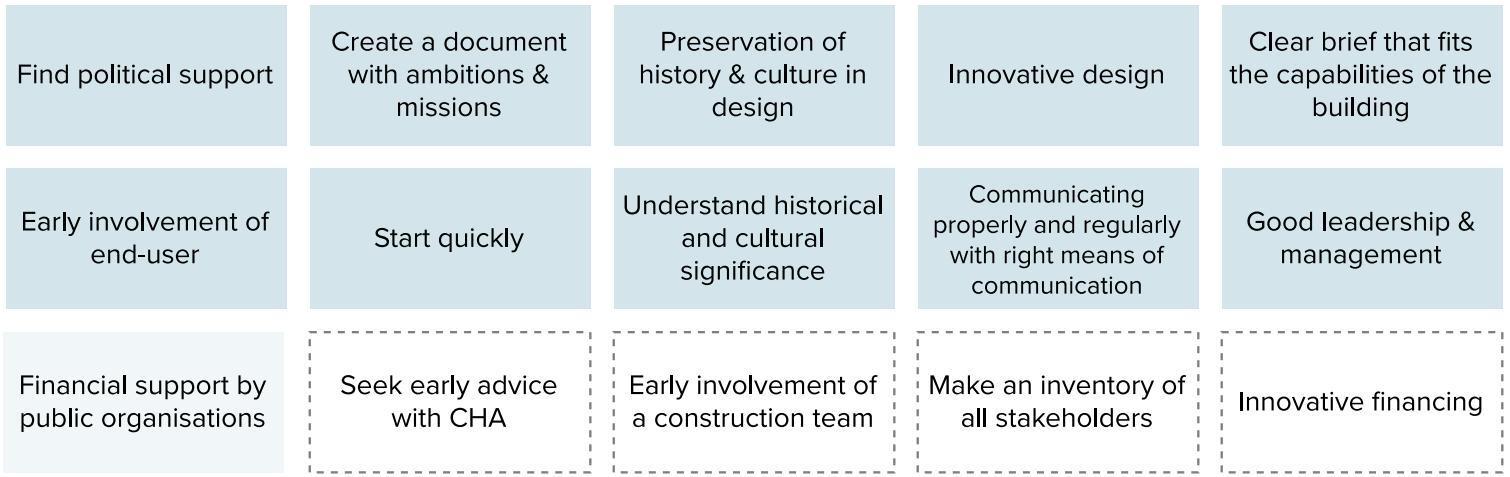
Results

Adaptive reuse of heritage	What is adaptive reuse of heritage in The Netherlands?
Process	What does the adaptive reuse process look like?
Improve	How can you improve an (AR) process?
Success factors	What is a successful adaptive reuse project and what factors influence the reuse process?

Results


2012
2013
2014
2015
2016
2017
2018
2019
vacancy
Initiative
feasibility
preparations
contracts
execution
phase I
phase II
June 2013
Letter of intent SOML & Gemeente Beesel
Start market exploratiom (with external advisory party)
Financial proposal to the council 'raadsdocument'
Disapproval of plan college B&W
Oktober 2016
Change of ownership from Rendiz to SOML
Second market exploration (with HEVO)
May 2017
Financial approval by municipality
First invitation to tender phase I
Signing the contracts
Second invitation to tender phase II
November 2019
Delivery

Results


Find political support
Create a document with ambitions & missions
Preservation of history & culture in design
Innovative design
Clear brief that fits the capabilities of the building
Early involvement of end-user
Start quickly
Understand historical and cultural significance
Communicating properly and regularly with right means of communication
Good leadership & management
Financial support by public organisations
Seek early advice with CHA
Early involvement of a construction team
Make an inventory of all stakeholders
Innovative financing
Legend
Factor from literature
Case specific factor
Desired factor

Results

Project details and process

- Location & history influences willingness of the community to preserve
- Complexity of the building depends on the type and condition of building
- Monumental listing does not influence complexity but only financial means
- Municipalities and end-users play large roles as key stakeholders
- Timeframe and project steps correspond with theory
- Feasibility was always supported by the government

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Results

Success

- Soft skills and human factors
- Perception of success and success factors depends on viewpoint
- Degree of influence

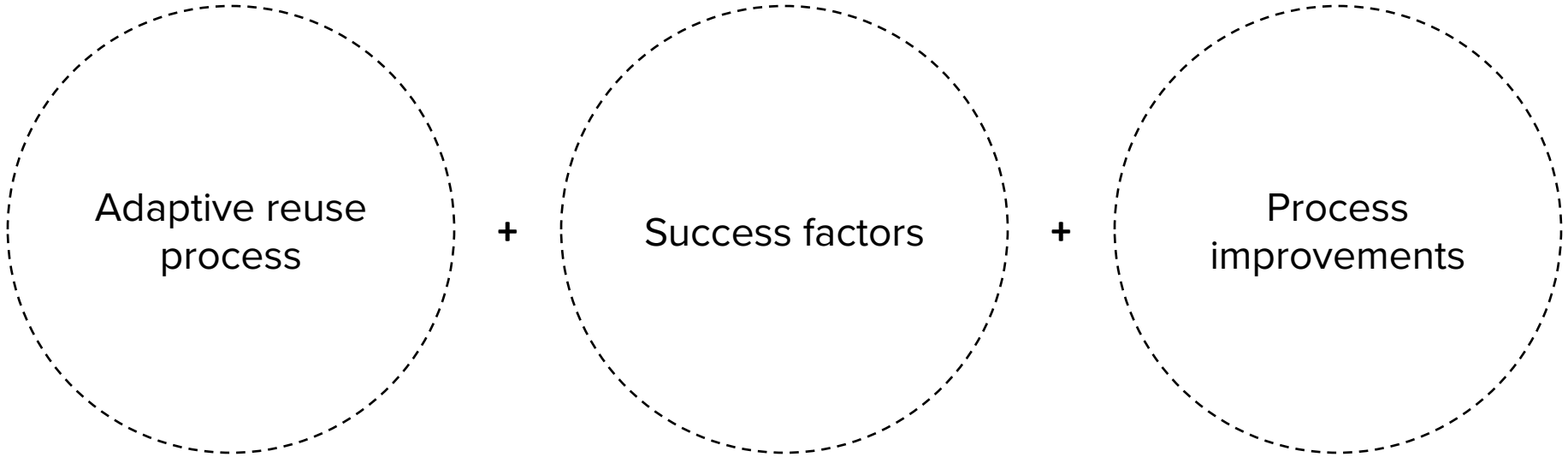
Results

Success factors

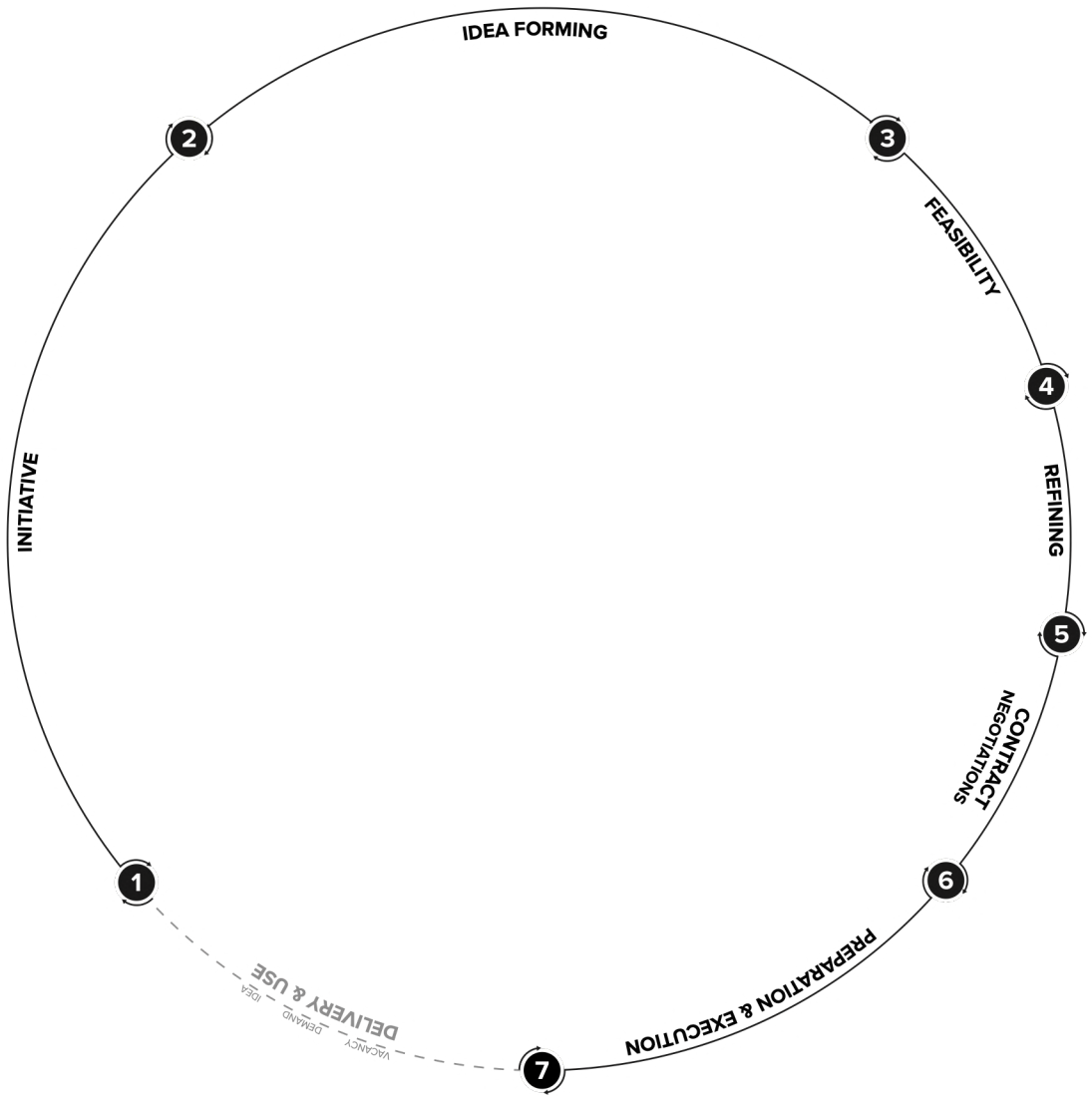
1. Find political support
2. Early involvement of construction team
3. Innovative financing
4. Financial support by public authorities
5. Create a clear ambition document
6. Early involvement of end-users
7. Trust expertise
8. Maintain ambition & enthusiasm level
9. Perseverance
10. Consider the overall interest of the wider community
11. Innovative design
12. Preservation of history & culture

Synthesis

Synthesis

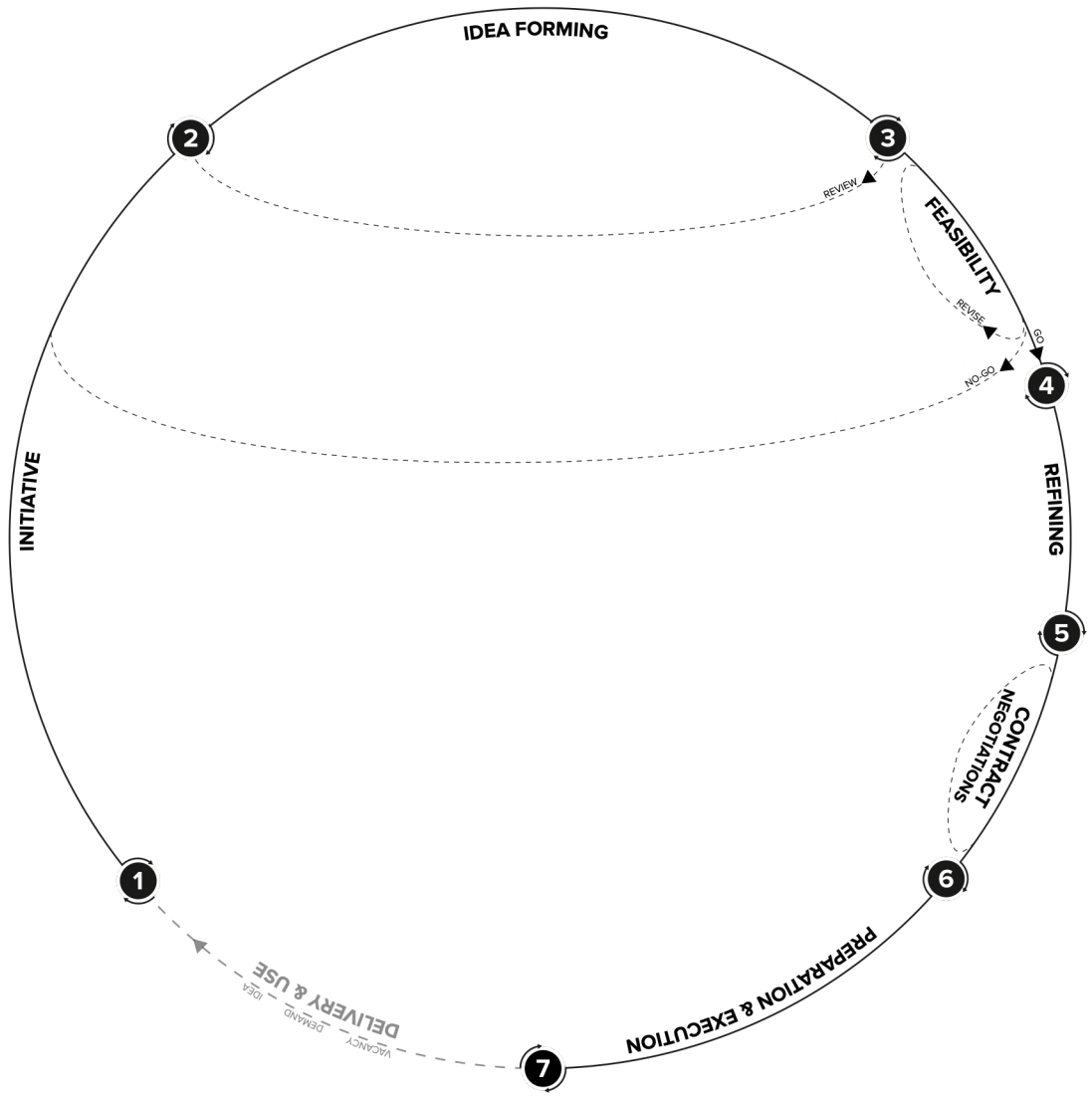

Adaptive reuse process
+
Success factors
+
Process improvements
Literature review
Results cross case analysis
Literature review
Results cross case analysis
Literature review

The process map



freedom

time



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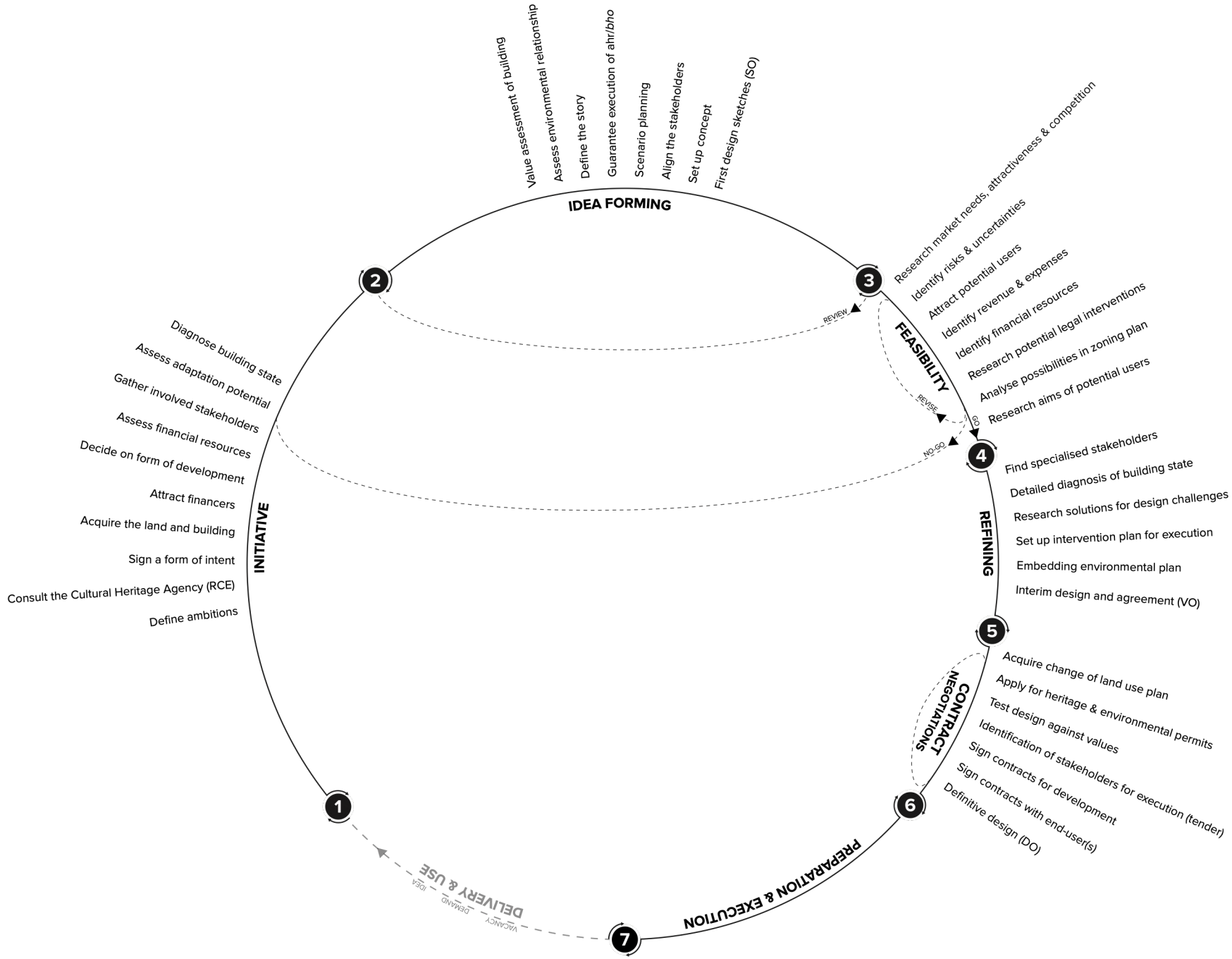
Value assessment of building
Assess environmental relationship
Define the story
Guarantee execution of ahr/bho
Scenario planning
Align the stakeholders
Set up concept
First design sketches (SO)
IDEA FORMING
2
3
Research market needs, attractiveness & competition
Identify risks & uncertainties
Attract potential users
Identify revenue & expenses
Identify financial resources
Research potential legal interventions
Analyse possibilities in zoning plan
Research aims of potential users
REVIEW
FEASIBILITY
REVISE
GO
NO-GO
Diagnose building state
Assess adaptation potential
Gather involved stakeholders
Assess financial resources
Decide on form of development
Attract financers
Acquire the land and building
Sign a form of intent
Consult the Cultural Heritage Agency (RCE)
Define ambitions
INITIATIVE
4
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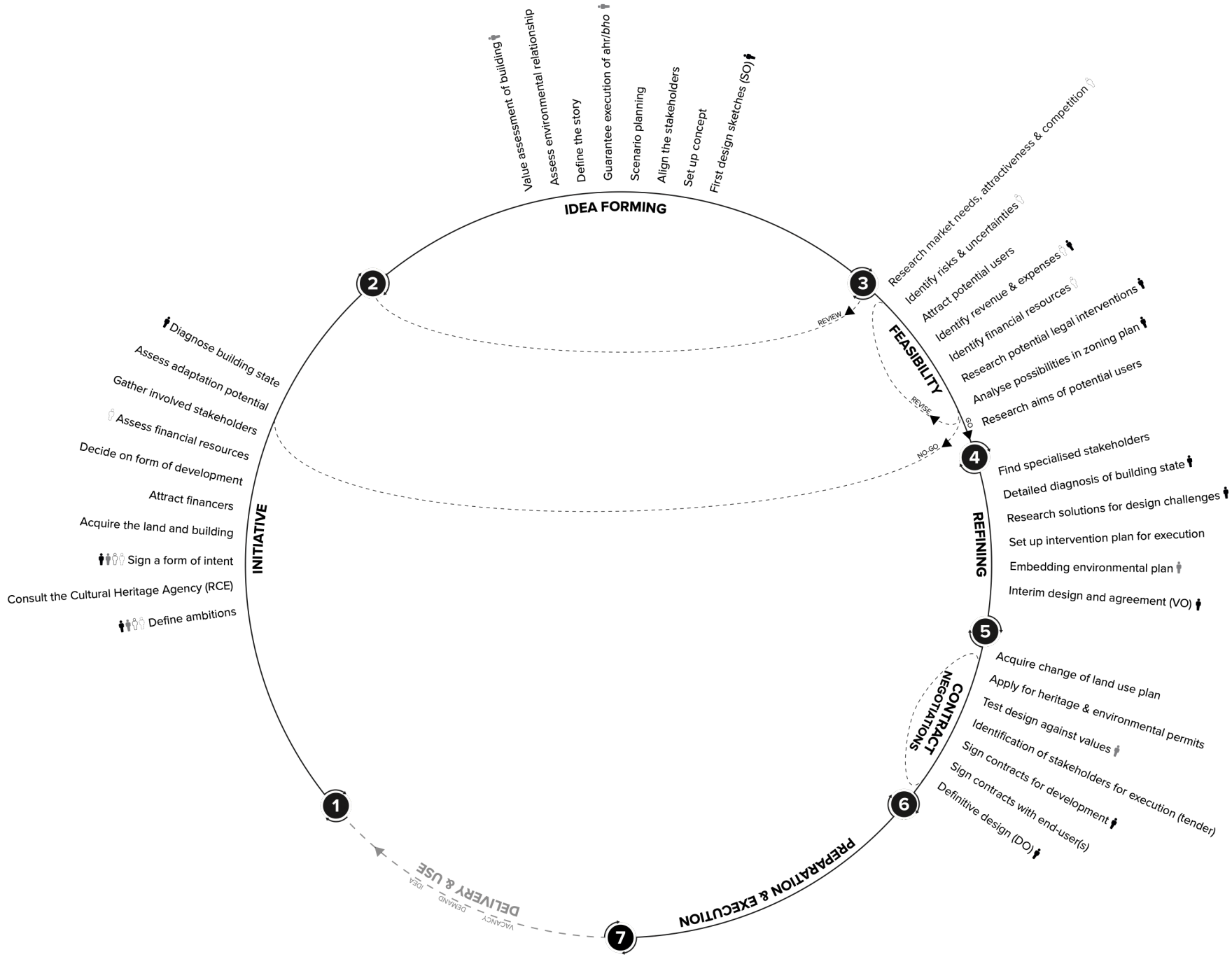
Detailed diagnosis of building state
Research solutions for design challenges
Set up intervention plan for execution
Embedding environmental plan
Interim design and agreement (VO)
REFINING
5
Acquire change of land use plan
Apply for heritage & environmental permits
Test design against values
Identification of stakeholders for execution (tender)
Sign contracts for development
Sign contracts with end-user(s)
Definitive design (DO)
CONTRACT NEGOTIATIONS
6
1
DELIVERY & USE
IDEA
DEMAND
VACANCY
7
PREPARATION & EXECUTION
freedom
time



freedom

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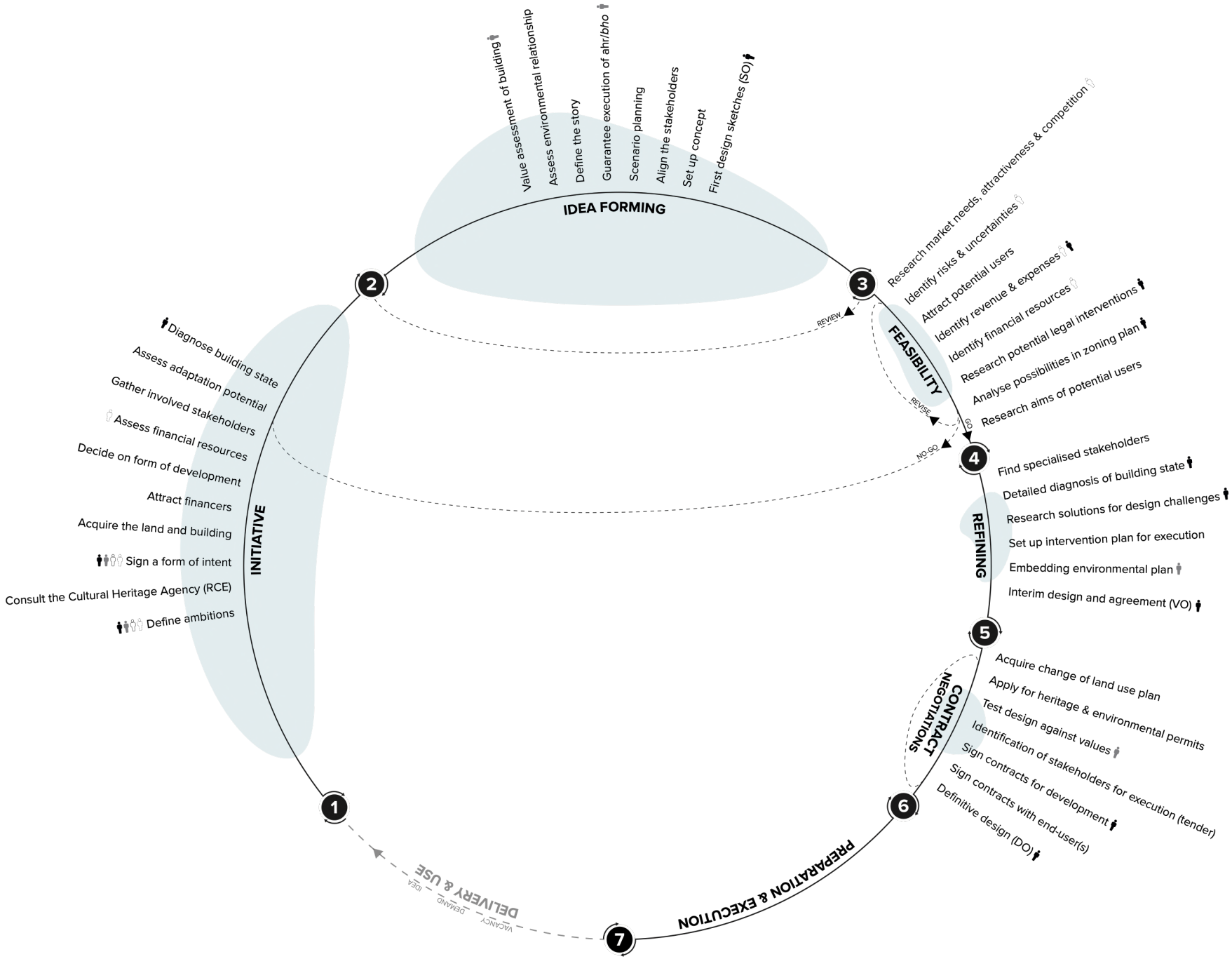
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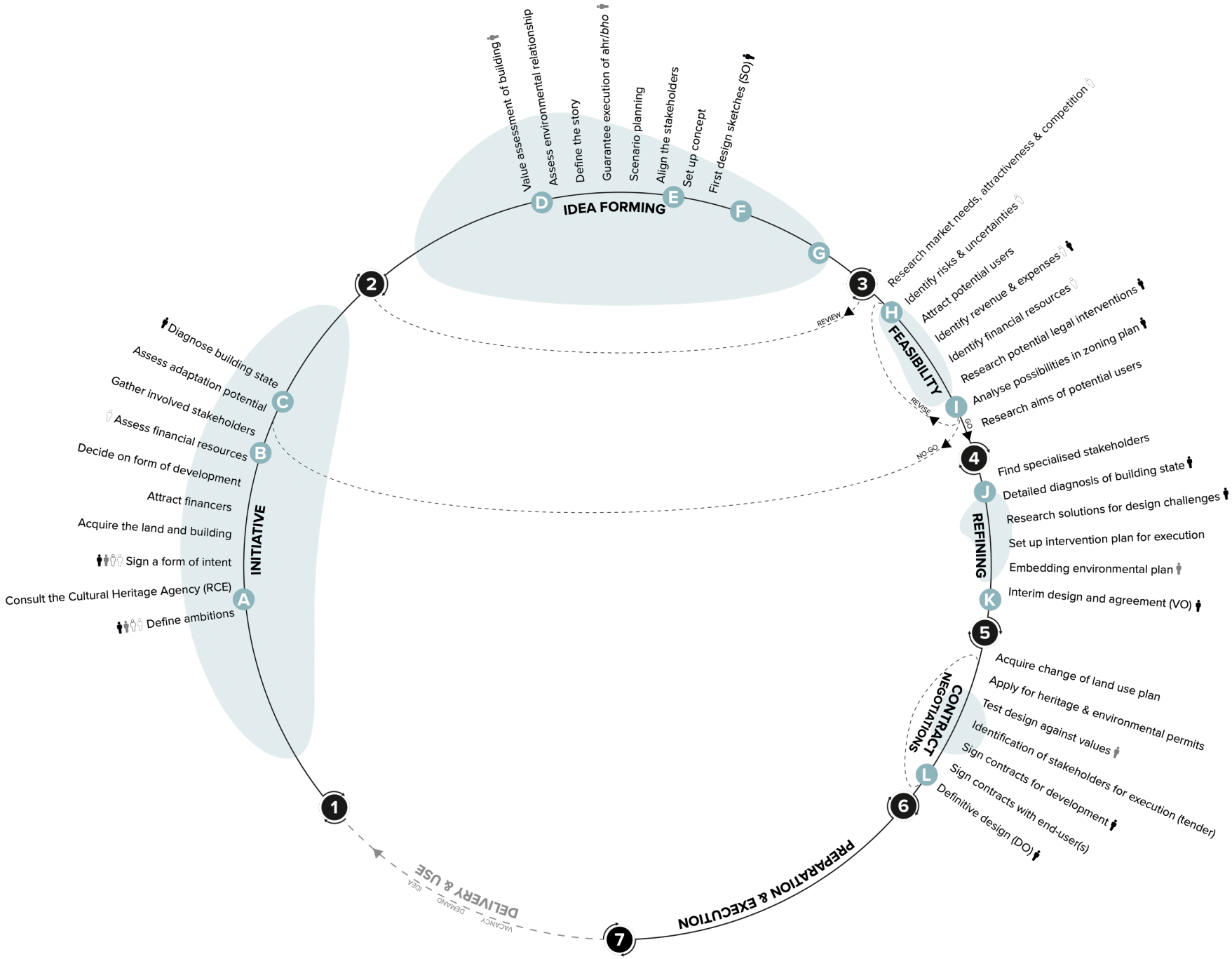
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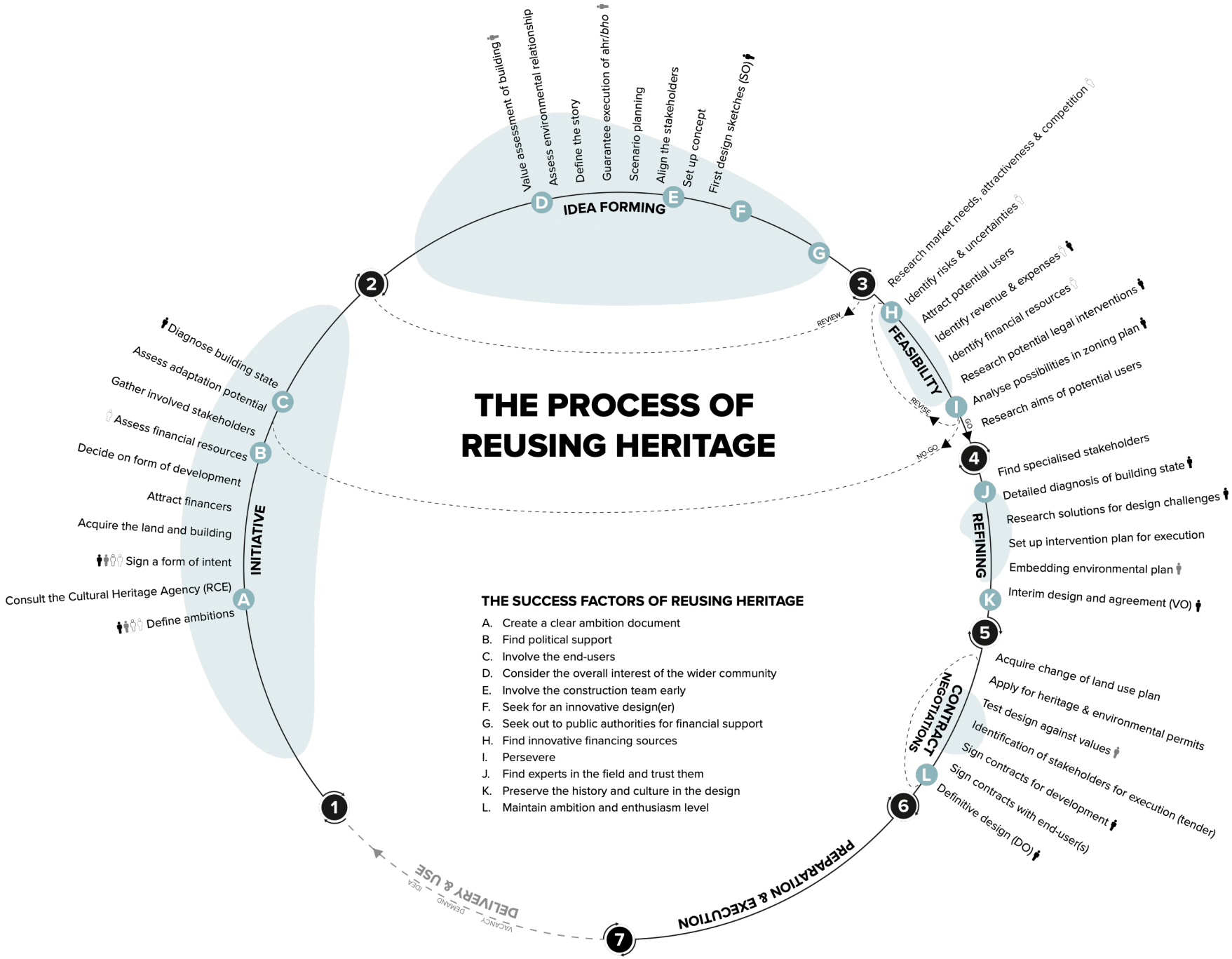
THE PROCESS OF REUSING HERITAGE
1
2
3
4
5
6
7
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THE SUCCESS FACTORS OF REUSING HERITAGE
A. Create a clear ambition document
B. Find political support
C. Involve the end-users
D. Consider the overall interest of the wider community
E. Involve the construction team early
F. Seek for an innovative design(er)
G. Seek out to public authorities for financial support
H. Find innovative financing sources
I. Persevere
J. Find experts in the field and trust them
K. Preserve the history and culture in the design
L. Maintain ambition and enthusiasm level

Conclusion

How can success factors improve the process of adaptive reuse of heritage?

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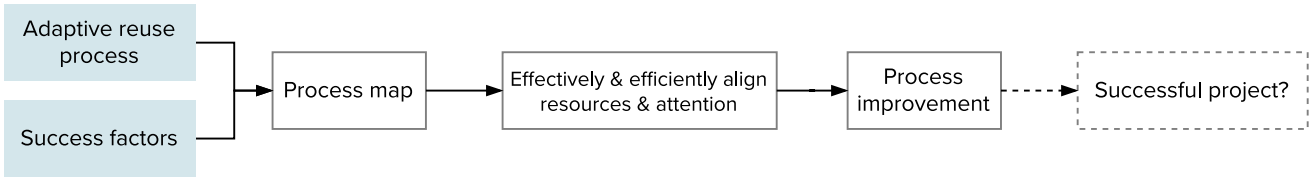

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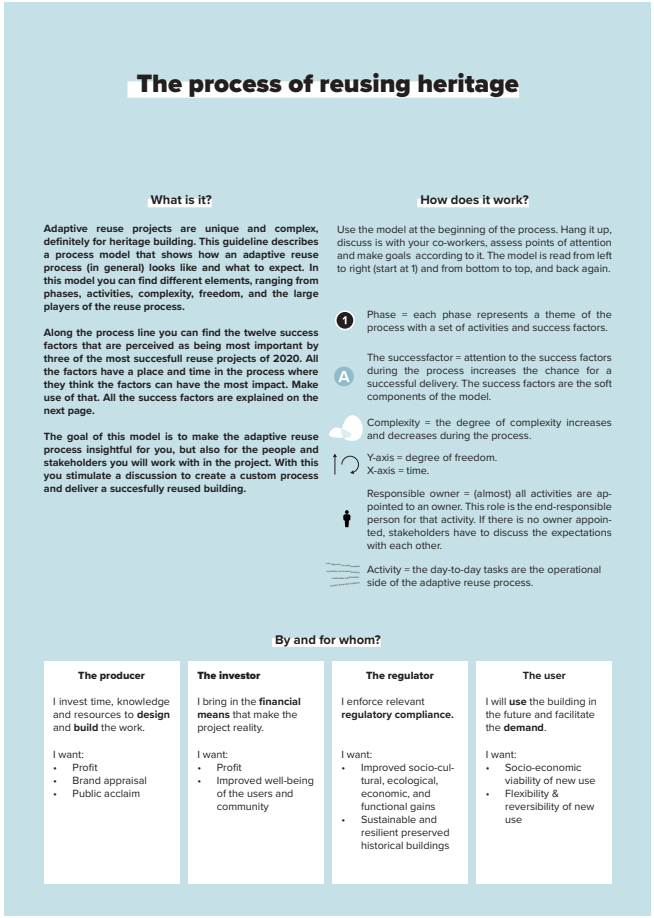

The process of reusing heritage

What is it?

Adaptive reuse projects are unique and complex, definitely for heritage building. This guideline describes a process model that shows how an adaptive reuse process (in general) looks like and what to expect. In this model you can find different elements, ranging from phases, activities, complexity, freedom, and the large players of the reuse process.

Along the process line you can find the twelve success factors that are perceived as being most important by three of the most succesfull reuse projects of 2020. All the factors have a place and time in the process where they think the factors can have the most impact. Make use of that. All the success factors are explained on the next page.

The goal of this model is to make the adaptive reuse process insightful for you, but also for the people and stakeholders you will work with in the project. With this you stimulate a discussion to create a custom process and deliver a succesfully reused building.

How does it work?

Use the model at the beginning of the process. Hang it up, discuss is with your co-workers, assess points of attention and make goals according to it. The model is read from left to right (start at 1) and from bottom to top, and back again.

1 Phase = each phase represents a theme of the process with a set of activities and success factors.

A The successfactor = attention to the success factors during the process increases the chance for a successful delivery. The success factors are the soft components of the model.

Complexity = the degree of complexity increases and decreases during the process.

Y-axis = degree of freedom.
X-axis = time.

Responsible owner = (almost) all activities are appointed to an owner. This role is the end-responsible person for that activity. If there is no owner appointed, stakeholders have to discuss the expectations with each other.

Activity = the day-to-day tasks are the operational side of the adaptive reuse process.

By and for whom?

The producer	The investor	The regulator	The user
I invest time, knowledge and resources to **design** and **build** the work. I want: • Profit • Brand appraisal • Public acclaim	I bring in the **financial means** that make the project reality. I want: • Profit • Improved well-being of the users and community	I enforce relevant **regulatory compliance.** I want: • Improved socio-cultural, ecological, economic, and functional gains • Sustainable and resilient preserved historical buildings	I will **use** the building in the future and facilitate the **demand**. I want: • Socio-economic viability of new use • Flexibility & reversibility of new use

How does it become a success?

1. Create a clear **ambition document**

A clear ambition document (with hard and soft) demands, wishes and ambitions help to keep everyone on the same page, also in later phases.

2. Find a **political ambassador**

A political ambassador, mascot or delegate is behind the project and will be the link to the administrative apparatus. This is going to help with funding, permit applications, and political assistance.

3. Involve the **end-users**

The sooner the potential end user is involved in the process, the more enthusiasm there is generally. Former users have the best insight into the strengths and weaknesses of the building.

4. Consider the overall interest of the **wider community**

Find out the value and identity of the building for the community. When you involve them in the process, you have less chance of resistance and you create a support base.

5. Involve the construction team **early**

By involving the construction team at an early stage, you avoid surprises during the execution. In this way defects are identified earlier. Think about this when determining the contract and development form.

6. Seek for an **innovative** design(er)

Monumental buildings are not easy to work with for many functions. An innovative design can solve a building's unfavorable layout and other quirks.

7. Seek out to **public authorities** for financial support

Reuse is expensive. The government (at local, national and continental level) can help fund the project in the form of grants and financial support.

8. Find **innovative financing** sources

Money does not have to be put on the table immediately. Think outside the box and look for what the building, the environment, or something completely different can deliver in the future.

9. **Persevere**

Redevelopment processes become heavy and complex due to difficult procedures, financial setbacks, many stakeholders and long-term thinking. But it is worth it. Perseverance is important here.

10. Find **experts** in the field and **trust** them

Reusing monuments requires special expertise. This expertise must be valued so that people can rely on each other's knowledge and skills for constructive collaboration.

11. **Preserve** the history and culture in the design

The historical values of the building make reuse so special. When major changes are made to the construction and to the characteristic elements, it loses its value. If attention is paid to this, the building can add value to the community in the future.

12. **Maintain ambition** and enthusiasm level

Perseverance is important, but being proud of the result is ultimately even more important. Therefore, keep your ambition and enthusiasm up by being courageious and stick to the ambition document.

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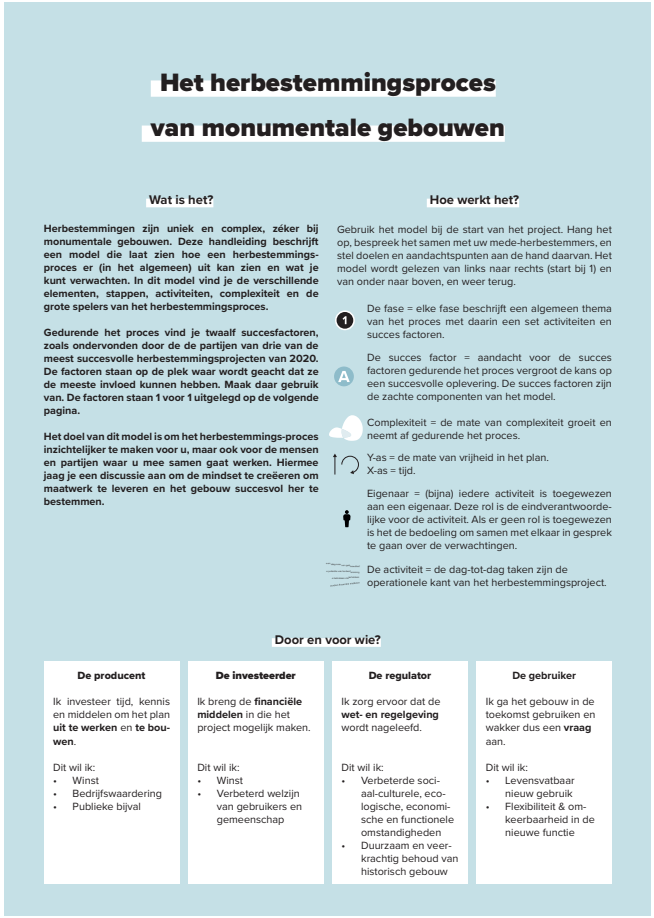

Het herbestemmingsproces van monumentale gebouwen

Wat is het?

Herbestemmingen zijn uniek en complex, zéker bij monumentale gebouwen. Deze handleiding beschrijft een model die laat zien hoe een herbestemmings-proces er (in het algemeen) uit kan zien en wat je kunt verwachten. In dit model vind je de verschillende elementen, stappen, activiteiten, complexiteit en de grote spelers van het herbestemmingsproces.

Gedurende het proces vind je twaalf succesfactoren, zoals ondervonden door de de partijen van drie van de meest succesvolle herbestemmingsprojecten van 2020. De factoren staan op de plek waar wordt geacht dat ze de meeste invloed kunnen hebben. Maak daar gebruik van. De factoren staan 1 voor 1 uitgelegd op de volgende pagina.

Het doel van dit model is om het herbestemmings-proces inzichtelijker te maken voor u, maar ook voor de mensen en partijen waar u mee samen gaat werken. Hiermee jaag je een discussie aan om de mindset te creëren om maatwerk te leveren en het gebouw succesvol her te bestemmen.

Hoe werkt het?

Gebruik het model bij de start van het project. Hang het op, bespreek het samen met uw mede-herbestemmers, en stel doelen en aandachtspunten aan de hand daarvan. Het model wordt gelezen van links naar rechts (start bij 1) en van onder naar boven, en weer terug.

1 De fase = elke fase beschrijft een algemeen thema van het proces met daarin een set activiteiten en succes factoren.

A De succes factor = aandacht voor de succes factoren gedurende het proces vergroot de kans op een succesvolle oplevering. De succes factoren zijn de zachte componenten van het model.

Complexiteit = de mate van complexiteit groeit en neemt af gedurende het proces.

Y-as = de mate van vrijheid in het plan.
X-as = tijd.

Eigenaar = (bijna) iedere activiteit is toegewezen aan een eigenaar. Deze rol is de eindverantwoordelijke voor de activiteit. Als er geen rol is toegewezen is het de bedoeling om samen met elkaar in gesprek te gaan over de verwachtingen.

De activiteit = de dag-tot-dag taken zijn de operationele kant van het herbestemmingsproject.

Door en voor wie?

De producent	De investeerder	De regulator	De gebruiker
Ik investeer tijd, kennis en middelen om het plan **uit te werken** en **te bouwen**. Dit wil ik: • Winst • Bedrijfswaardering • Publieke bijval	Ik breng de **financiële middelen** in die het project mogelijk maken. Dit wil ik: • Winst • Verbeterd welzijn van gebruikers en gemeenschap	Ik zorg ervoor dat de **wet- en regelgeving** wordt nageleefd. Dit wil ik: • Verbeterde sociaal-culturele, ecologische, economische en functionele omstandigheden • Duurzaam en veerkrachtig behoud van historisch gebouw	Ik ga het gebouw in de toekomst gebruiken en wakker dus een **vraag** aan. Dit wil ik: • Levensvatbaar nieuw gebruik • Flexibiliteit & omkeerbaarheid in de nieuwe functie

Hoe wordt mijn gebouw een succes?

1. Creëer een duidelijk ambitie document

Een duidelijk ambitie document met (harde en zachte) wensen, doelen, eisen en ambities helpen in een later stadium alle ogen dezelfde kant op te laten staan.

2. Vind een bestuurlijke ambassadeur

Een bestuurlijke ambassadeur, mascotte of afgevaardigde staat achter het project en zal de link zijn naar het bestuurlijke apparaat. Dit gaat helpen bij de financiering, vergunningaanvraag, en politieke bijstand.

3. Betrek de (potentiële) eindgebruiker(s)

Hoe eerder de potentiële eindgebruiker betrokken wordt bij het proces, hoe meer enthousiasme er over het algemeen is. Voormalige gebruikers hebben het meeste zicht op sterkte en zwakte punten van het gebouw.

4. Betrek het belang van de omgeving en gemeenschap

Zoek uit wat de waarde en identiteit is van het gebouw voor de gemeenschap. Wanneer je hen betrekt in het proces heb je minder kans op weerstand en creëer je draagvlak.

5. Betrek het constructieteam zo vroeg mogelijk

Door het constructieteam vroeg te betrekken voorkom je verrassingen tijdens de uitvoering. Op die manier worden defecten vroeger gesignalieerd. Denk hierover na tijdens het bepalen van de contract- en ontwikkelingsvorm.

6. Ga op zoek naar (een) innovatief ontwerp(er)

Monumentale gebouwen zijn voor veel functies niet makkelijk om mee te werken. Een innovatief ontwerp kan de ongustige indeling en andere eigenaardigheden van een gebouw oplossen.

7. Zoek financiële steun bij de overheid

Herbestemmingen zijn kostbaar. De overheid (op lokaal, nationaal en continentaal niveau) kan helpen met het bekostigen van het project in de vorm van subsidies en financiële steun.

8. Ga op zoek naar innovatieve financieringsbronnen

Geld hoeft niet direct op tafel te komen. Think outside the box en ga op zoek naar wat het gebouw, de omgeving, of iets totaal anders in de toekomst op kan leveren.

9. Zet door

Herbestemmingprocessen worden zwaar en complex door eventuele moeilijke procedures, financiële tegenvallers, veel stakeholders en het lange-termijn denken. Maar het is het waard. Doorzettingsvermogen is daarbij belangrijk.

10. Vind experts op het gebied van monumenten en vertrouw hen

Herbestemming van monumenten vraagt om speciale expertise. Deze expertise moet worden gewaardeerd zodat men op elkaars kennis en kunde kan vertrouwen voor een constructieve samenwerking.

11. Behoud de historie en cultuur in het ontwerp

De historische waarden van het gebouw maakt wat herbestemming, herbestemming is. Wanneer er grote ingrepen worden gedaan in de constructie en aan de karakteristieke elementen verliest het zijn waarde. Wanneer hier aandacht aan wordt besteed kan het gebouw in de toekomst een meerwaarde zijn voor de gemeenschap

12. Behoud je ambitie en enthousiasme

Doorzettingsvermogen is belangrijk, maar trots zijn op het resultaat is uiteindelijk nog belangrijker. Behoud daarom je ambitie en enthousiasme door de moed erin te houden en vast te houden aan het ambitiedocument.

Recommendations for practice

Face complexity

Many problems can be prevented by working **cross-disciplinary**

Consider the collaboration between **public** and private parties

Success is always relative and should never be the goal

Use the model in projects

Recommendations for future research

Does the theory and model apply for reusing **non-monumental buildings**?

Degree of influence and impact of a factor on success

Will COVID-19 have an **impact** on the popularity and/or process of adaptive reuse?

Does the theory and model apply for reusing heritage **within G4-cities**

Further research into **reducing complexity**

The end
Thank you!
Questions?

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