



# MANAGING RELIGIOUS HERITAGE

DESIGNING AN ACCOMMODATION FOR DUTCH CHURCHES

IRIS MOONS, 1<sup>ST</sup> OF JULY

# MOTIVATION

“If we succeed, the world’s richest and most diverse religious landscape will continue to exist, even in the twenty-first century”

Wesselink, 2018



## PART A: BACKGROUND & APPLIED THEORIES

1.  
Introduction,  
research question and  
methodology

2.  
Dutch Christian churches:  
Definitions, history,  
context and data

3.  
Applied theories and  
conceptual framework

Result part A:  
framework for data collection, required management information

## PART B: DATA COLLECTION AND ANALYSIS

4.  
Assess the current  
situation

5.  
Explore the  
changing context  
and demand

6.  
Generate future  
models

7.  
Define projects to  
transform

Result part B:  
Management information and tools (step 3: database & reference booklet,  
step 4: step-by-step plan)

## PART C: CONCLUSIONS AND RECOMMENDATIONS

8.  
Conclusion

9.  
Discussion

10.  
Reflection

Result part C:  
Lessons for theory and practice



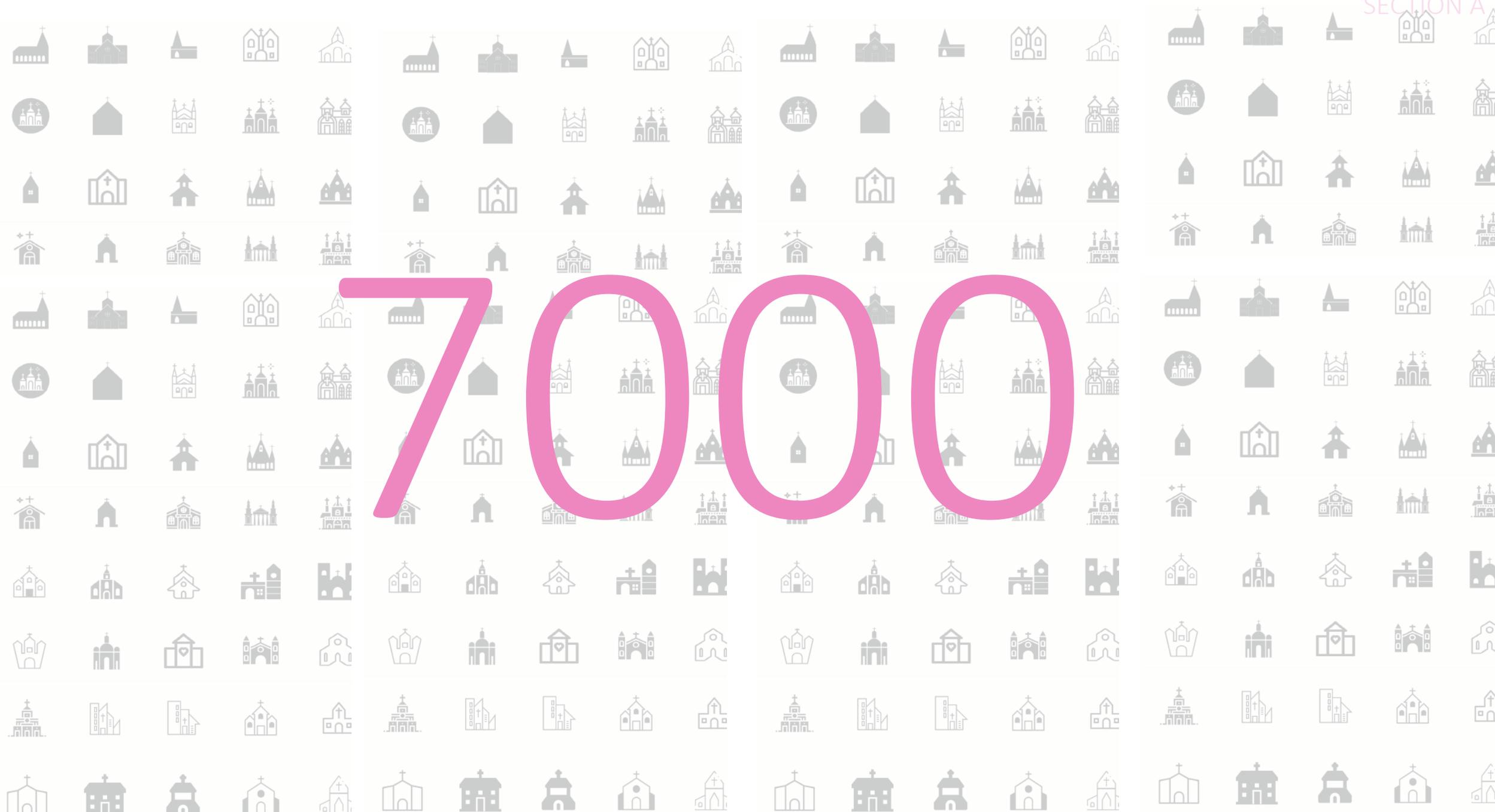
## SECTION A BACKGROUND & APPLIED THEORIES

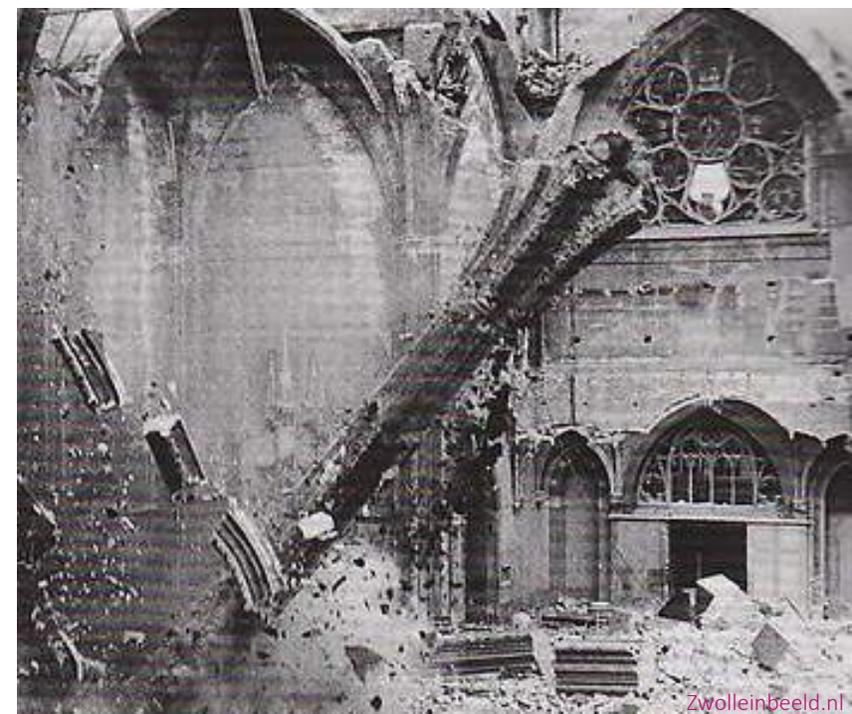
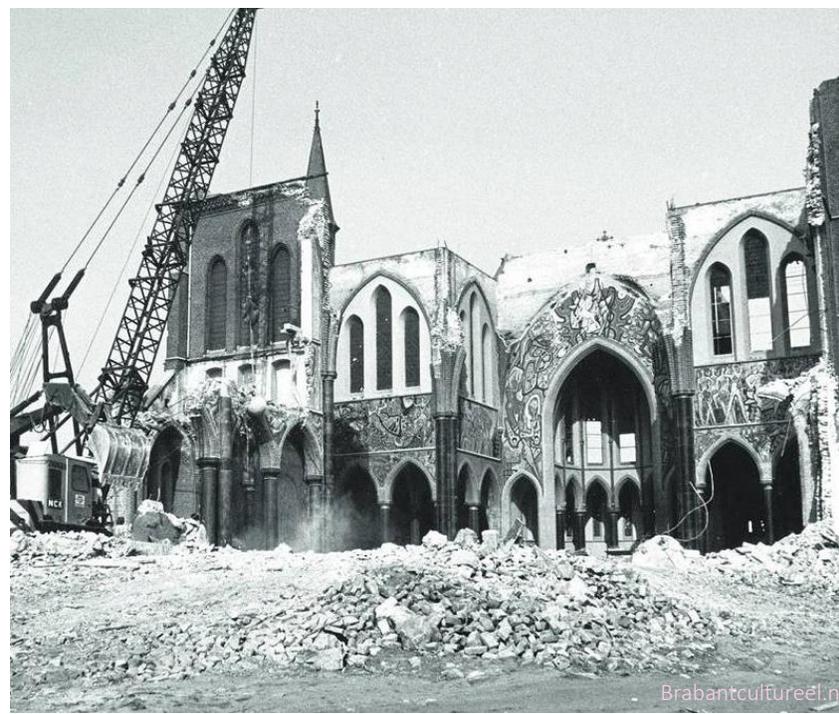
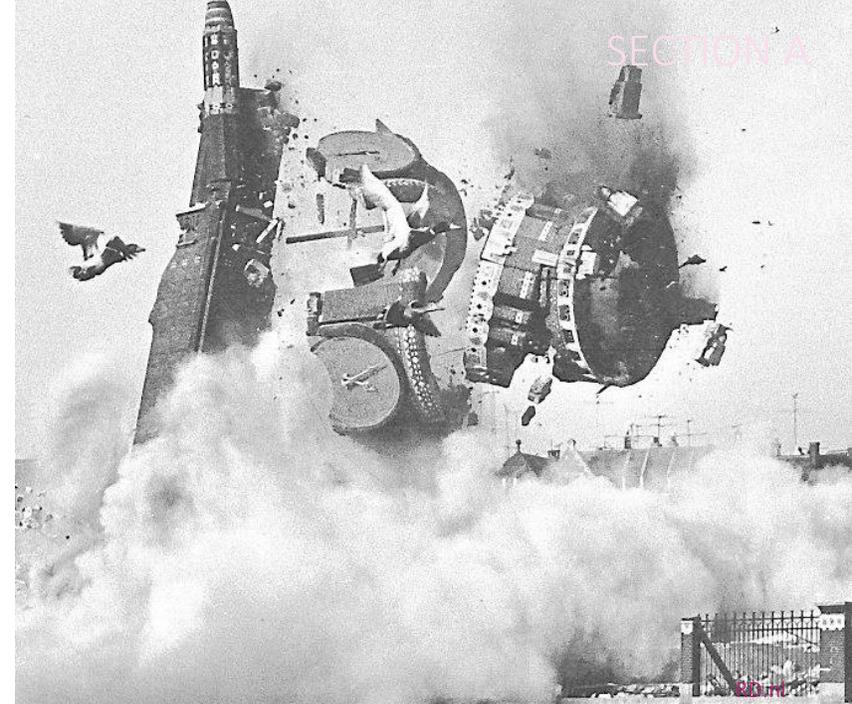
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- Introduction, research question & methodology
- Background information
- Applied theories

Woonkerk XL, Utrecht  
(Zecc architecten)

7000







DIVERGENT EXPECTATIONS



CONFLICTING INTERESTS



HIGH MAINTENANCE COSTS



FEASIBILITY



HOW? WHAT? WHO?

# PROBLEM STATEMENT

- Complex task for decision maker
- Physical, functional, financial and organisational perspectives
- More respect, empathy and support
- Management information & tools
- Align goals for the *optimal solution*
- Make *substantiated decisions*



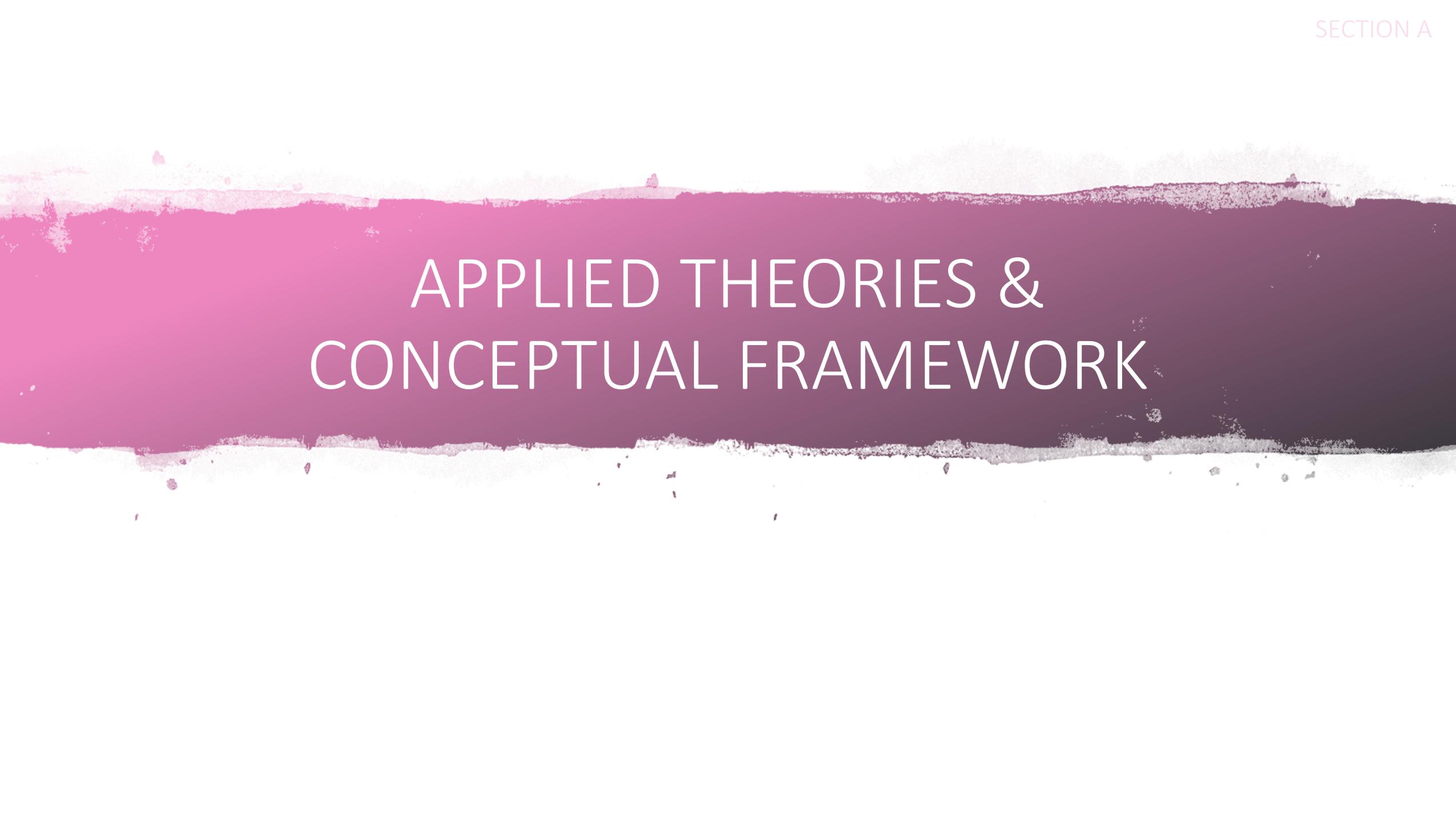
## RESEARCH AIM & GOAL

Research aim: improve the process of matching the empty church with the changing context and the various stakeholders' demands, by supporting the decision maker.

Research goal: give churches a sustainable future

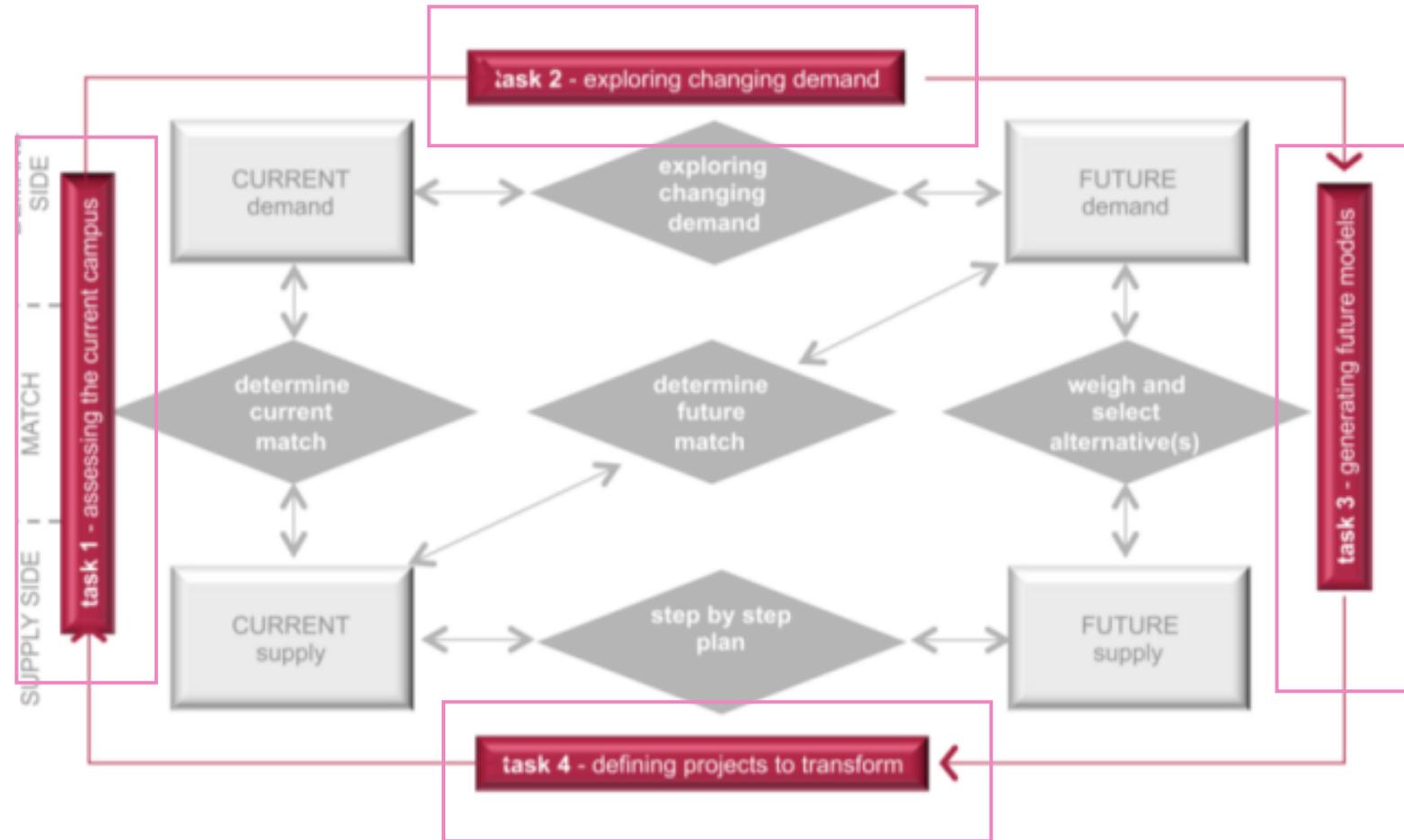
“What management steps are required to make substantiated decisions on the future of churches, providing the optimal solution?”

RESEARCH QUESTION



# APPLIED THEORIES & CONCEPTUAL FRAMEWORK

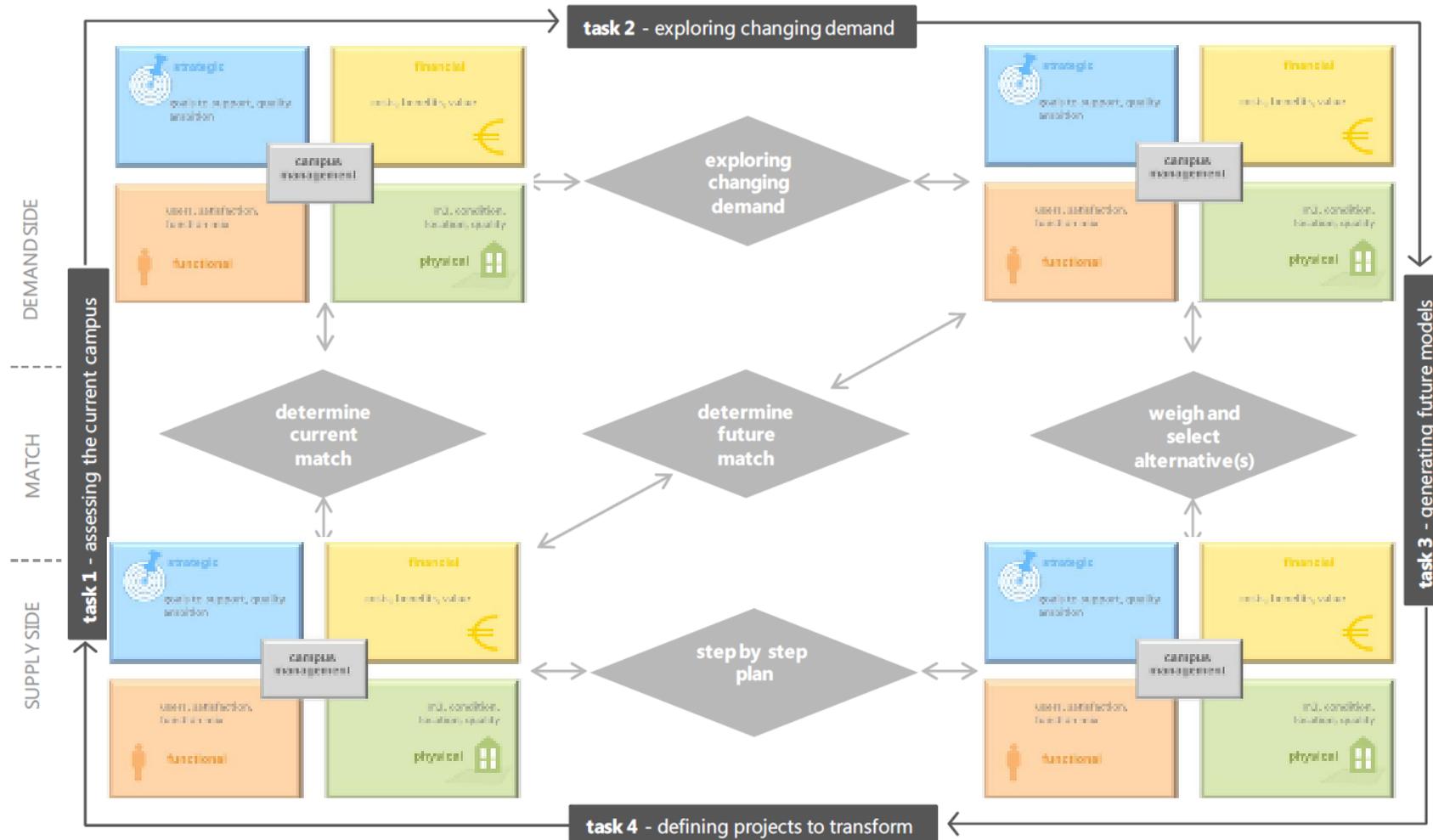
# DAS-FRAME (DESIGNING AN ACCOMMODATION STRATEGY)



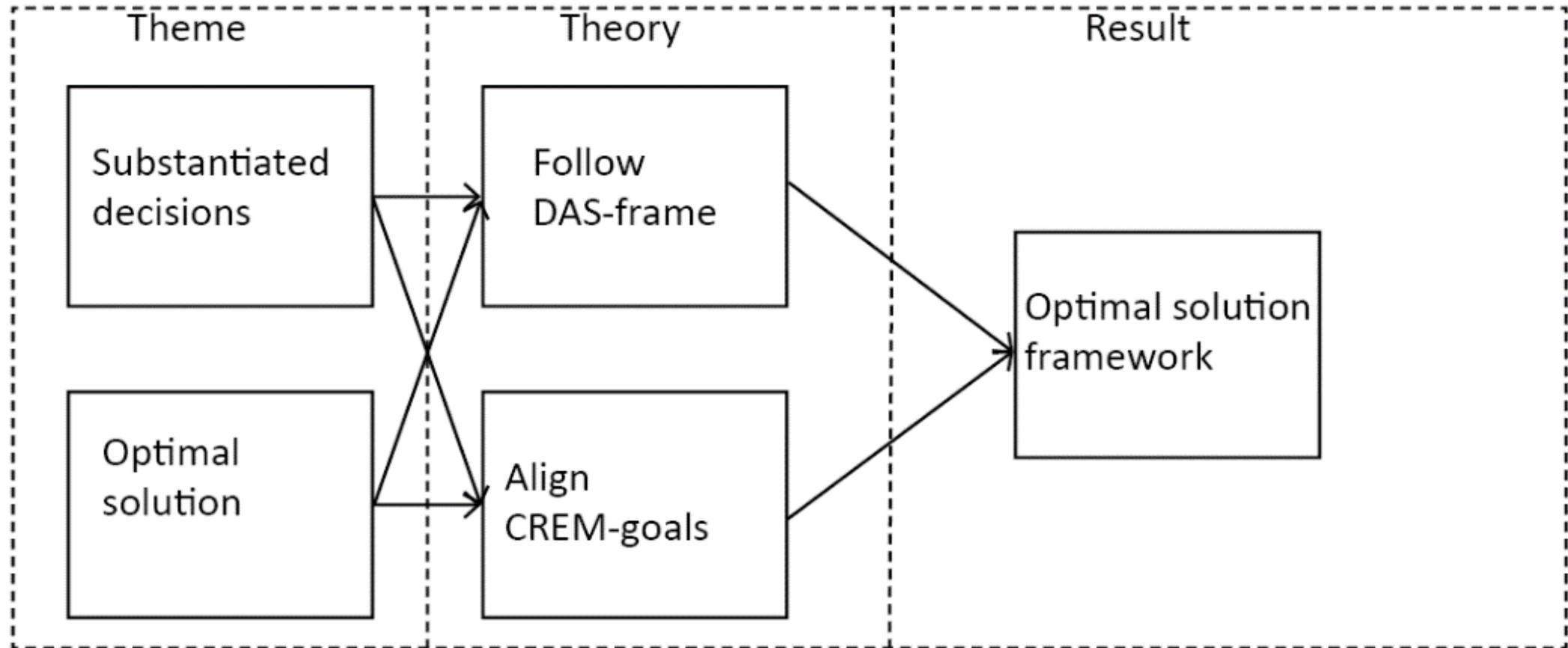
# CREM-PERSPECTIVES (CORPORATE REAL ESTATE MANAGEMENT)

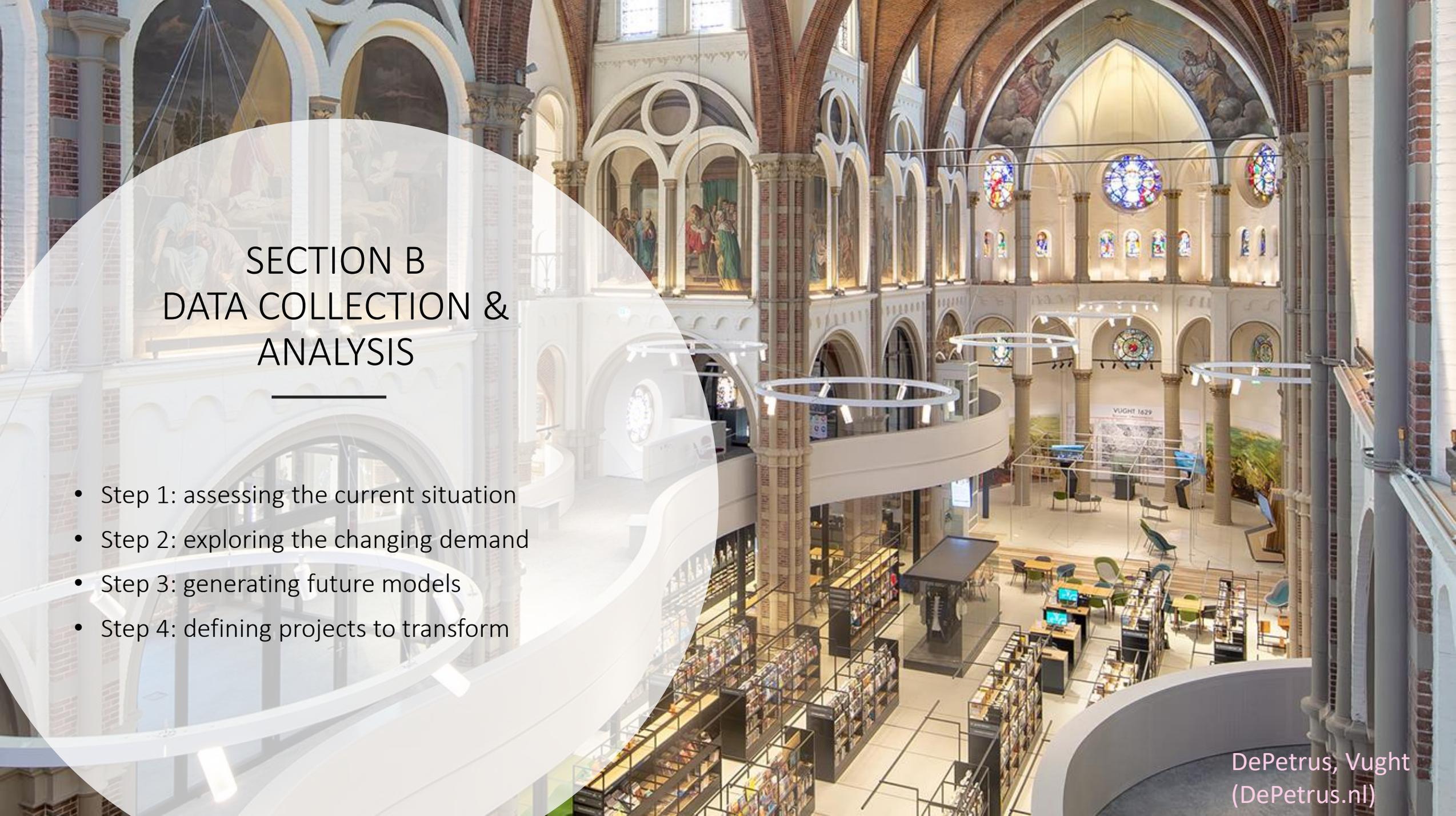


# THEORETICAL FRAMEWORK



# CONCEPTUAL FRAMEWORK





## SECTION B DATA COLLECTION & ANALYSIS

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- Step 1: assessing the current situation
- Step 2: exploring the changing demand
- Step 3: generating future models
- Step 4: defining projects to transform

# STEP 1. ASSESSING THE CURRENT SITUATION

## INVENTORY

- Organisational perspective
  - National church approach
  - Church Vision
- Physical perspective
  - Quantitative inventory
  - Qualitative inventory
- Functional perspective
  - Use
  - Users
- Financial perspective
  - Costs
  - Revenues

## STRENGTHS & WEAKNESSES

- Organisational perspective
  - + Public interest
  - Conflicting interests, divergent expectations
- Physical perspective
  - + Positioning in central places in society
  - Technical condition
- Functional perspective
  - + Positioning in people's minds
  - Vacancy, secularisation, overconcerned citizens
- Financial perspective
  - + Availability of financial resources
  - High maintenance costs, valuable piece of land, attractive to sell church

# STEP 2. EXPLORING THE CHANGING DEMAND

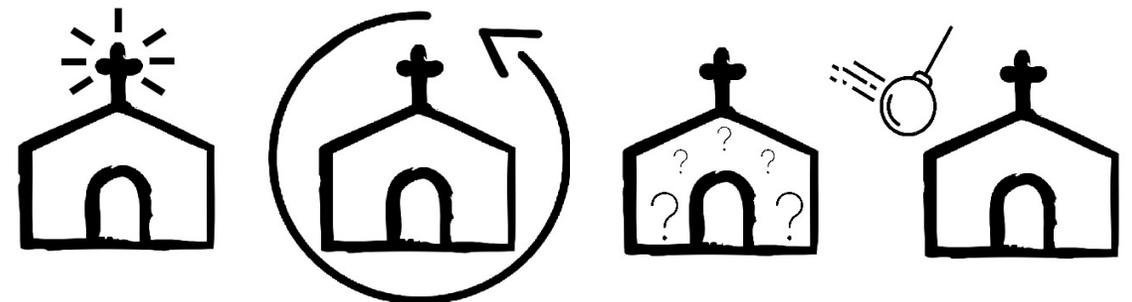
## DEVELOPMENTS

- **Organisational perspective**
  - Climate goals
  - Transformation of building stock
  - Possibilities / regulations for transformation
- **Physical perspective**
  - 30-80% less churches
  - Upgrade monuments
- **Functional perspective**
  - Trend in use; multiple use, ...
  - Trends in users: population growth, scenscence, ...
- **Financial perspective**
  - Costs; comply with climate goals, ...
  - Revenues; support, subsidies, loans
  - Value; economic value, price willing to pay

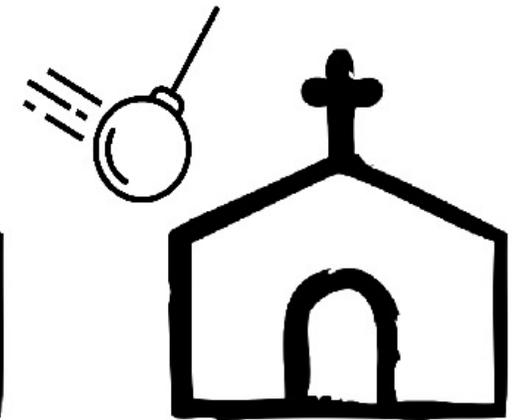
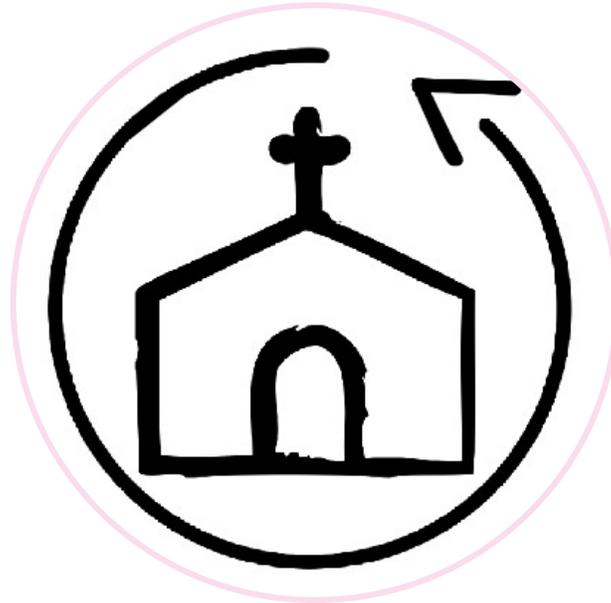
→ Make a list of most important developments

→ Define the developments with much effect on the future of churches & that are influenceable: the strategies

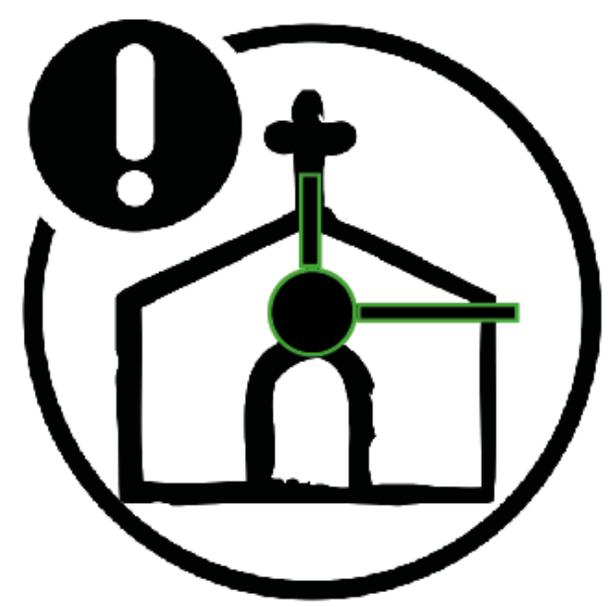
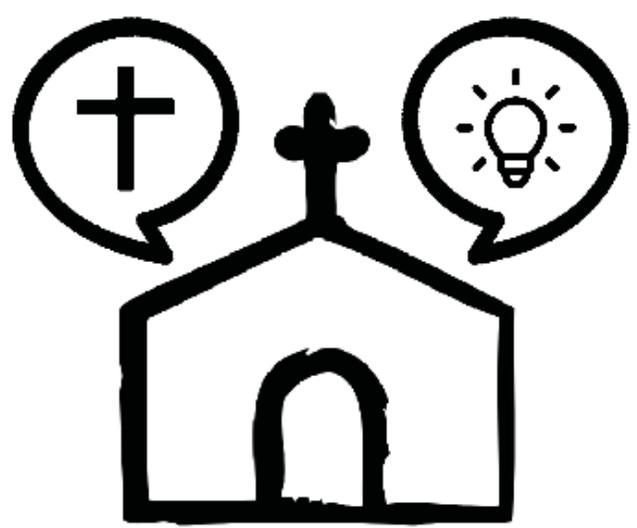
→ Use step 1 to choose the best fitting alternative



# OUTCOME STEP 1 & 2 (MATCH)



# ADAPTIVE REUSE



# TEMPORARY USE



Sint-Jan, Roosendaal. Source: BOEi

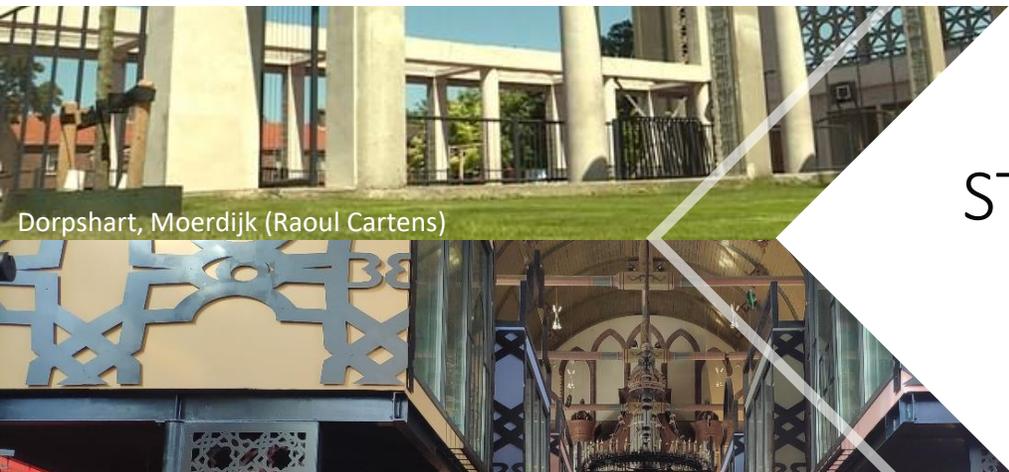
ADAPTIVE REUSE

MULTIPLE USE

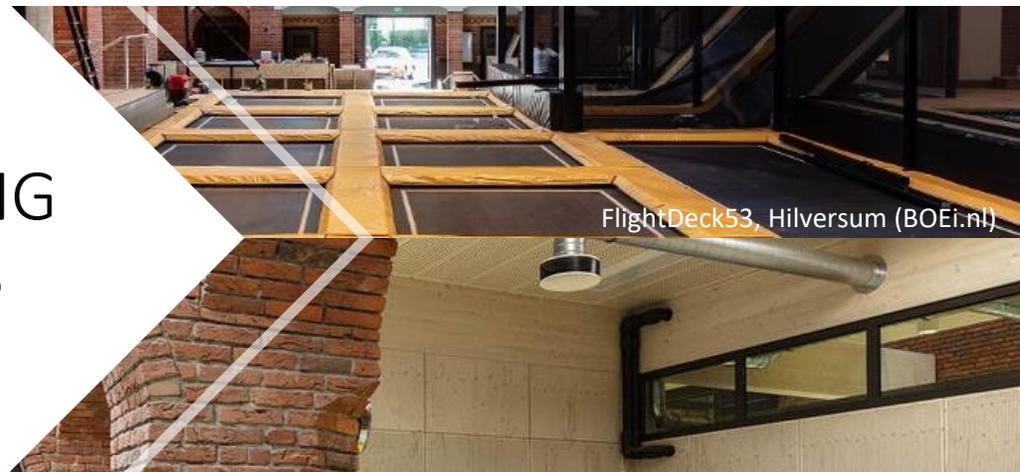




# INFORMATION FOR DATABASE & REFERENCE BOOKLET



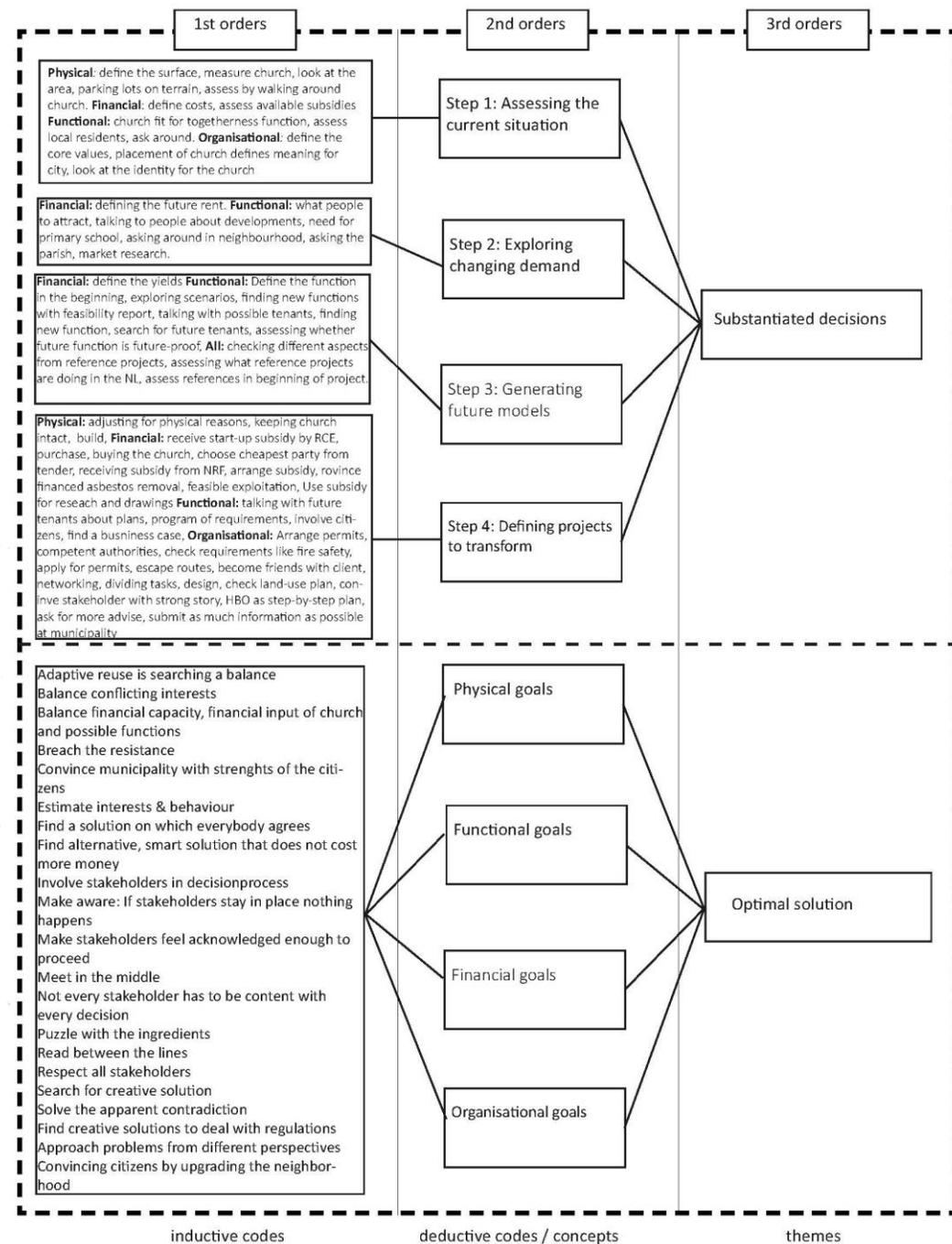
## STEP 3. GENERATING FUTURE MODELS



# INFORMATION FOR STEP-BY-STEP PLAN



# DATA STRUCTURE

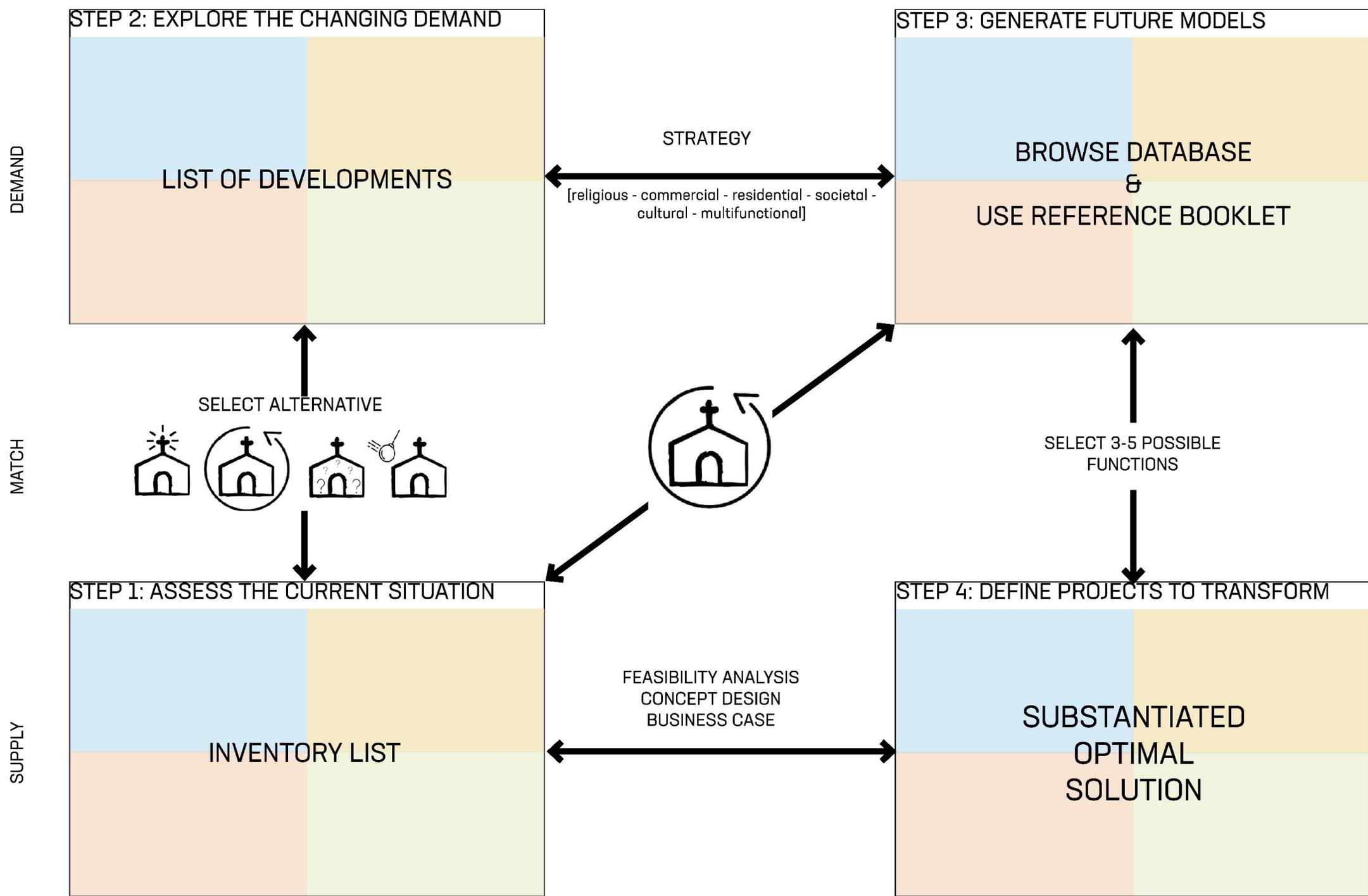


# STEP 4. DEFINING PROJECTS TO TRANSFORM

What? Step-by-step plan

Why? Tool to support decision maker and by that provide churches with a sustainable future

How? Combine step 1, 2 and 3 into a step-by-step plan on building level & finalize with step 4 (feasibility analysis, concept design & business case)



# IMPLEMENTATION STEP-BY-STEP PLAN

- Bottom-up decision makers (citizens, church owner, project developer,...)
  - *In theory*
  - Take in a central role!
- Top-down & bottom-up decision makers (municipality & citizens)
  - *In practice*
  - Top down: broad societal role of municipality (permits, urban design, demands)
  - Bottom up: expertise & involvement citizens
  - Organisation of process of adaptive reuse
  - Ideally assign a project manager within municipality (coordination & efficiency)
  - Half yearly meetings
  - Use tools during Church Vision process
- Top-down decision makers (Provinces, RCE, NRF, ...)
  - *Ideally*
  - Substantiated optimal solution for each church
  - Interactive online church map

The background image shows the interior of a brick church. The architecture features high, vaulted brick arches and a central wooden cross. In the foreground, there are wooden pews with pink cushions. In the middle ground, a white geodesic dome structure is set up on a raised platform, containing a white table with yellow items. Two large yellow beanbag chairs are placed on the floor in front of the dome. Stained glass windows are visible in the background.

## SECTION C CONCLUSIONS & RECOMMENDATIONS

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- Conclusion
- Discussion
- Reflection

# CONCLUSION

- It is important to preserve churches for future generations
- Not every church can be preserved

**“What management steps are required to make substantiated decisions on the future of churches, providing the optimal solution?”**

- DAS-frame & CREM-perspectives
- New step-by-step plan
- Support decision maker (citizen, municipality, provinces,...) in complex task
- Positive, pro-active, solution oriented approach

# DISCUSSION (I)

- Interesting findings
  - Step 3 hardly ever used in by professionals
  - Step-by-step plan valuable for professionals
    - Objectivity when defending plan for municipality, citizens and church
  - Diverse group of stakeholders
  - Incomplete numbers (new data!)
  - Churches vs. University; primary goal
    - house of worship → house for society

## DISCUSSION (II)

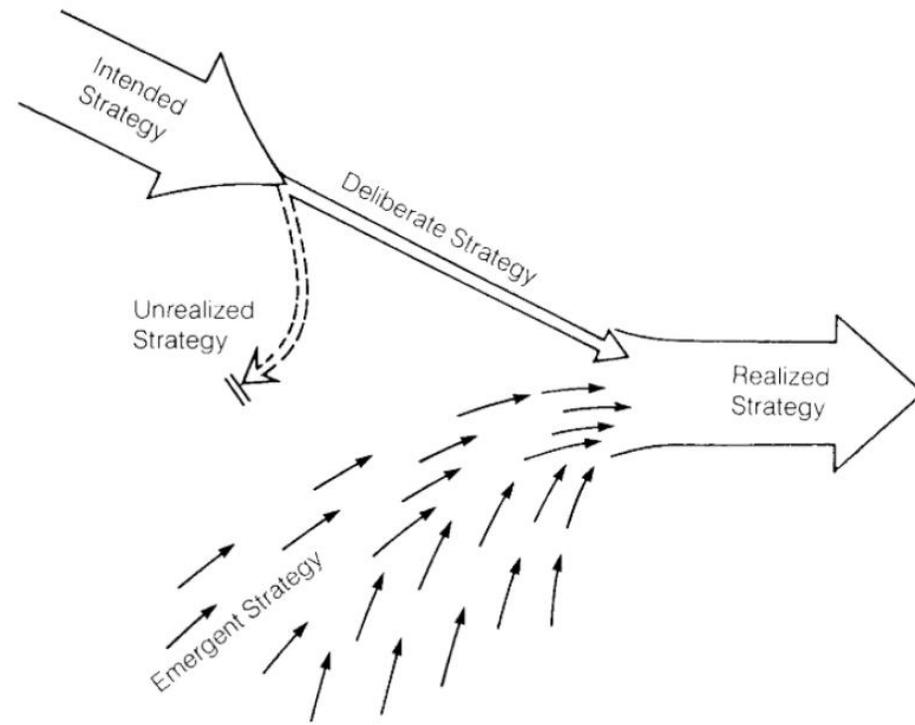
- Comparison with existing research
  - Both about well decisions on future of churches
  - Wesselink: cultural-historical perspective
  - Wesselink: overview of current situation
  - Future-oriented approach
  - Pro-active approach
  - Wesselink: **“If we succeed, the world’s richest and most divers religious landscape will continue to exist, even in the twenty-first century”**

## DISCUSSION (III)

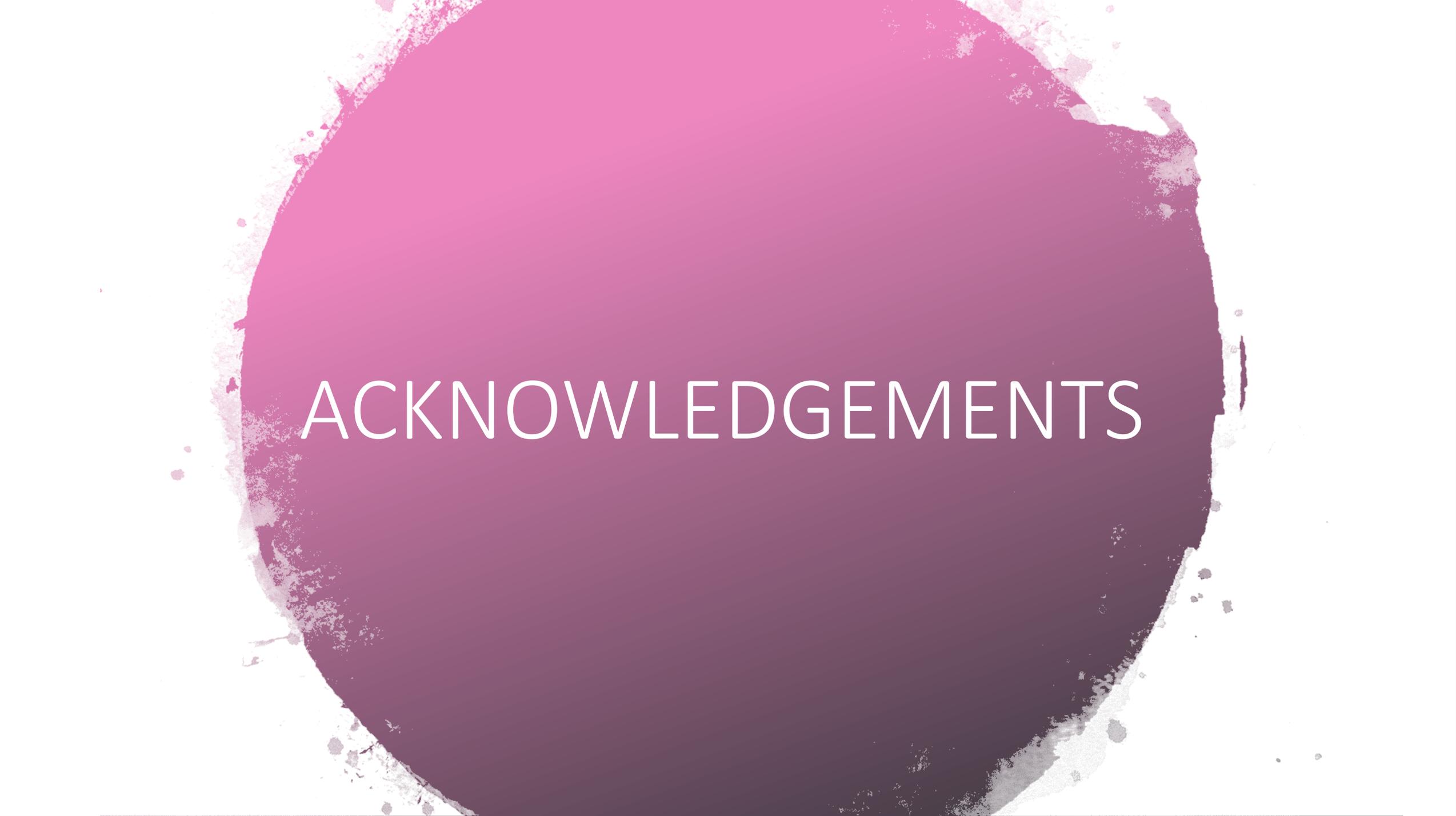
- Limitations case studies
  - Timeframe
  - Corona
- Limitations research (or opportunity?)
  - Theory vs. practice
- Suggestions for further research
  - More case studies
  - Applicability step-by-step plan on each church in NL
  - Influence of type of decision maker
  - Sustainable interventions

# REFLECTION

- Success factors
- Failure factors
- Lessons learned



Intended and emergent strategies (Mintzberg, 1987)



# ACKNOWLEDGEMENTS