

HERITAGE RELOADED

Exploring complex re-use processes
of heritage buildings

CONTENT

- ◆ Starting point
- ◆ Problem field
- ◆ Methodology
- ◆ Findings
- ◆ Conclusion
- ◆ Additional findings
- ◆ Recommendations

Starting point



Lund (2014)



Boedapest (2014)



Boedapest (2014)



Lisbon (2016)



Croatia (2015)

Starting point

Heritage

“Features belonging to the cultures of a particular society, such as traditions, languages, or buildings, that were created in the past and still have historical importance.”

- ◆ Buildings
- ◆ Nationally listed monuments

Definition by Cambridge Dictionary



Lisbon (2016)



Lisbon (2016)



Lisbon (2016)



Lisbon (2016)

Starting point

Vacancy

- ◆ Around 2,000,000 m² vacant heritage in NL
- ◆ Actual vacancy level is unknown
- ◆ Negative consequences

Problem field

Negative
consequences
vacancy

- ◆ (anti) squatters
- ◆ vandalism
- ◆ premature deterioration
- ◆ loss of values

Adaptive re-use is needed to maintain and preserve these buildings in a feasible and sustainable way

(Douglas, 2006)



Lisbon (2016)

Many heritage buildings stay vacant for years...

Heritage re-use processes are perceived as highly complex

Problem field

Problem field

Complexity

- ◆ Complex decision-making process
- ◆ Value trade-offs
- ◆ Less room for interventions, more needed
- ◆ Long term projects
- ◆ Challenges
- ◆ Successes are not easily replicated

Problem field

Challenges

- ◆ Feasibility issues
- ◆ Current regulation
- ◆ Technical problems
- ◆ Collaboration

Problem field

Collaboration

- ◆ Suspicious stakeholders
- ◆ Changing roles
- ◆ Unclear roles and responsibilities

Problem field

Collaboration complexity

“Unclear role and responsibility divisions can lead to bottlenecks in the collaboration and add to the complexity of heritage re-use processes”.

(Schönau & De Bruijne, 2008;
Van der Kuij, 2014)

*Complexity is seen as the main bottleneck to start
heritage re-use processes in practice*

(Kurul, 2007)

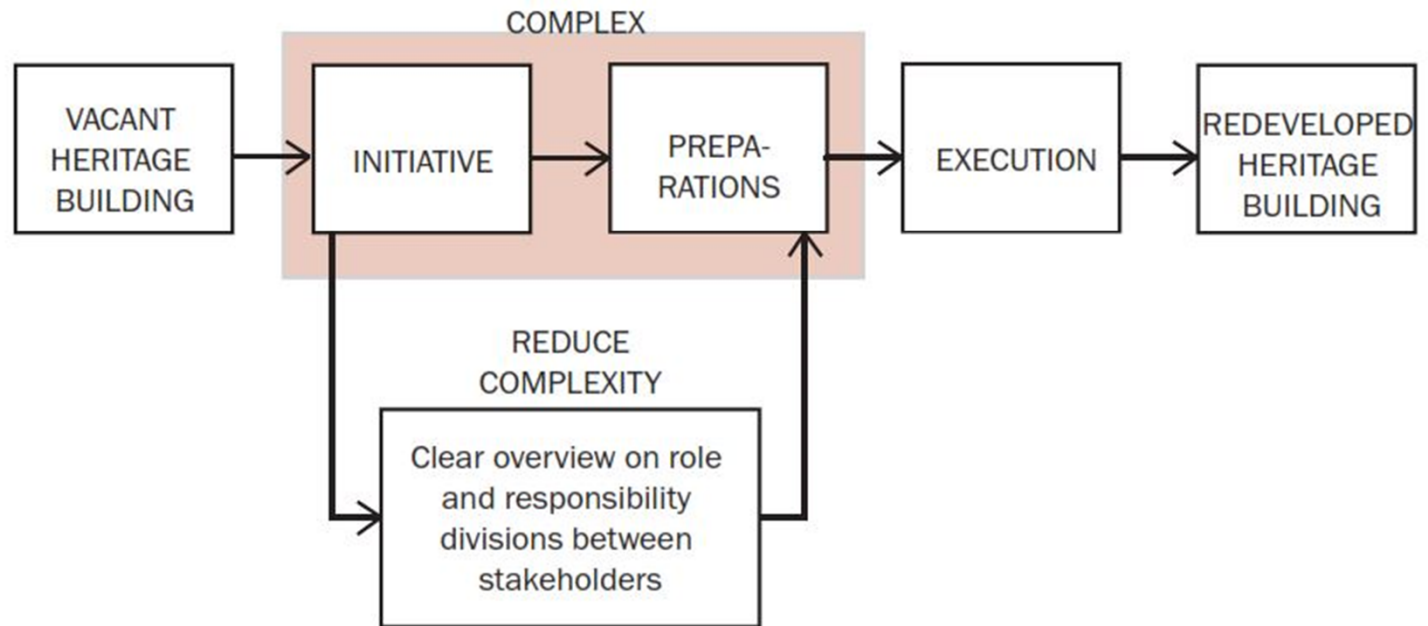
Problem field

Research aim

- ◆ Decrease complexity in heritage re-use processes
- ◆ Increase insight in the collaboration
- ◆ Stimulate initiatives to re-use vacant heritage buildings

Problem field

Conceptual model



Problem field

Research question

“How can a clear overview on role and responsibility divisions contribute to a reduction of the complexity of heritage re-use processes?”

Methodology

Methodology

subquestions

- ◆ What does a heritage re-use process look like?
- ◆ Which roles have to be fulfilled?
- ◆ Which challenges can be identified?

Methodology

subquestions

- ◆ What does a heritage re-use process look like?
 - ◆ Which steps have to be taken?
 - ◆ Which stakeholders are involved?
 - ◆ What are their tasks and responsibilities?

Methodology

subquestions

- ◆ What does a heritage re-use process look like?
- ◆ Which roles have to be fulfilled?
 - ◆ Which stakeholders are fulfilling these roles and why?
 - ◆ Which roles are not fulfilled?
 - ◆ Which roles are executed by multiple stakeholders?


Methodology


subquestions


- ◆ What does a heritage re-use process look like?
- ◆ Which roles have to be fulfilled?
- ◆ Which challenges can be identified?
 - ◆ Which risks and challenges can be identified?
 - ◆ What are possible solutions to these challenges?

Methodology

Methods and approach

◆ Literature study 

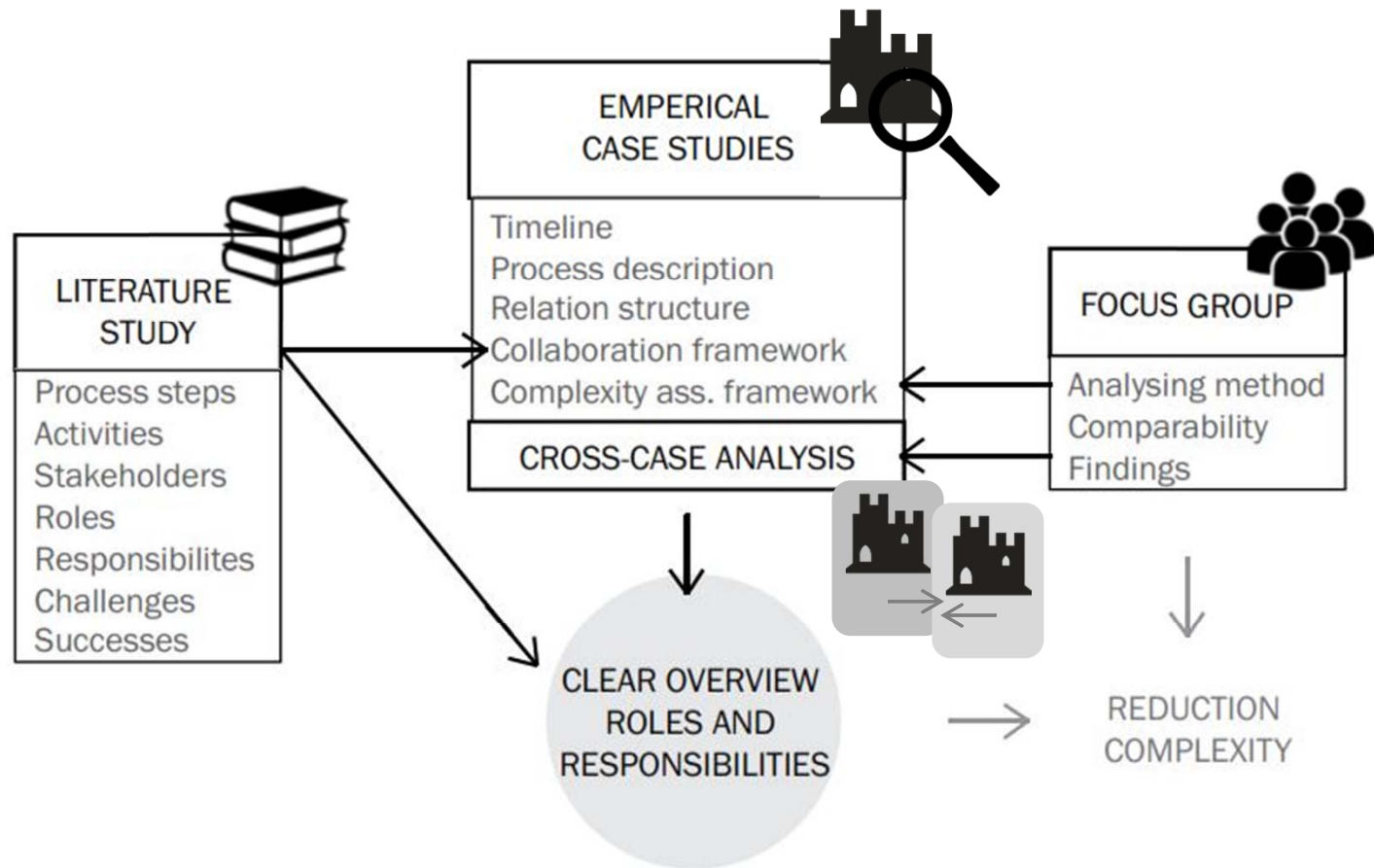
◆ Case study research 

◆ Cross-case analysis 

◆ Focus group 

Methodology

Research model



Methodology

Case studies



- ◆ 4 case studies
- ◆ 2 included semi-structured interviews
- ◆ Based on extensive amount of literature
- ◆ Interview outcomes previous researchers

CHV Veghel

Former food factory
Industrial heritage
Listed silo's
Initiative in 2007
In use since 2015
Still in progress



De Ploeg Bergeijk

Former weaving mill
Industrial heritage
Listed building & park
Initiative in 2007
Completed Dec 2016



(Bruns, 2016)

De Hallen Amsterdam

Former tram remise
Industrial heritage
Listed complex
First initiative in 1994
Completed 2015



(Knaack, 2015)

BK-City Delft

Former science faculty
& laboratory

Listed building &
interior

Initiative in May 2008

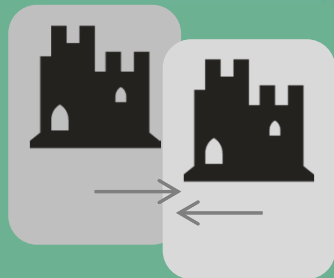
First part completed in
September 2008



*(Braaksma &
Roos, 2015)*

Methodology

Models



- ◆ Timeline
- ◆ Process description
- ◆ Relation structure
- ◆ Collaboration framework
- ◆ Complexity assessment framework



Findings

Findings

Steps and activities

- ◆ Similar to contemporary adaptive re-use processes
- ◆ Heritage specific
 - ◆ Value assessment building(complex)
 - ◆ Defining the story of the building
 - ◆ Specific solutions for design challenges

Findings

Involved stakeholders

- ◆ Similar to new-built and contemporary adaptive re-use processes
- ◆ Heritage specific
 - ◆ Cultural Heritage Agency
 - ◆ Monument committee (provincial / monumental)
 - ◆ Independent monument committees
e.g. Bond Heemschot; Het Cuypergenootschap; etc.

Findings

Roles

- ◆ Initiator
- ◆ Owner
- ~~◆ Producer~~ Advisor
- ◆ Regulator
- ◆ Financier
- ◆ User

Findings

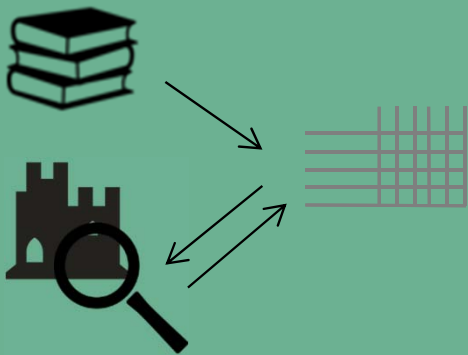
Responsibilities

- ◆ Responsible
- ◆ Accountable
- ◆ Supportive
- ◆ Consulted
- ◆ Informed

(Van Nieuwenhuis, 2003-2010)

Findings

Collaboration framework



		Rules and responsibilities			
		1st	2nd	3rd	4th
Collaboration framework					
Initiative					
Diagnosing current building state		F	A		R
Value assessment building / complex : cultural, historical, architectural		X		A	
Preliminary assessing adaptation potential		A			R
Determining extension possibilities		R	A		
Identify potential users		R			S
Assessing financial expenses and resources in combination with other activities			A		C R
Advice on best form for development					A
Attract financing		A	R		I
Acquire building complex			A		
Idea building					
Ordering involved parties					
Defining ambitions for development for several stakeholders					
Scenario planning		R	A	C	
Setting up concept for development		R	A		S
First sketches (conceptual)			A		R
Feasibility					
Research market need / synergies		R			R
Research willingness of potential visitors / attractiveness concept		R			R
Research competition field		R			R
Attracting potential users		X	A		S
Defining relationship of building with other buildings and functions			A	R	
Detailed diagnosis current building state			A		R
Searching for stakeholders with specific knowledge and experience, suitable for development		A			S
Identifying revenues and expenses			A		
Researching legislation potential users			A	C	
Researching legislation potential interventions			A	C	
Analyzing possibilities within possible zoning plan			A	C	
Identifying risks and uncertainties			A		
Identify and attract potential users		A			S
Research / discussion of (potential) users		R			C
Preliminary design			A		R
Refining ideas					
Determine degree of interventions		S	A		R
Set up intervention plan for execution			A		R
Attract (additional) financing		A	R		C
Definitive design			A		R
Contract negotiations					
Apply for permits			A	C	R
Identification of stakeholders for execution		R			S
Tender procedure			A		

Findings

Collaboration framework



Collaboration framework		Roles and responsibilities					
		Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6
Process steps and activities	Initiative						
	Diagnosing current building state	R	A			R	
	Value assessment building / complex : cultural, historical, architectonic	R		A			
	Preliminary assessing adaptation potential	A				R	
	Determining extension possibilities	R	A				
	Identify potential users	R					S
	Assessing financial expenses and resources in combination with risks and uncertainties		A		C	R	
	Advice on best form for development					A	
	Attract financier	A	R		I		
	Acquire building complex		A				
	Idea forming						
	Gathering involved parties	R					

Owner
Initiator
Producer
Regulator
Financier
User

R	Responsible
A	Accountable
S	Supportive
C	Consulted
I	Informed

Findings

Cross-case analysis



- ◆ Steps and activities are similar
- ◆ Sequence of the steps and activities differs
- ◆ Role division differs with every project
- ◆ Responsibility divisions differ
- ◆ Roles and responsibilities changed within the processes of the particular projects as well

Conclusion

*Complexity of heritage re-use processes cannot be reduced
with a clear overview on role and responsibility divisions*

Conclusion

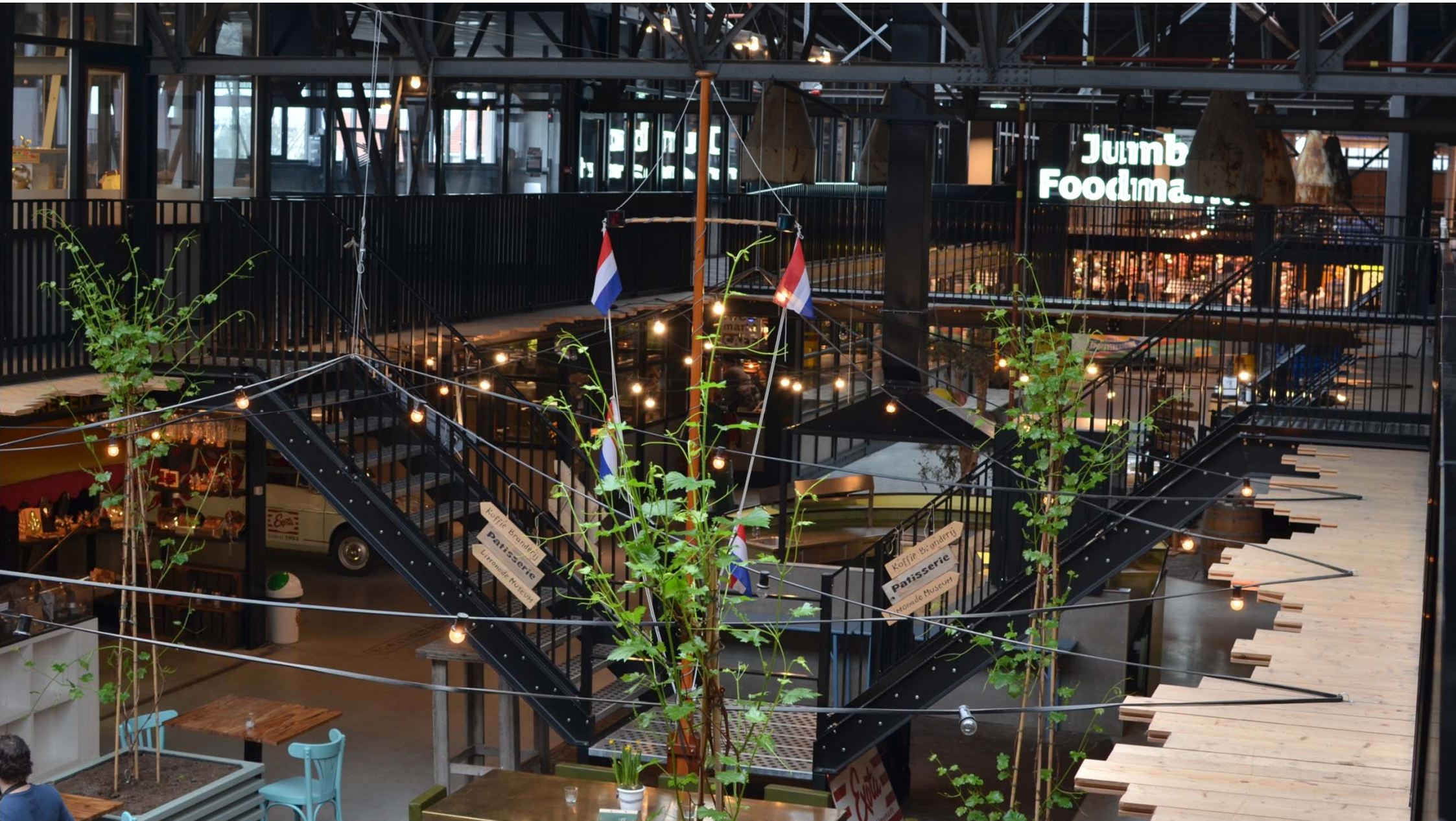


- ◆ Heritage re-use processes are unique
- ◆ A general overview on role and responsibility divisions cannot be made
- ◆ Divisions differ within every project
- ◆ Changes occur during the process

Stakeholders cannot anticipate with certainty on changes as the dynamics are unknown at the start and they differ extremely per project.

It might however be possible to steer on aspects that increase the level of complexity within the collaboration, or to deal with the complexity in a different manner

Additional findings



Jumbo
Foodma...

Koffie Brandery
Patisserie
Hollandse Museum

Koffie Brandery
Patisserie
Hollandse Museum

Exp...

Additional findings

CHV, Veghel



- ◆ Long timescale
- ◆ Many different involved stakeholders
- ◆ Different aims and perspectives
- ◆ Many constraints due to the location and type of use
- ◆ Interdependencies with other projects

Findings

CHV, Veghel



- ◆ Persistent initiator
- ◆ Experienced team
- ◆ Organic growing approach
- ◆ Change of culture within the municipality
 - ◆ Entrepreneurial aldermen
 - ◆ Looser procedures / integral approach



(Bruns, 2016)

Additional findings

De Ploeg, Bergeijk



- ◆ Long timescale vs. short time scale
- ◆ Lack of knowledge and experience vs. experienced team
- ◆ Mistrust neighbourhood vs. support base
- ◆ Lack of decision making vs. decisive owner
- ◆ High level vs. lower level of uncertainty/novelty

Additional findings

De Ploeg, Bergeijk



- ◆ High commitment key stakeholders
- ◆ Shared understanding of project aims
- ◆ Clear communication in the project team
- ◆ Leadership



(Knaack, 2015)

Additional findings

De Hallen, Amsterdam



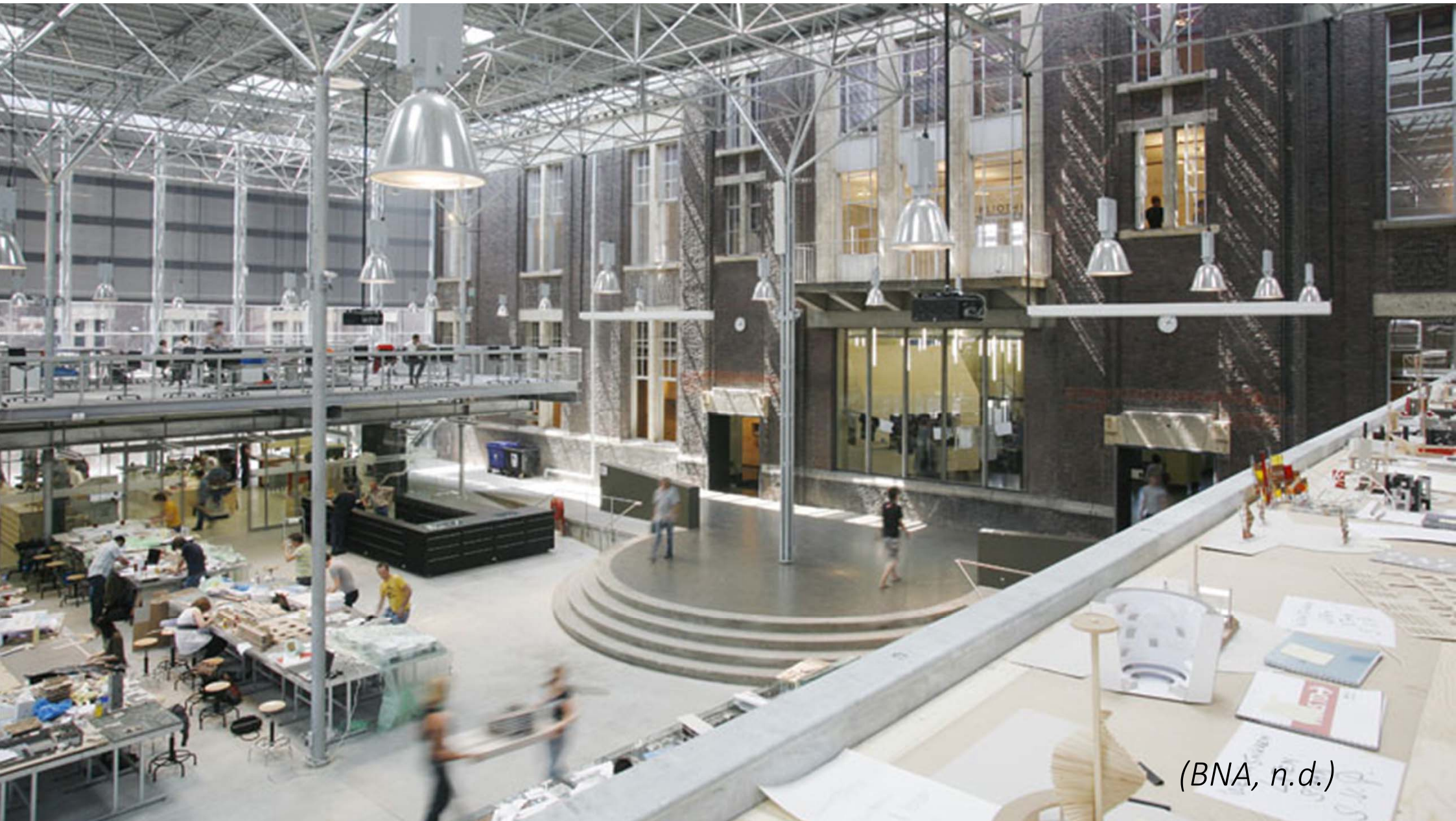
- ◆ Long timescale
- ◆ Many different involved stakeholders
- ◆ Different aims and perspectives
- ◆ Lack of a support base within neighbourhood
- ◆ Many interdependencies with other projects
- ◆ Lack of clear (governmental) decision making

Additional findings

De Hallen, Amsterdam



- ◆ Active neighbourhood foundation
- ◆ Active initiating architect
- ◆ Experienced project team
- ◆ Large support base
- ◆ Decisive government
- ◆ Shared understanding of project aims



(BNA, n.d.)

Additional findings

BK-City, Delft



- ◆ Very short timescale
- ◆ Many involved stakeholders
- ◆ Experienced project team
- ◆ Shared understanding of project aims
- ◆ Support base
- ◆ Decisive leadership

Additional findings

Cross-case analysis



◆ Difference in complexity levels

- ◆ Timescale
- ◆ Number of constraints
- ◆ Interdependencies and interactions with other projects
- ◆ Changing participating organisations
- ◆ Governmental decision making
- ◆ Collaboration between stakeholders

Additional findings

Cross-case analysis



- ◆ Possibly decrease complexity
 - ◆ Limited timescale
 - ◆ Limit interdependencies and interactions with other projects
 - ◆ Limiting number of stakeholders involved

Additional findings

Cross-case analysis



- ◆ Deal with complexity
 - ◆ Organic growing / step-by-step approach
 - ◆ Prioritising (first) needs
 - ◆ Clear government strategies
 - ◆ Set up experienced project team
 - ◆ Early involvement of residents (and users)
 - ◆ Continuous alignment of project stakeholders

Recommendations

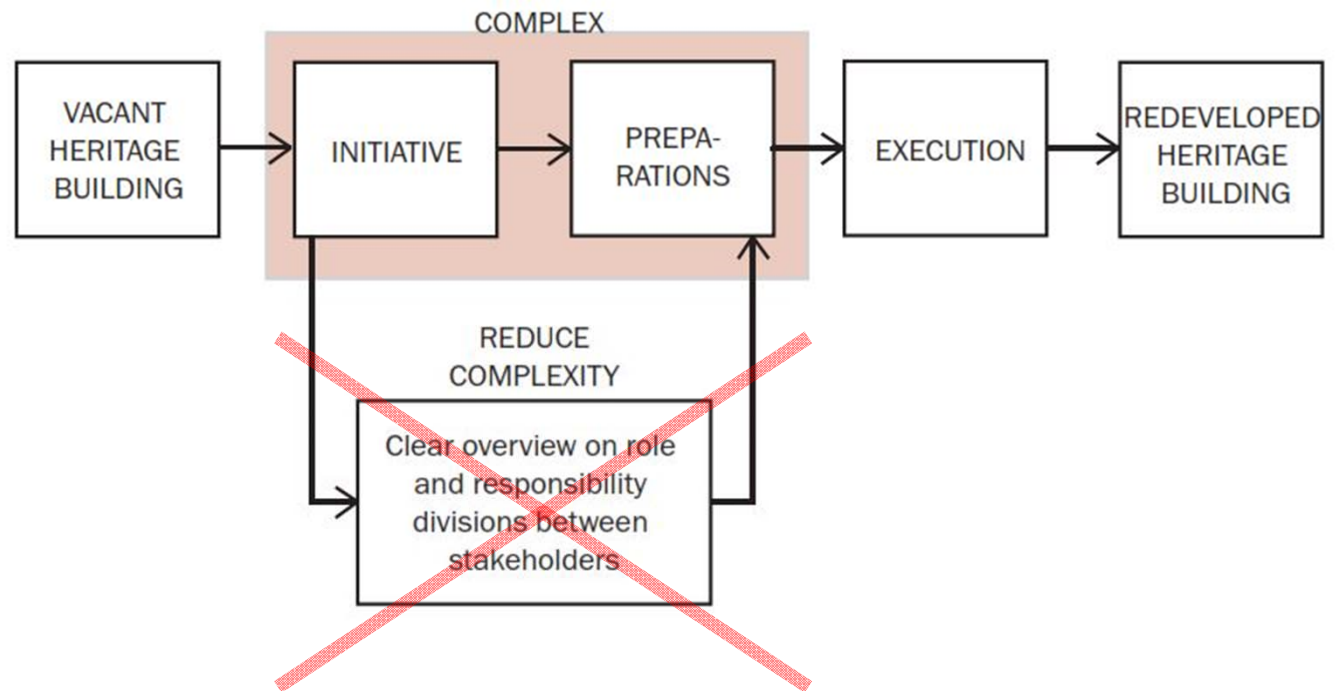
Recommendations

Further research

- ◆ Stop trying to fit these processes into blueprints
- ◆ Research possibilities of aspects that help reduce or deal with complexity for practical impact

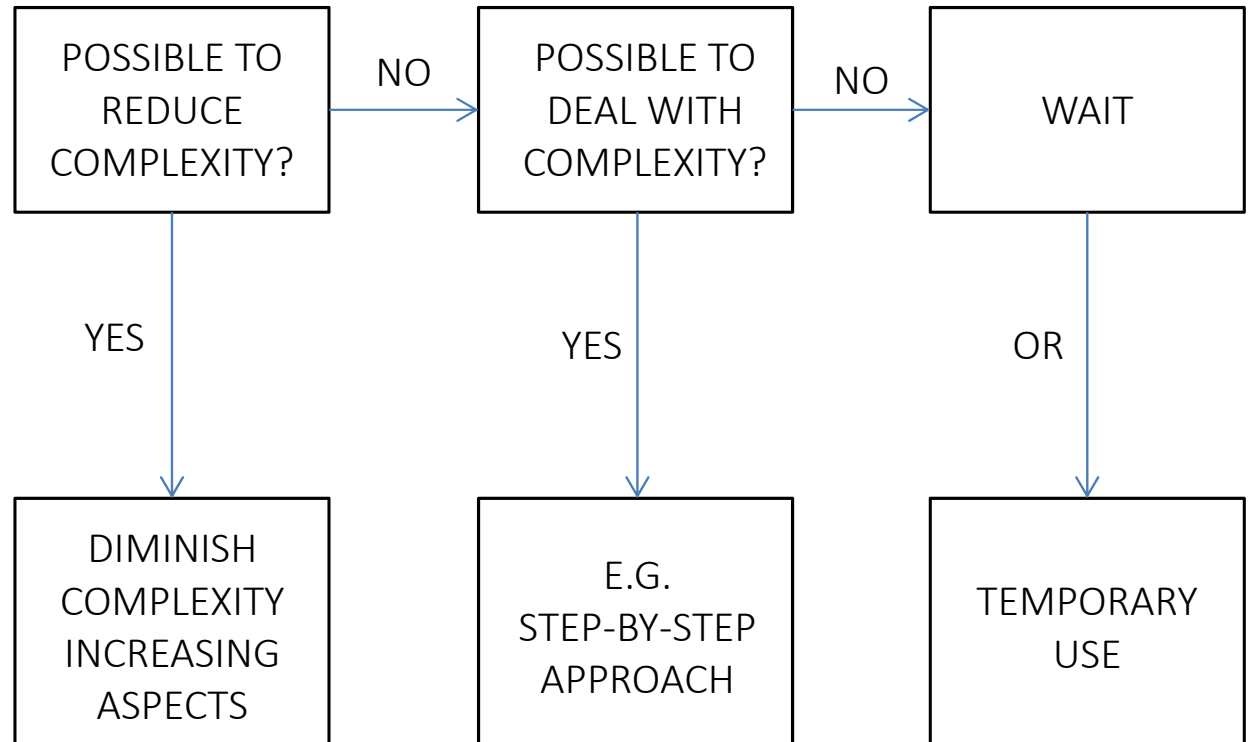
Recommendations

Practice



Recommendations

For initiators
in practice



any questions?

Thank you for your attention

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