Successfully reusing heritage

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

Introduction what
Problem statement why
Methodology how
Research
Results
Synthesis
Conclusion & recommendations
Introduction
Why?
Why?

30
8
1
Why?

Adaptive reuse

30 8 1
What is adaptive reuse?

A building undergoes a major change with alterations of both the building itself and the function it 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
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

Difficulty of the reuse process → Success factors
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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How can success factors improve the process of adaptive reuse of heritage?
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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2. Provide main stakeholders with the **right tools** to increase their **chance of successfully delivering** an adaptive reused heritage building
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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
Goals

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→ Ignite the drive to reuse our cultural and historical past
Deliverable

Adaptive reuse process
Success factors

Process map
Effectively & efficiently align resources & attention
Process improvement

Successful project?
Relevance

Scientific relevance

Adaptive reuse

Success factors

Process improvements

GAP

Improvement of the adaptive reuse process

methodology
Relevance

Social relevance

Social
Economic
Environmental

Adaptive Reuse
Research
Research methods

- Literature review
- Case study research
- Synthesis
Case study projects
Case study projects

- Most successful projects of 2019
- G4-cities
- Monumental status
- Preference
Case study projects
Case study projects
Case study projects
Case study projects

Greswarenfabriek

DomusDELA

Timmerfabriek Sphinxkwartier
Case study projects

INPUT
Project history
Submissions of NRP GF
Semi-structured interviews

research
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

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

Monastery, chapel, school

1628

National monument
DomusDELA
Eindhoven, Noord-Brabant

Monastery, chapel, school

1628

National monument

Paters Augustijnen
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
- Hotel
- 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
initiated, financed and owned by municipality
Timmerfabriek
Sphinxkwartier
Maastricht, Limburg

music venue,
museum, office

initiated, 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

(process of the Greswarenfabriek)
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
Results

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

1. If you know and understand what the success factors of adaptive reuse of heritage are, and you know when, how, and why these are present, it becomes easier to steer and manage the process according to these factors.
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2. Presenting these factors in the reuse process will increase the chance of overcoming challenges in reuse projects and facilitate all the elements to deliver a project successfully.
How can success factors improve the process of adaptive reuse of heritage?

1. If you know and understand **what** the success factors of adaptive reuse of heritage are, and you know **when**, **how**, and **why** these are present, it becomes **easier to steer and manage** the process according to these factors.

2. Presenting these factors in the reuse process will **increase the chance of overcoming challenges** in reuse projects and facilitate all the elements to **deliver a project successfully**.

conclusion
The process of reusing heritage

What is it?
Adaptation reuse projects are unique and complex. By visualizing the reuse process in the form of a process model, you can find different elements, ranging from phases, activities, success factors, and the role of the stakeholders involved. This model can also be used to make sure the model is complete and correct. The model can be used to make the adaptive reuse process logical for you, but also for the people responsible for the project. Moreover, the model can be used as a tool for the process of adapting the building and make goals according to it. The model can also help to keep track of the project and deliver a successfully reused building.

How does it work?
Use the model as the starting point. Hanging it up on the wall next to the original building is a good way to show how the building can be reused. Always keep an eye on the model itself and at the same time keep an eye on the model to make sure the building can be reused. Always keep an eye on the model. Model it up for everyone and work on it for a year. The model can be used to keep track of the building and make goals according to it. The model can also help to keep track of the project and deliver a successfully reused building.

By and for whom?
The process is defined by the producer, the investor, the regulator, the responsible owner, the end-user, and the public. The producer is responsible for the project, the investor for financing, the regulator for regulations, the responsible owner for the project, the end-user for the building, and the public for the project.

The success factors = attention to the success factors during the process increase the chance for a successful building. The success factors are the self-contents of the model. Complexity = the degree of complexity increases with each success factor. Process = degree of freedom. Activity = the day-to-day tasks are operational with all of the adaptive reuse process.

Conclusion

1. Create a clear ambition document
A clear ambition document (both end and start) has to be made. This ambition document will help to ensure everyone on the same page, also after later phases.

2. Find a political ambassador
A political ambassador, such as a mayor, can help deliver the project and will be the key to the administrative approval. Think about ways to help the local administration.

3. Involve the end users
The success factors that need to be focused on in the process. How do you think the people involved can benefit from the building? This way, the professional can get a better insight into the strengths and weaknesses of the building.

4. Consider the overall interest of the wider community
For the sake of the wider community and the community.

5. Involve the construction team early
To ensure that the construction team is involved in the process.

6. Seek for innovative financing
Money does not have to be put on the table immediately. Think outside the box and look for what the building, the environment, or some other ingredients can deliver. Innovative design can be a business and end user, also outside the box.

7. Seek and push for public authorities for financial support
Reach out to public authorities for financial support.

8. Involve experts in the field and trust them
Reach out to experts in the field and trust them.

9. Preserve the history and culture in the design
The national values of the building must remain as special. When major changes are made to the building and to the characteristics, it loses its value. Preservation is important, but it is worth it. Perseverance is important, but being proud of the result is also important.

10. Maintain ambition and enthusiasm level
Preservation is important, but being proud of the result is also important.
Het herbestemmingsproces van monumentale gebouwen

**Wat is het?**

Herbestemmingen zijn uniek en complex, zeker wanneer het gaat om monumentale gebouwen. Het doel van de herbestemmingsprocessen is om de gebouwen opnieuw te gebruiken en de historischewaarde te behouden. Dit kan ook de omgeving en de openbare ruimte aanzienlijk verrijken.

**Hoe wordt het?**

Gedurende het proces vind je bijna elke fase van een project. Hierbij zijn er drie principes die centraal staan: de historische waarde, de verkoopbaarheid en de toekomstgebruiks. Dit verspreidt de last van bestand en verbouwing over verschillende fases van het proces. Het is belangrijk om bij elke fase een succesfactor te definiëren, die de bestaande situatie kan helpen om een doel te bereiken.

De factoren staan op de plek waar wordt geacht dat ze meest succesvolle herbestemmingsprojecten van 2020.. Zoals ondervonden door de partijen van drie van de monumentale gebouwen. Deze handleiding beschrijft hoe een herbestemmingsproject van start tot eind kan worden getrokken. door een model van de benodigde stappen en middelen om het plan uit te werken en middelen om het plan uit te werken en middelen om het plan uit te werken.
Recommendations for practice

Face complexity

Many problems can be prevented by working cross-disciplinary

Success is always relative and should never be the goal

Consider the collaboration between public and private parties

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?
References

Images

BKC City, Delft: http://www.braaksma-roos.nl/project/bk-city/

Dominicanenkerk, Maastricht: https://www.architectuurfotograaf.nl/blog/mooiste-boekhandel-ter-wereld


Westergasfabriek, Amsterdam: http://www.braaksma-roos.nl/project/westergasfabriek-amsterdam/

Definitions