



MANAGING RELIGIOUS HERITAGE

DESIGNING AN ACCOMMODATION FOR DUTCH CHURCHES

IRIS MOONS, 1ST 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 church-
es: 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

The background image shows the interior of Woonkerk XL in Utrecht, a modern church designed by Zecc architecten. The space features a high, vaulted white ceiling with a series of pointed arches. Large, multi-paned stained glass windows in Gothic style are set into the walls, allowing natural light to filter through. The floor is a light, neutral color. In the foreground, a white, curved architectural element, possibly a desk or partition, is visible. In the middle ground, there is a brown leather sofa and a large, adjustable white desk lamp. In the background, a chandelier hangs from the ceiling, and a glass railing is visible. The overall atmosphere is bright and airy, blending traditional church architecture with modern design.

SECTION A BACKGROUND & APPLIED THEORIES

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

Woonkerk XL, Utrecht
(Zecc architecten)

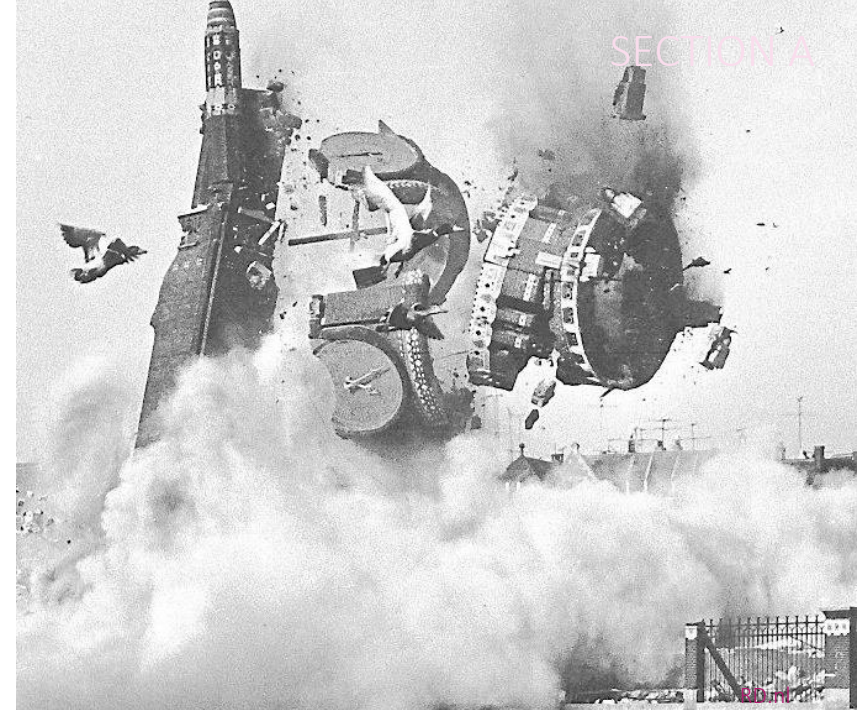
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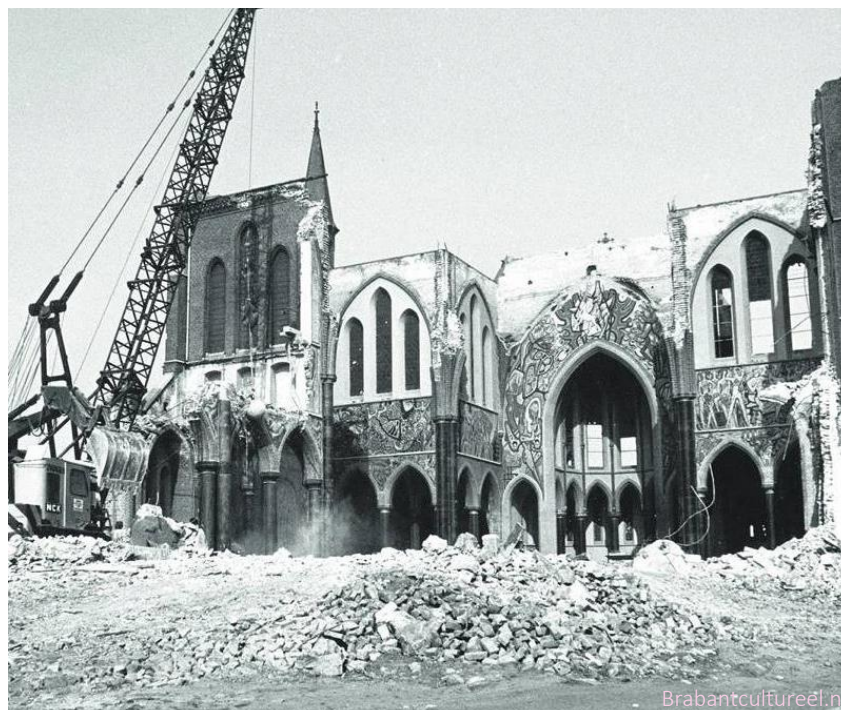
Nederlands-katholicisme.nl



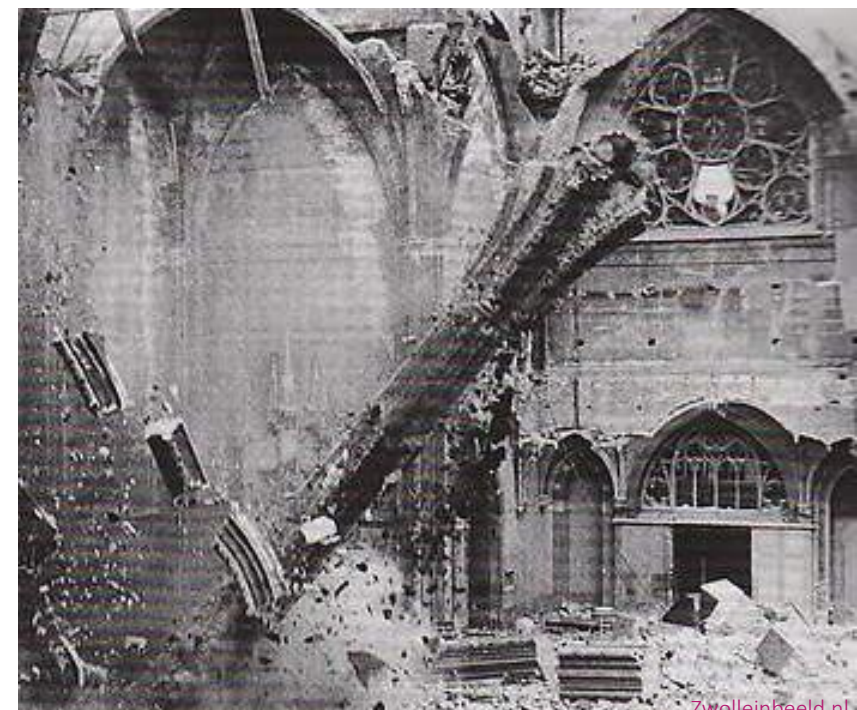
Brabantcultureel.nl



Mike Morant



Brabantcultureel.nl



Zwolleinbeeld.nl



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

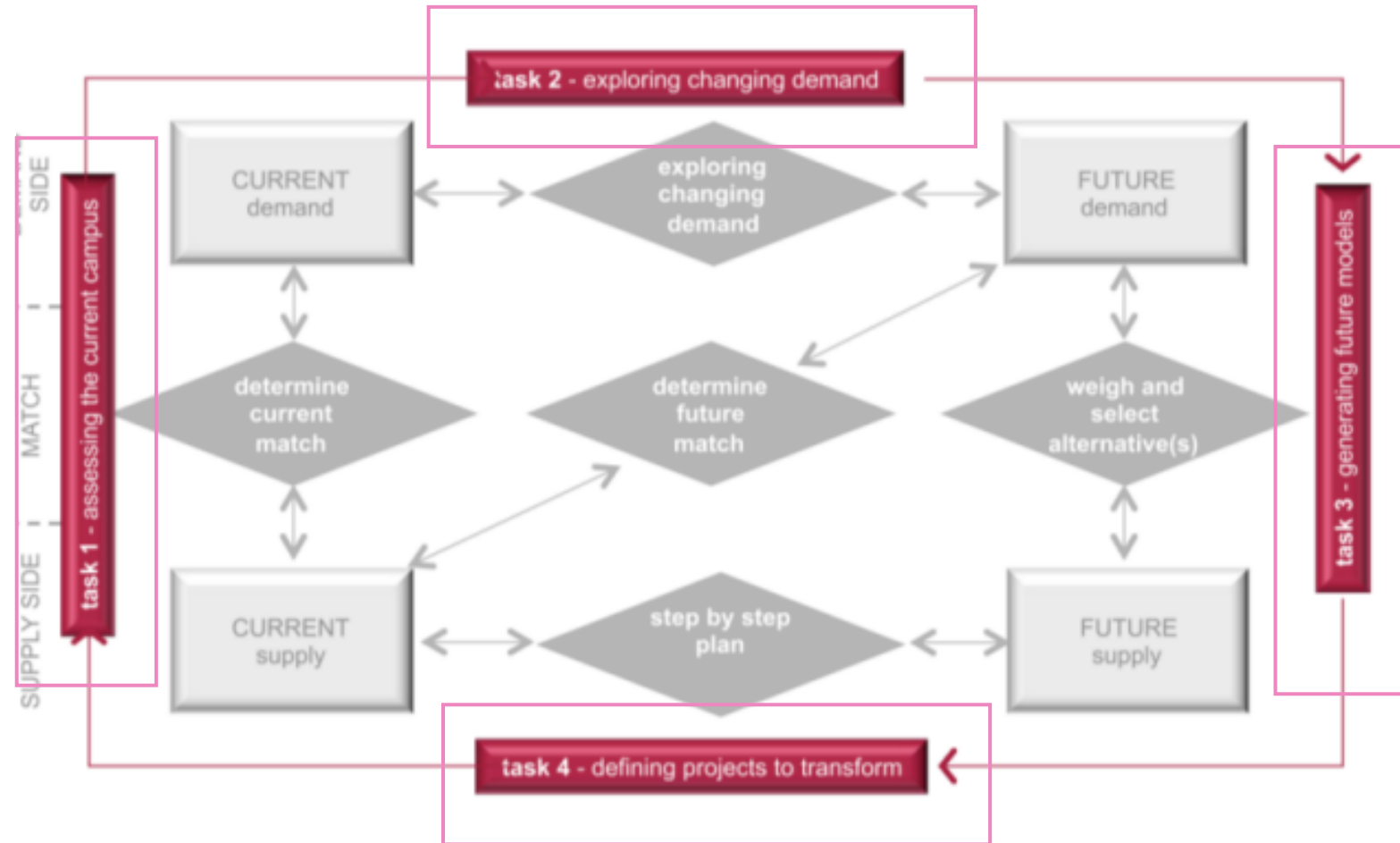
“What management steps are required to make substantiated decisions on the future of churches, providing the optimal solution?”



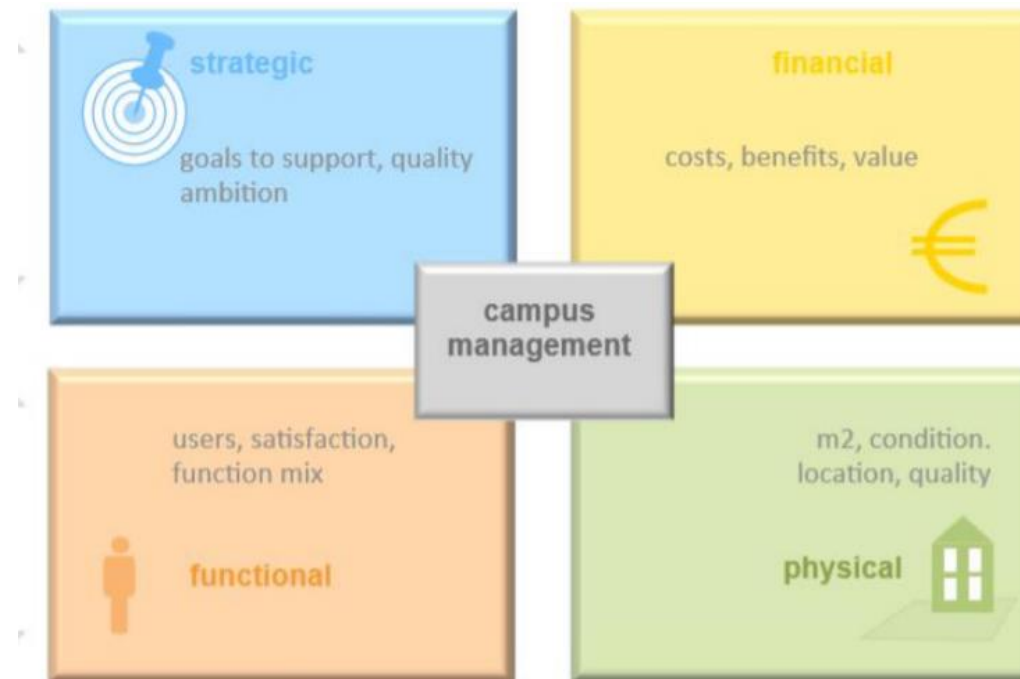
RESEARCH QUESTION

APPLIED THEORIES & CONCEPTUAL FRAMEWORK

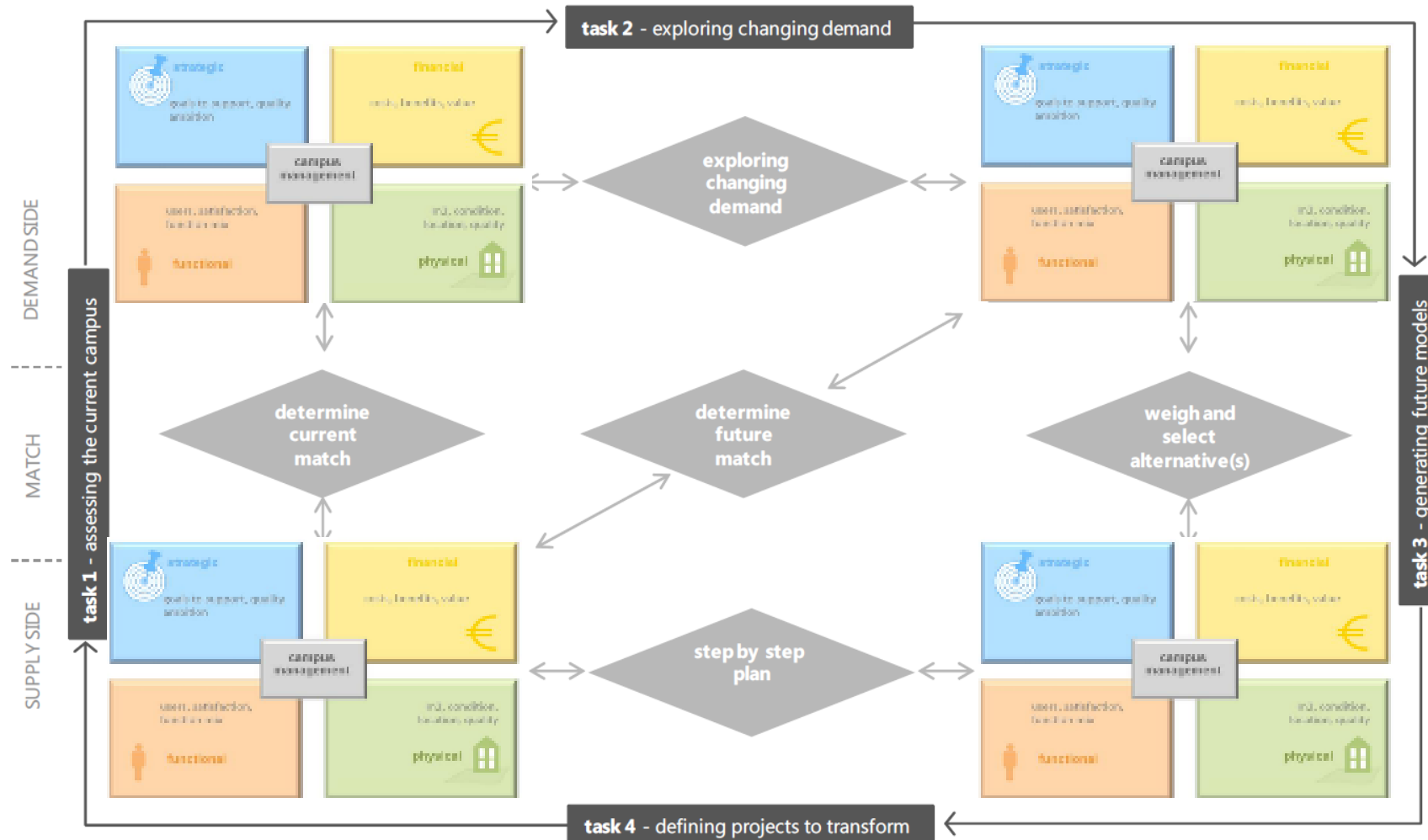
DAS-FRAME (DESIGNING AN ACCOMMODATION STRATEGY)



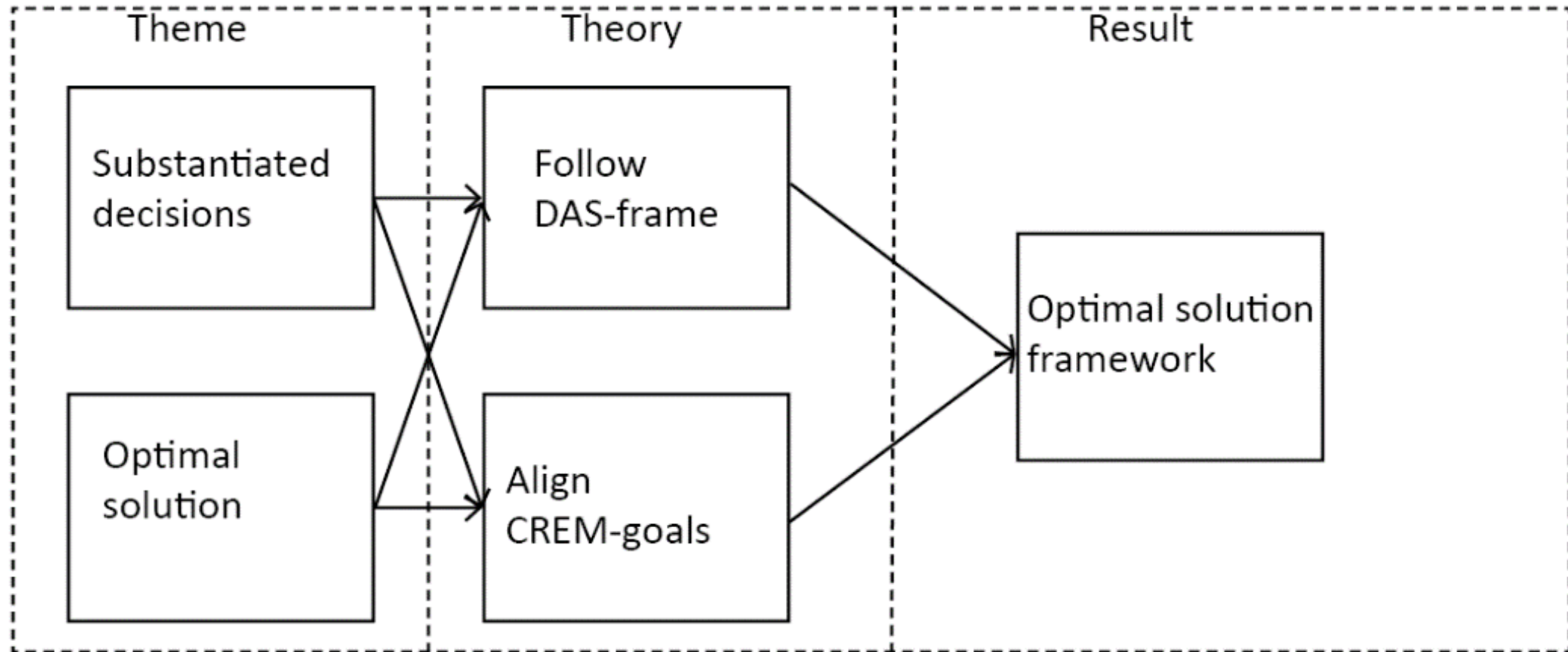
CREM-PERSPECTIVES (CORPORATE REAL ESTATE MANAGEMENT)



THEORETICAL FRAMEWORK



CONCEPTUAL FRAMEWORK





SECTION B DATA COLLECTION & ANALYSIS

- 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

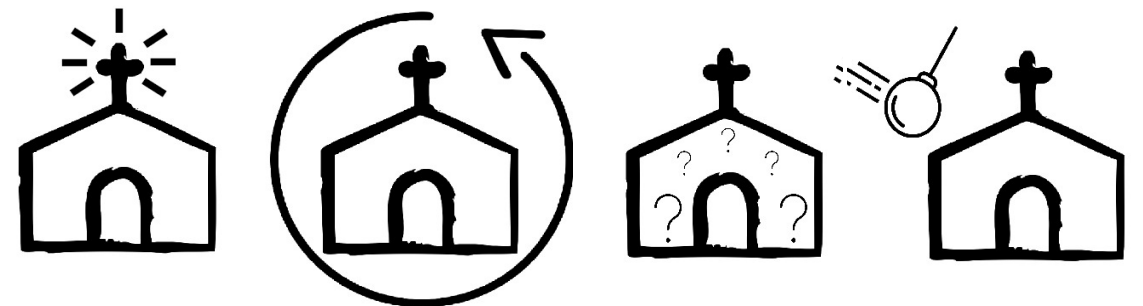
DEVELOPMENTS

- **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, senescence, ...
- **Financial perspective**
 - Costs; comply with climate goals, ...
 - Revenues; support, subsidies, loans
 - Value; economic value, price willing to pay

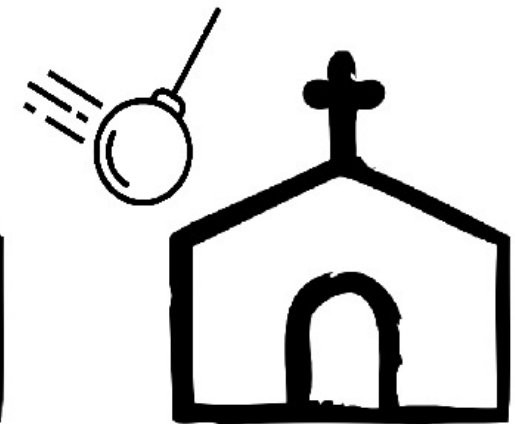
→ Make a list of most important developments

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

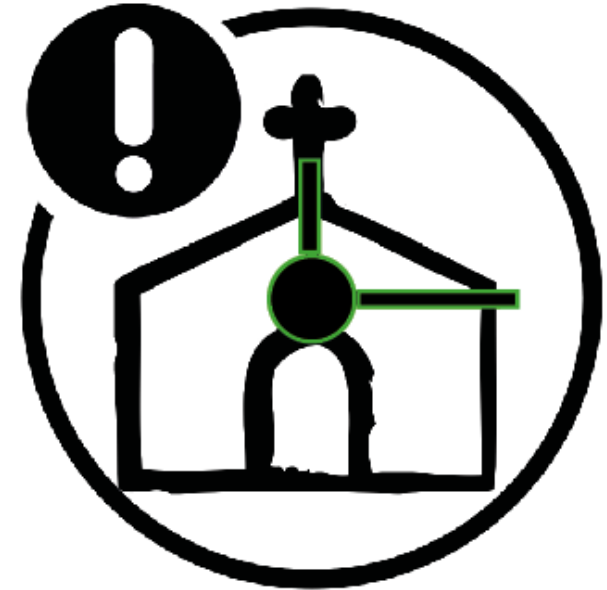
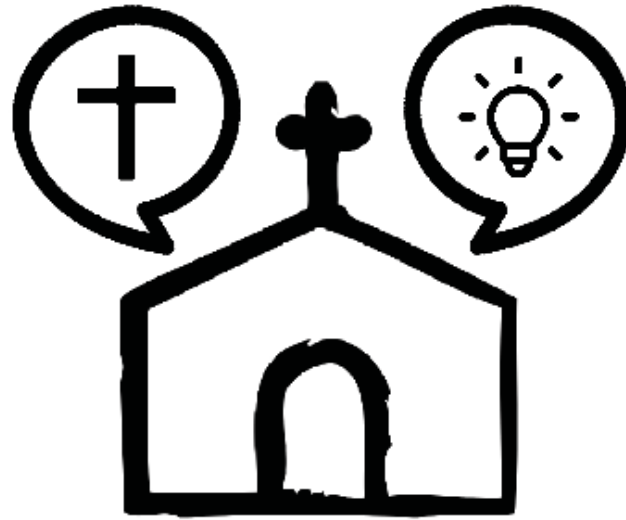
→ Use step 1 to choose the best fitting alternative



OUTCOME STEP 1 & 2 (MATCH)



ADAPTIVE REUSE



TEMPORARY USE

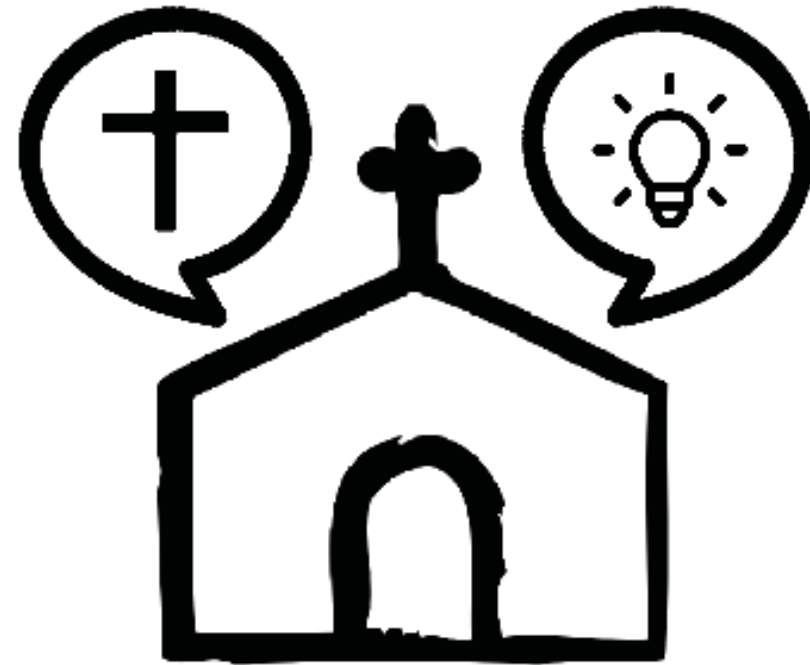


Sint-Jan, Roosendaal. Source: BOEi

ADAPTIVE REUSE

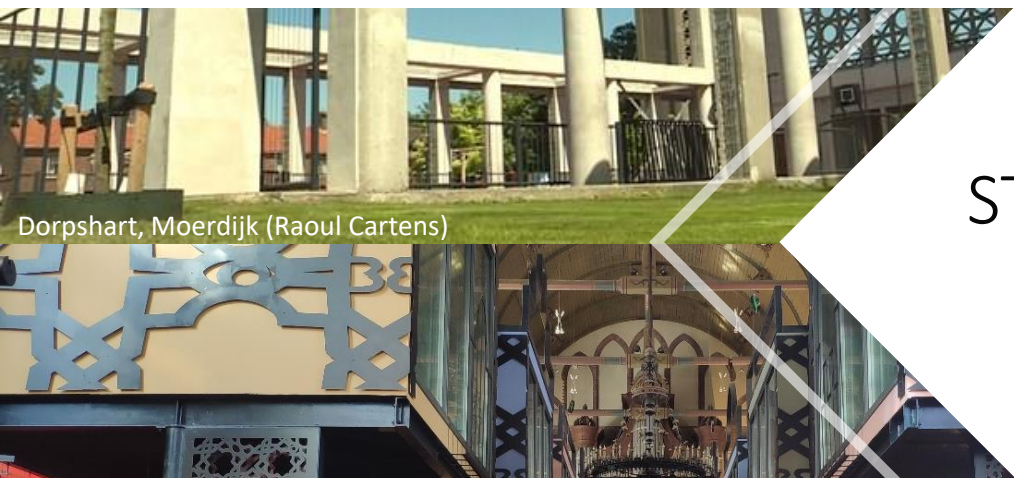


MULTIPLE USE

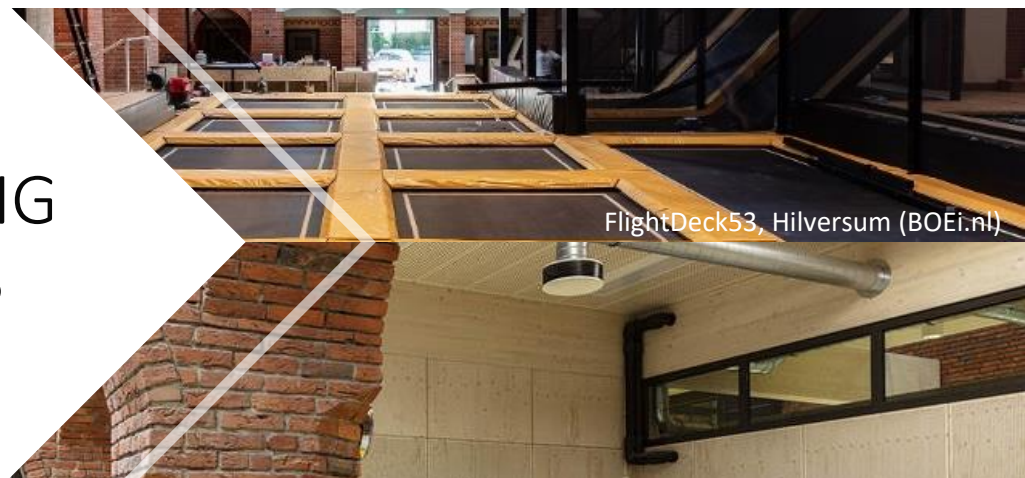




INFORMATION FOR DATABASE & REFERENCE BOOKLET



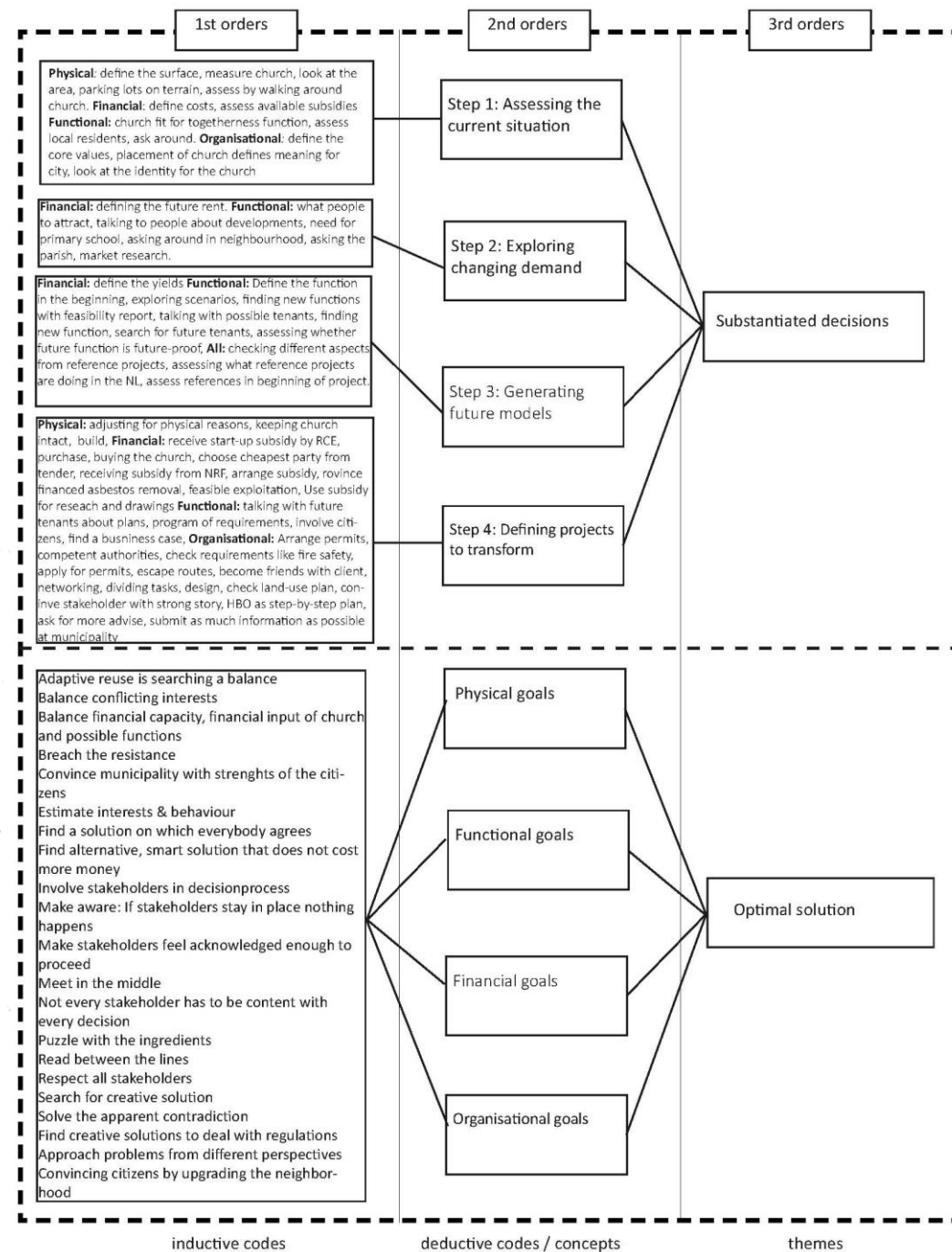
STEP 3. GENERATING FUTURE MODELS



INFORMATION FOR STEP-BY-STEP PLAN



DATA STRUCTURE

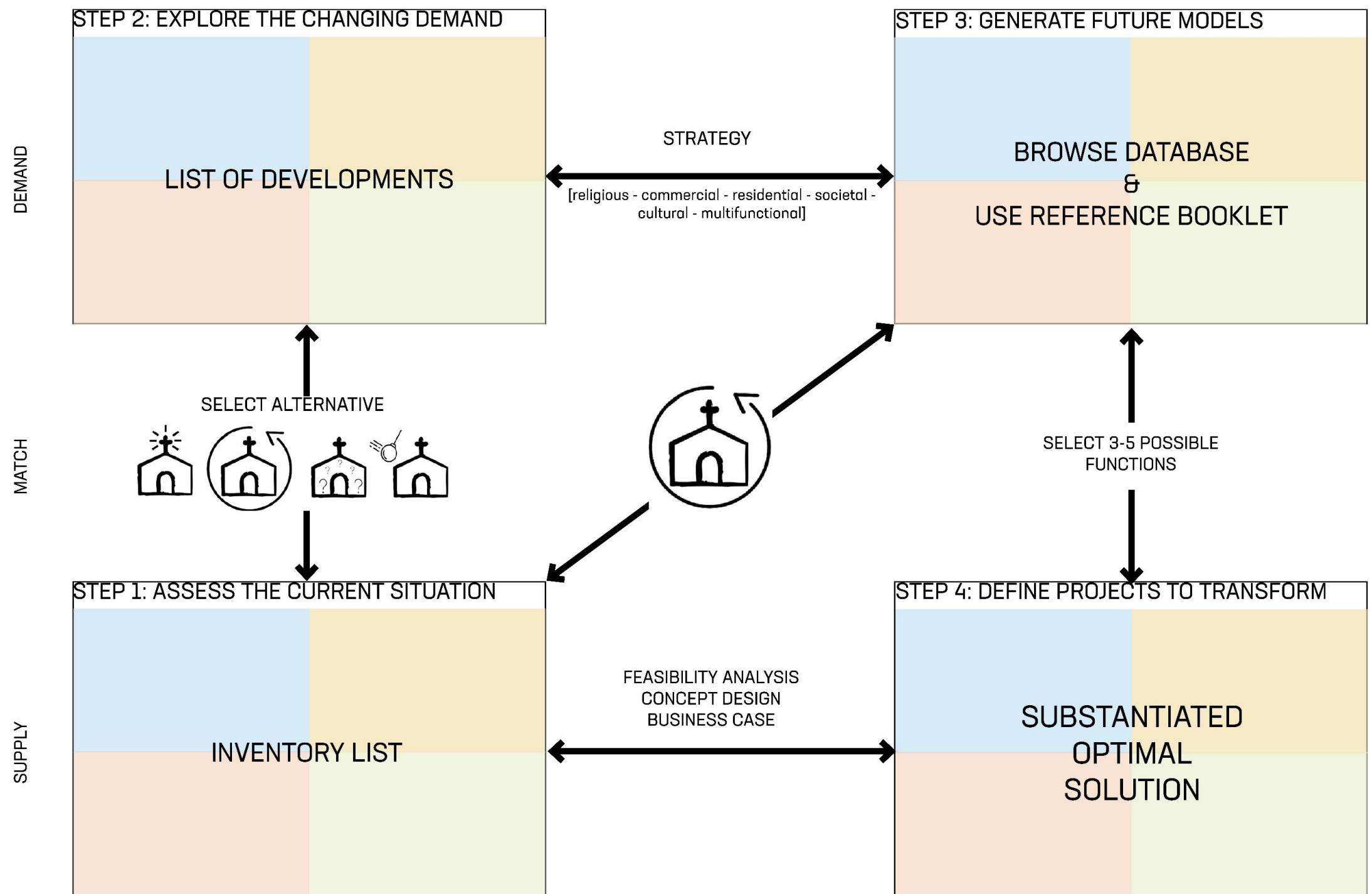


STEP 4. DEFINING PROJECTS TO TRANSFORM

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



SECTION C CONCLUSIONS & RECOMMENDATIONS

- Conclusion
- Discussion
- Reflection

De Maria Boodschapkerk, Goirle
(heiligenachten.nl)

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)

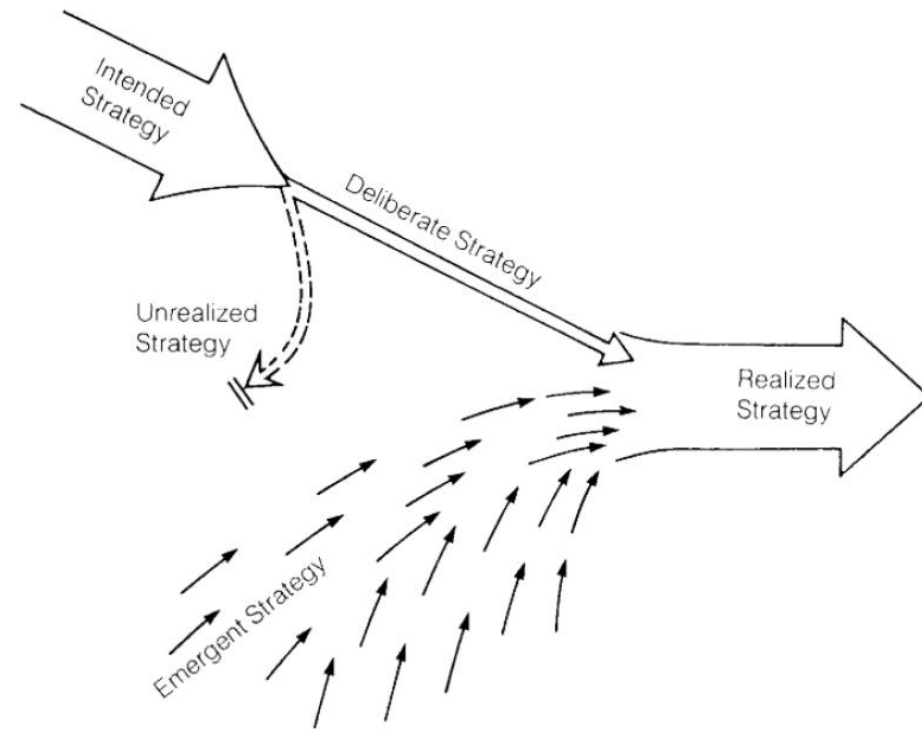
- Comparison with existing research
 - Both about well decisions on future of churches
 - Wesselink: cultural-historical perspective
 - Wesselink: overview of current situation
 - Future-oriented approach
 - Pro-active approach
 - Wesselink: **“If we succeed, the world’s richest and most divers religious 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