



EUROPA
NOSTRA

*Opportunity and Dynamism in
Europe's Heritage Sector:
EUROPA NOSTRA
The Voice of Cultural Heritage in Europe*

HERITAGE CANADA FOUNDATION

40th Anniversary Conference 2013

REGENERATION: Heritage Leads the Way

Ottawa, CANADA, 2 November 2013



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Council Member*

A few challenges facing European heritage cities:


- Severe cutbacks in culture and heritage subsidies
- Finding sufficient funding for restorations and upkeep of heritage
- Degenerated historic buildings and areas
- Empty floorspace within city centres and historic cores (office buildings, upper floors of shops, churches, industrial sites at edges of historic centres)
- Changing demographics, secularisation and shrinking populations in some cities

How can Public-Private Partnerships for safeguarding and managing heritage help?



Examples of Public-Private Partnerships for funding, safeguarding and managing heritage

PPPs encourage:

- CREATIVITY and IDEAS
 - ENTREPRENEURIAL SPIRIT and INITIATIVES
 - MUTUAL TRUST between PUBLIC AUTHORITIES and CITIZENS
 - RESPONSIBILITY and UNDERSTANDING
 - ACCESS to INVESTMENTS and FUNDING
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Experts' Meeting in preparation for the
5th ASEM Culture Ministers' Meeting 2012
Yogyakarta, Indonesia, 12-14 July 2012

Experts' Meeting in preparation for the
6th ASEM Culture Ministers' Meeting 2014
Yangon, Myanmar, 24-26 June 2013



ASEF Experts Meetings Summary Report: 2 fundamental findings from the Case Studies

- *Heritage brings pride and a sense of identity and ownership. It is first and foremost about people and communities. It is about social empowerment and inclusiveness, resulting in social stability and prosperity.*



- *Urban heritage enhancement adds value to the city and brings economic development and social vitality. Revitalisation of heritage contributes to the creation of jobs and business opportunities. It improves quality of life for local communities. It helps citizens to learn about their heritage, providing local identity, pride and community spirit about their environment. In doing so, revitalisation empowers communities. Heritage must be thought about in terms of socio-economic benefits and profits, rather than in terms of costs and liabilities.*

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- Public authorities working with civil society groups for the repair and regeneration of their heritage city:
 - Amsterdam (NL) Stadsherstel saving the city
 - Edinburgh (UK) World Heritage Trust: Community based sustainable management
 - Newcastle (UK) Granger Town revitalisation

The Role of Public Authorities in Public-Private Partnerships



The Role of Public Authorities in encouraging Public-Private Partnerships for safeguarding and enhancing their heritage:

- Work with private partners to deliniate culturally, historically and economically coherent zones for multileveled preservation and development
- Undertake and fund a comprehensive mapping of the city's natural, cultural and living (intangible) heritage in a register to assess the values needing protection within the historic city. Include a register of empty floor space available for regeneration.
- Find sustainable, self-sustaining and/or cost-effective functions for disused built heritage to create revenues for its proper maintenance
- Promote and support creative funding models and opportunities, including stimulus of resources from diverse sectors
- Continue involvement and maintain responsibility in heritage regeneration
- Ensure proper services infrastructures and attractive public streets and spaces

Stadsherstel Amsterdam NV



**Amsterdam
World Heritage City
Stadsherstel Amsterdam
saved it while offering
investors 5% returns!**

Stadsherstel Amsterdam NV



Saving even one historic building can save the street and urban pattern and maintain the city's heritage structure.

There is always hope!

Edinburgh World Heritage Trust



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Exemplary World Heritage City
since 1995 in recognition of the
unique character of the Medieval
Old Town and the planned
Georgian New Town districts



Edinburgh World Heritage Trust



- **Community based sustainable management** - every owner in a block must agree to repair.
- **Government restoration grants** are 'seed funding', building confidence in private owners to invest in their own buildings.
- **The EWHT proportion of investment is paid back on the sale of the property**, interest free, be it one or twenty years later.
- **The support** comes not only in the form of grants and advice in relation to building repair, but also in the form of listening to the range of problems the communities face.



- **Over 4,500 listed buildings within the city**
- **with a total of 40 conservation areas**
- **covering 23% of the building stock and**
- **23% of the population**

- **Every £1 of public funding invested anchors £5 of private investment in the built heritage**

Grainger Town Project Newcastle Upon Tyne



*Heritage led regeneration through equality in partnership
between private investors, public authorities and civil society*



Urban decay and 100,000 m²
of disused space above shops

*Conduct a detailed
Heritage Audit and
SWOT analysis*



*Enhance the Public Realm
by creating a high quality
pedestrian-priority precinct
that encourages walking
and include a generous
art budget and advisers*



Grainger Town Project Newcastle Upon Tyne



The detailed building audit, resulted in a 'civic vision' reflecting the aspirations and guiding the strategic approach to the six year regeneration programme. Grainger Town was recognised as a complex urban system and that its revival must be tackled in a 'holistic' and respectful way.



Grainger Town Project Newcastle Upon Tyne



7 Strategic Regeneration Themes:

- *Quality of Environment*
- *Business Development and Enterprise*
- *Housing*
- *Non-Housing Property Development*
- *Access to Opportunity*
- *Arts, Culture and Tourism*
- *Management, Marketing and Promotion*

The identified Goals and Outputs:

- *Jobs Created*
- *Training Weeks*
- *New Business Start-Ups*
- *Area of New or Improved Floor-Space*
- *New Dwellings*
- *Buildings Improved and Brought Back into Use*
- *Private Investment Attracted*



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- Public authorities being flexible in supporting adaptive reuse of buildings and sites for creative industries:
 - Westergasfabriek in Amsterdam (NL)
 - Stadtforum Leipzig HausHalten (DE)
 - Bink36 in Den Haag, Van Nelle Design Factory in Rotterdam, and empty Philips buildings in Eindhoven (NL)
 - Gas Works Museum and Lavrion industrial heritage revitalisation, in and outside of Athens (GR)

Westergasfabriek - Amsterdam



From polluted industrial site to buzzing cultural park which initiated the revitalisation of the adjoining previously decaying neighbourhood

*Key in all the project's ambitions and development was **the model of cooperation and collaboration**. Maintaining a strong relation with local government and local residents is crucial for long term support.*



Westergasfabriek - Amsterdam



As a first phase, the industrial site was cleaned and a grand plan including landscaping was put into place to use the site for cultural events and to create an environment for people to relax and enjoy.



Westergasfabriek - Amsterdam



Temporary functions on/in empty industrial heritage sites and buildings while waiting to determine and finance their more permanent functions keep them in use and thus better structurally sound, as well as help pay for on-going maintenance costs.

Vision, creativity, flexibility and guts produced an ambitious adaptive reuse of abandoned industrial heritage to keep the variety of buildings and the surrounding terrain as living, working, and technologically adapted assets of the city.



Westergasfabriek - Amsterdam



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A main reason for the success is the ongoing vigor, variety and constant renewal of events and activities that take place.

Keeping it this way is a constant challenge: investing in new initiatives that can further enrich the experience of our visitors and tuning in to new developments and a fast changing society.



Westergasfabriek - Amsterdam



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The 'Gashouder'

The Westergasfabriek is also home to two television studios, an art house cinema, a theatre, the International School for Creative Leadership THNK, the North Sea Jazz Club and eight restaurants, cafes and nightclubs.



Stadtforum Leipzig



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Wächtershäuser (House Guardian):
Community civic action protecting Leipzig's
historic urban fabric



After years of declining population (30%), by 2000 Leipzig had lost 100,000 inhabitants with serious consequences for the city's development. Despite recent growth, 45,000 apartments are still vacant and 2000 historic buildings rapidly deteriorating, threatening some sections of the city.

Stadtforum Leipzig

NGO *Stadtforum Leipzig* (Leipzig City Forum) was created to ensure active and democratic participation in local planning processes, to commit to a sustainable urban development strategy, and to protect and maintain the historic urban fabric of the city as an important potential for the future.

The basic principles of the Wächtershäuser is the provision of housing through usage.

Houses occupants become guardians: their presence helps prevent vandalism, limits weather damage, and insures general maintenance and early detection of more serious problems. The guardian users take responsibility for the operating costs and refurbishment of the property, and usually owners offer free rent, or favourable terms such as deducting substantive and technical contributions from the rent.

Long-term unemployed low skilled young people are trained professionally for minor construction work, thus learning sellable trades.



Stadtforum Leipzig

Owners benefit from long-term and predictable rental income and capital value increases at a comparatively low investment.

These empty Gründerzeit (end 19th c.) buildings are important cornerstones for the local urban context and the identity of the city. Classical refurbishment is often impractical and uneconomical from the viewpoint of the owners who may risk insolvency or their buildings being demolished.

The legal framework of Wächtershäuser is a permission agreement between the owners and the HausHalten coordinating agents, who then contract usage rights and responsibilities to the tenants for usually 5 years.

Since 2005, 16 guard houses have been initiated in Leipzig, with over 900 user-guardians housed and waiting lists for spaces.



Stadtforum Leipzig



The **'Leipzig Charter on Sustainable European Cities'** is a step towards an agenda for a 'European large cities policy'. In May 2007, it was adopted by the European ministers responsible for urban policy, recognising the important social, cultural and economic role that cities play. **The Charter's central message is the necessity of integrated strategies and coordinated action, also at EU policy level and with European structural funds being made available for local projects that embrace this integral approach.** All levels of government – local, regional, national and European – have an interest in healthy cities and share the responsibility for the success of cities. (http://ec.europa.eu/regional_policy/archive/themes/urban/leipzig_charter.pdf)

Bink36 , Van Nelle Design Factory (NL)



Bink36 offers low rent spaces for small creative industries and associations in the previous city maintenance works offices and spaces of the municipality of The Hague. Real estate developer carried out minimum outside maintenance investments allowing for low rent to tenants.



Rotterdam's Van Nelle Design Factory is an expertly renovated modern movement iconic factory which has become THE trend setting home to successful architectural and design offices.

Gas Works Museum & Events Venue (PPP)

Athens GREECE



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Lavrion industrial heritage revitalisation

Athens GREECE



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Lavrion BBEM community educational project



Involvement of VOLUNTEERS and old employees to tell the site's stories, bringing the site alive to children young and old who visit, and (re)integrating the ex-employees into the community.

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- Visionary developers and city leaders bringing top contemporary architecture to revitalise historic settings:
 - MAS (Museum aan de Stroom) Antwerp (BE)
 - OLIAROS in KM Athens (GR)

Museum aan de Stroom - Antwerp



The MAS wants to be more than a museum, it also wants to be a meeting place.

Director Carl Depauw: "The museum had 3 ambition targets:

- 1) to create an architectural icon for the city;*
- 2) to stimulate city development in a run-down area of the city;*
- 3) to improve conditions for presenting collections and audience experience through modernising the concept of a museum."*



In its 13th month the MAS welcomed its 1,000,000 visitor, breaking all records in Belgium



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Building monuments of the
future with quality design and
iconic architecture

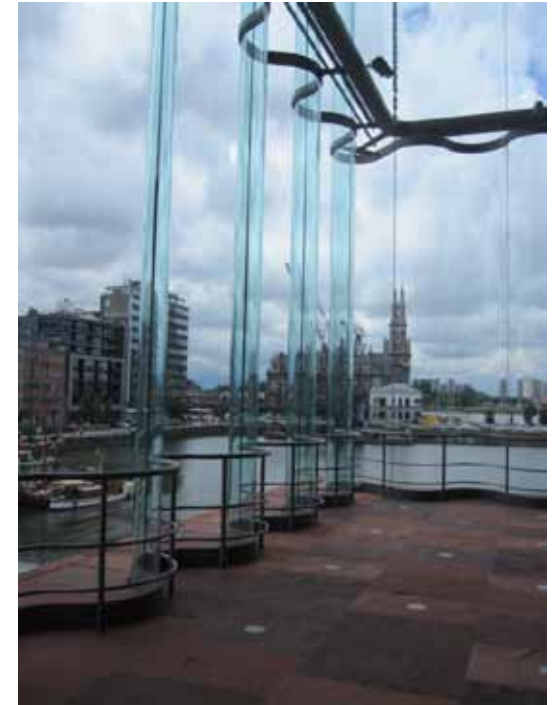
Museum aan de Stroom - Antwerp



*The MAS is a mixed management model: financed and influenced by the **Flemish Government** while strongly linked to the **municipal government**.*

*In spite of the financial crisis, the **MAS raised almost 10 million Euros**.*

*It made sponsoring possible at **various budgets** and limited the number of participants at each level, including **crowd-funding**. It acknowledged **all sponsors prominently** for posterity and made them feel **part of the museum community**.*



Kerameikos-Metaxourgeio - Athens



The neighbourhood of **Kerameikos Metaxourgeio (KM)** has always played a central and **strategic role in the development of Athens' layout**. Since WWII, KM has suffered a gradual degradation, with drug and prostitution problems.

KM does enjoy **some special characteristics** that give it a unique advantage: the **human scale** of its urban landscape, the **variety of its architecture**, its **diverse population**, and its **proximity to the center and to public transportation**.

Kerameikos-Metaxourgeio - Athens



These and other conditions make KM unique, offering an opportunity to build and restore its existing framework. The prevailing zoning, urban density and scale are promising as a downtown mixed use residential area in KM with a diverse, multicultural, alternative and creative community and character.



KM neighbourhood – location & infrastructure



Small scale
cottage industries
give character to
neighbourhood



An area with heritage, creativity & residents



Rescuing streets with quality new projects



Kerameikos-Metaxourgeio - Athens



Oliaros spent 4 years researching and understanding the needs of the area at grass roots level in a unique collaboration with local residents and community, urban planners, architects, historians, universities and local government.

The KM project interventions have not yet taken place physically, however the public dialogue has been opened between the private and public sector in city matters.

Oliaros SA, is a property development company that focuses on the development of micro-environments. OLIIAROS believes that with the right approach and collaboration with both private and public sectors, KM can become a leading socially inclusive model neighborhood.

Kerameikos-Metaxourgeio - Athens



The strategy employed has been multifaceted and local, with effects on the wider Athens city center, and incorporating contemporary architecture and events with an international appeal. They include:

- founding a citizens' network, Neighbourhood Model KM*
- founding a bi-annual contemporary art project, ReMap*
- holding an 'up to 35' international architecture competition to design the '18+ Student Housing' concept*
- facilitating architectural workshops addressing the design of the public space*
- presenting an holistic approach to the authorities; and utilising EU financing for the regeneration of the city centre.*

Oliaros is currently developing a project involving 45 buildings in the KM area of which 16 are specifically listed buildings. The product mix involves student housing, housing, offices, commercial space, exhibition spaces.

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- Giving back to society through creative funding mechanisms:
 - Nationaal Restauratie Fonds (NL), an independent foundation/ revolving fund for heritage regeneration, in previous Westergasfabriek Amsterdam example
 - BankGiro Lottery grants (NL), a private charity lottery, a member of ACLEU (Ass. of Charity Lotteries in EU)
 - Piraeus Bank Group Foundation museums programme (GR), award winning Corporate Social Responsibility example
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Westergasfabriek - Amsterdam



The **Westergasfabriek** is a **private company** without any funding or subsidy from the government. The renovations were underwritten by the *Nationaal Restauratiefonds*, guaranteed by the Westerpark district council with the buildings serving as collateral.

The Dutch National Restoration Fund is an independent foundation that provides **low interest funding and pays subsidies** (revolving fund) to building owners for **restoration and maintenance of their premises**. They also provide information and advice on financial and process aspects of restoration and maintenance of monuments.

BankGiro Loterij – Dutch Charity Lottery



'Culture Enriches' – donate to Dutch cultural life, with a chance to win great prizes!

BankGiro Loterij is a privately run charity lottery that focuses on culture and heritage. Since 2002, more than 500 million euros have been donated to museums, monuments and cultural funds. 50% of the proceeds of the lottery are donated to 58 cultural organisations in the Netherlands.

Decisions about donations are made independently of government or political influence.

The Concertgebouw in Amsterdam just completed an intensive restoration making the building ready for the 21st century. The lottery donated half a million Euro per year for fundraising activities, allowing the Concertgebouw to recruit donors.

The lottery continues to donate half a million Euros per year for the maintenance of the building and was the main founder of the celebration of the 125-year anniversary in 2013.

BankGiro Loterij – Dutch Charity Lottery



The Association Hendrick de Keyser protects and conserves and finds new functions for architectural and historical heritage in the Netherlands.

With the support of the *BankGiro Loterij*, it bought the 'Burcht', an outstanding example of a typical Berlage-style monument in the centre of Amsterdam and restored it to a fully functional, totally restored monument.

Hermitage Amsterdam –
BankGiro Loterij contributed over **15 million Euros**, 1/3 of the total cost of the new museum. Only then did the Dutch state and other governmental bodies decide to make a contribution to this brave cultural initiative.



Piraeus Bank Group Cultural Foundation Greece



Exemplary Corporate Social Responsibility

- *Much more than donating money to a good cause*
- *Fills a need, contributes to educational, social betterment of neglected regions*
- *Long term sustainable contribution – paid for the management and activities rather than the building itself, making the museums the hearts of community*



*Museum of Industrial Olive Oil
Production in Lesvos*



Piraeus Bank Group Cultural Foundation Greece



ΠΟΛΙΤΙΣΤΙΚΟ ΙΔΡΥΜΑ ΟΜΙΛΟΥ ΠΕΙΡΑΙΩΣ
PIRAEUS BANK GROUP CULTURAL FOUNDATION

ΔΙΚΤΥΟ ΜΟΥΣΕΙΩΝ MUSEUM NETWORK

Το Πολιτιστικό Ίδρυμα Ομίλου Πειραιώς (ΠΙΟΠ) οργανώνει και διαχειρίζεται ένα δίκτυο θεματικών μουσείων, το οποίο λειτουργεί με βάση ένα πρότυπο μοντέλο διακρίνοντας και επεκτείνεται σταδιακά σε ολόκληρη την ελληνική επικράτεια.

The Piraeus Bank Group Cultural Foundation (PIOF) organizes and manages a network of thematic museums that functions according to a model elaborated and implemented by PIOF. This network of museums is constantly expanding throughout the Greek regions.



ΜΟΥΣΕΙΟ ΜΕΤΑΛΗΣ ΤΣΙΦΛΙΟΥ
SILK MUSEUM, TSIFLI

ΜΟΥΣΕΙΟ ΠΛΑΪΟΚΕΡΑΜΟΠΟΛΙΑΣ, ΒΟΛΟΣ
KOOTILE & BRICKWORKS MUSEUM, VOLOS

ΜΟΥΣΕΙΟ ΒΙΟΜΗΧΑΝΙΚΗΣ ΕΛΑΙΟΥΡΓΙΑΣ ΛΕΣΒΟΥ
MUSEUM OF INDUSTRIAL OLIVE-OIL PRODUCTION IN LESBOS

ΜΟΥΣΕΙΟ ΠΕΡΙΒΑΛΛΟΝΤΟΣ ΣΤΥΡΗΦΑΛΙΑΣ
ENVIRONMENT MUSEUM OF STYRPHALIA

ΥΠΑΙΘΡΙΟ ΜΟΥΣΕΙΟ ΥΔΡΟΚΙΝΗΣΗΣ, ΔΗΜΗΤΣΑΝΑ
OPEN-AIR WATER POWER MUSEUM, DIMITSANA

ΜΟΥΣΕΙΟ ΕΛΙΑΣ ΚΑΙ ΕΛΛΗΝΙΚΟΥ ΛΑΔΟΥ, ΣΠΑΡΤΗ
MUSEUM OF THE OLIVE AND GREEK OLIVE OIL, SPARTA

ΜΟΥΣΕΙΟ ΠΑΡΡΑΡΟΤΕΧΝΙΑΣ, ΤΗΝΟΣ
MUSEUM OF MARBLE CRAFTS, TINOS



Museum of Marble Crafts

*7 Museums of Technology and
Traditional Crafts across Greece,
2 more planned*

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