



The added value of Heritage

Strategy making for public heritage

Rutger de Ridder

Thesis defense

Content.

- **Problem Statement & research aim**
- **Research design**
- **Literature review**
- **Assessing public heritage**
- **Assessing public heritage strategy making**
- **Answer to the research questions**
- **Limitations and further research**

Problem statement & research aim.

- Difficult to determine the added value of heritage for society.
- Less visible use of the theoretical tools of heritage management in urban development.
- The available tools provide a general view on the added value, not specific.
- **Research aim: Provide insight in the tension between the values of heritage through the recognition of added values.**

Research design.

- **Research question:**

“What is the added value of public heritage for society?”

- **Expected results:**

- Providing the next step for policy makers in creating a holistic approach for public heritage management.
- There is an added value of public heritage for society and it can be reduced to a couple of overarching values.

Research design.

Part A: Background and Applied theories

1. Introduction, research questions
2. Methodology
3. Heritage Management
4. Public Real Estate Management

Result part A:
Framework of research, framework for assesment of public heritage

Part B: Data Collection and Analysis

5. Assessment of public heritage
6. Expert interviews

Result part B:
Available management information and tools

Part C: Conclusions and recommendations

7. Added Value of public heritage for society
8. Limitations and further research
9. Reflection

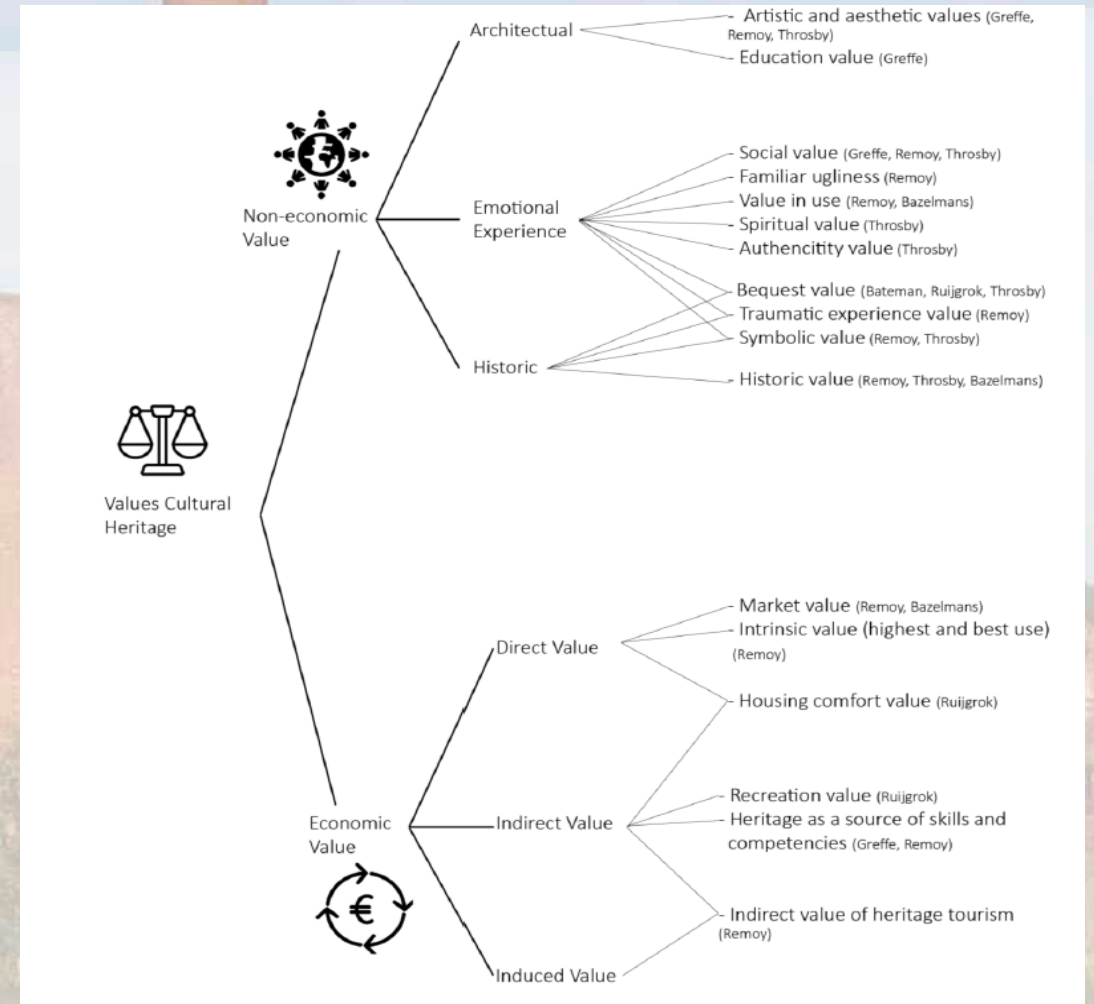
Result part C:
Contribution to the research on public heritage management

Literature review: Heritage Management.

The historic urban landscape approach in action

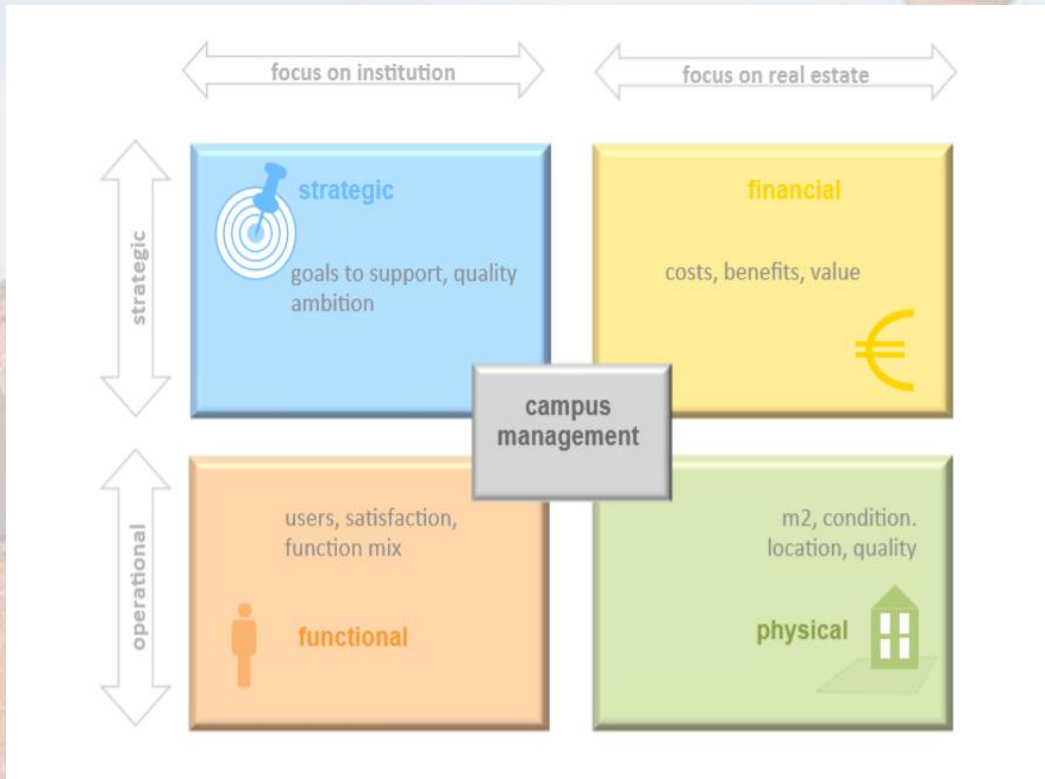
1. Undertake a full assessment of the city's natural, cultural and human resources;
2. Use participatory planning and stakeholder consultations to decide on conservation aims and actions;
3. Assess the vulnerability of urban heritage to socio-economic pressures and impacts of climate change;
4. Integrate urban heritage values and their vulnerability status into a wider framework of city development;
5. Prioritize policies and actions for conservation and development, including good stewardship;
6. Establish the appropriate (public-private) partnerships and local management frameworks;
7. Develop mechanisms for the coordination of the various activities between different actors.

HUL Approach (UNESCO, 2013)

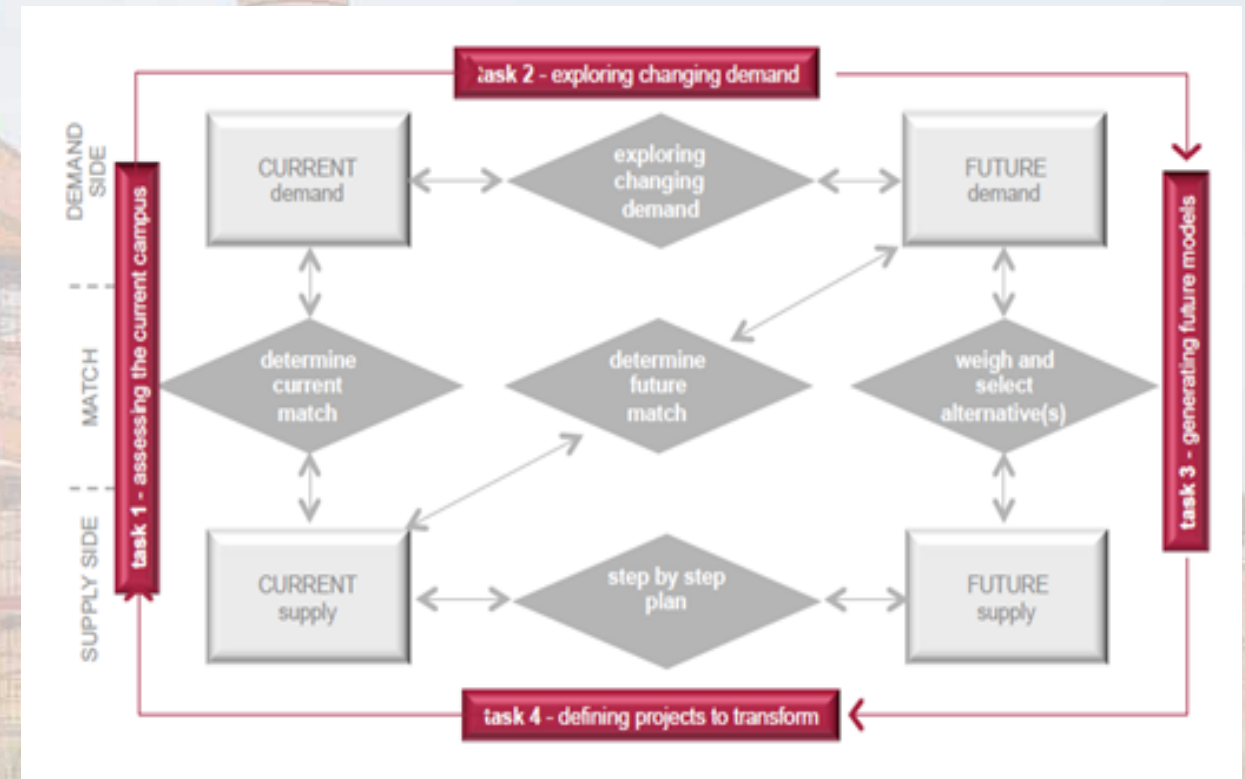


Categorisation of heritage values (Persoon, 2019)

Literature review: Public Real Estate.



CREM-framework by Den Heijer (2011)



DAS-framework by De Jonge et al. (2009)

Assessing public heritage

- Case study: Municipality of The Hague
- Case study areas:
 - Caballero Factory
 - Former embassy of The United States of America; the Breuer building

Assessing public heritage.

- Format for assessing public heritage:

- From the CREM-frame (Den Heijer, 2011) the four stakeholder perspectives translated into my own framework

| goals | | | |
|-------|-------------------|--------|----------|
| past | representative | future | strategy |
| 10% | meeting place | 20% | 10% |
| 20% | plain & efficient | 40% | 20% |
| 70% | | 40% | -30% |

| | |
|---|---|
| 1 | support user goals more effectively (follow changes in education/research) |
| 2 | support identity university / attract (more) students & staff members |
| 3 | stimulate innovation / collaboration (staff-staff, staff-students, student-student) |

CREM

| users | | | |
|--------------------------------------|--------|-------|------|
| students | 16.680 | | |
| staff | | | |
| head count | 2.330 | 1.380 | 940 |
| fte | 2.000 | 1.220 | 780 |
| office space (m2 ufa) / staff member | | | 19,3 |
| office space (m2 ufa) / fte | | | 22,5 |
| educational space (m2 ufa) / student | | | 1,4 |
| - lab space / academic staff member | | | 0,4 |

| m2 | | | |
|---------------------|---------|-----------------------|--|
| gross floor area | 171.000 | m2 gfa | |
| usable floor area | 103.000 | m2 ufa | |
| ufa / gfa | 60% | | |
| rented m2 | | from external parties | |
| let out m2 | 16% | to external parties | |
| land property | 16 | hectares | |
| % office space | 44% | (100 % = no) | |
| % educational space | 22% | | |
| % specific space | 10% | | |
| - % lab space | 0% | | |

Hierarchy of needs: **strategic**

| | |
|---------------------|-----|
| Inspiring | Yes |
| Dyamic preservation | Yes |
| Protection | Yes |

Public goals:

- “Making the building part of the public space.”
- “Kickstarter for the development of the Binckhorst”
- “Providing identity for the new city district”

financial €

Initial investment:

| | |
|----------------------------|-----------------------|
| Municipality bought (2001) | 25 million (guilders) |
|----------------------------|-----------------------|

Investment for transformation:

| | |
|----------------|-----------|
| Municipality: | 4 million |
| European Union | 6 million |

Current investent needed:

Municipality invests to keep the heritage usable, amount is unknown, not disclosed

Caballero Factory

functional

Internal Users

| | |
|--------------------------------|---------|
| Business units workers: | 316 |
| Business uits visitors: | unknown |
| Restaurant: | unknown |

External Users

- Passers by of the Binckhorstlaan
- Future residents of residential units

physical 🏠

Floor area

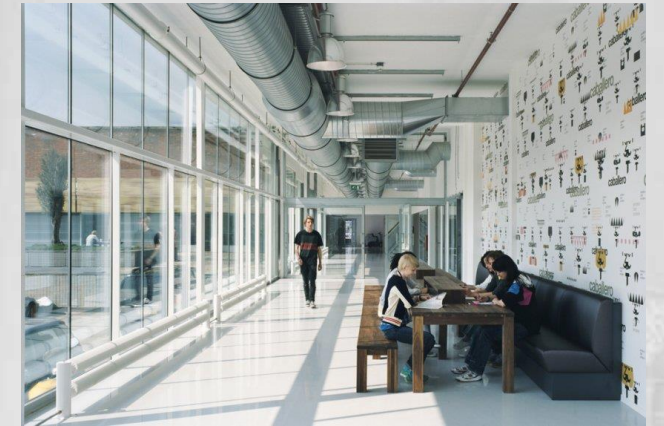
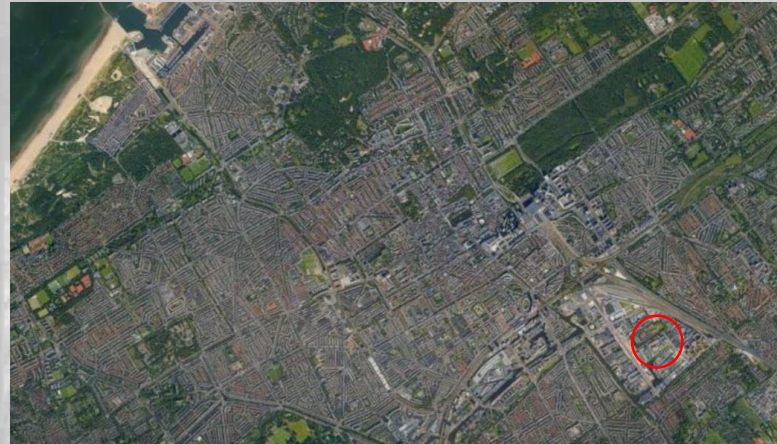
| | |
|--------------------------|-----------|
| Gross Floor Area (GFA): | 12.194 m2 |
| Usable Floor Area (UFA): | 7.900 m2 |

Listing of the building: After transformation

Condition: GOOD

2003 - 2009 transformation, update, Windows front facade original, extreme temperature during summer and winter

Caballero Factory.



Caballero Factory.

strategic 

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|----------------------|------------|
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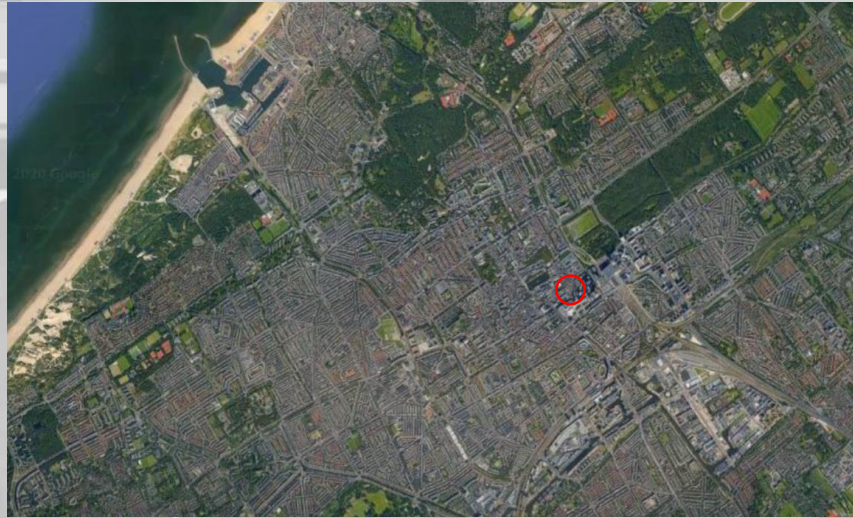
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Listing of the building: After transformation


Condition: GOOD

2003 - 2009 transformation, update, Windows front facade original, extreme temperature during summer and winter

The Breuer building.



The Breuer building.

strategic 

Hierarchy of needs:

| | |
|-----------------------------|------------|
| Inspiring | No |
| Dymanic preservation | Yes |
| Protection | Yes |

Public goals:

- "Making the building part of the public space."
- "To incorporate the building into the 'Museumquarter'"

financial 

Initial investment:

| | |
|--------------------------|-----------|
| Unites States (guilders) | not known |
|--------------------------|-----------|


Investment for transformation:

| | |
|----------------------|-----------|
| Municipality: | not known |
| Anna Vastgoed & West | not known |

Current investent needed:

Municipality invests to keep the heritage usable, amount is unknown, plan to invest further

Breuer Building


functional 

Internal Users

| | |
|---|-----------|
| Personell of US embassy | 88 |
| Guests of US embassy | |
| Future users of the cultural Hub | |

External Users

- Passers by of the 'Lange Voorhout'
- Users of the surrounding museums

physical 

Floor area

| | |
|--------------------------|----------|
| Gross Floor Area (GFA): | 1.900 m2 |
| Usable Floor Area (UFA): | m2 |

Listing of the building: After transformation

Condition: moderate

2018, moderate transformation, security measures taken down, main entrance reinstated.

In need of work

Assessing public heritage strategy making.

- **Format for assessment**
 - Step 1: The HUL step
 - Step 2: Theoretical values
 - Step 3: Perceived values
 - Step 4: Discrepancy
- **Data collection**
 - (only) four expert interviews about Caballero Factory & Breuer building
 - Two councilman & an aid from the Municipal council of The Hague
 - The director of West Den Haag
 - The director of Anna Vastgoed en Cultuur
 - The Vice-President of Boei, and former project manager for The Hague

Assessing public heritage strategy making.

- HUL Step 1:
Undertake a full assessment of the city's natural, cultural and human resources.

financial €

Perceived values:
Direct economic value
Indirect economic value

strategic



Perceived values:
Historic Value
Experience Value

physical

Perceived values:
-

functional

Perceived values:
-

Conflict

Between financial and strategic quadrants:

Policy makers are dominant and perceive the resources of real estate as a mean for mostly economic values. Other non economic values are less strong.

Assessing public heritage strategy making.

- HUL Step 2: **Use participatory planning and stakeholder consultations to decide on conservation aims and actions.**



Conflict

Between financial and strategic quadrants:

The long term benefits are difficult to assess for policy makers. Short term benefits are strong, stronger than in theory.

Assessing public heritage strategy making

- HUL Step 3: **Assess the vulnerability of urban heritage to socio-economic pressures and impacts of climate change.**

financial €

Pressures:
Weak/strong economic climate

strategic

Pressures:
Connection with development of the area

physical 🏠

Pressures:
Conservation of historical aspect with low sustainability.

functional

Pressures:
New user types.

Conflict

Financial and physical quadrants the strongest.

The economic climate dictates which development path is possible. Historical aspects of heritage have strong impact on sustainability.

Assessing public heritage strategy making.

- HUL Step 4: **Integrate urban heritage values and their vulnerability status in a wider framework of city-development.**



Conflict

Between financial and strategic quadrants:

The direct economic value and the indirect economic value compete with each other. less integration of values in wider framework.

Assessing public heritage strategy making.

- HUL Step 5: **Prioritize policies and actions for conservation and development, including good stewardship.**

financial €

Priority:
Application for European subsidies.
Creating viable exploitation model

strategic

Priority:
Creating public use.

physical

Priority:
Improving the condition.
Creating usable space.

functional

Priority:
Engage future users.

Conflict

Financial and physical quadrants the strongest.

The financing possibilities for the development are in conflict with the improvement of the condition of the heritage.

Assessing public heritage strategy making.

- HUL Step 6: **Establish the appropriate (public-private) partnerships and local management frameworks.**



Conflict

Functional and physical quadrants the strongest.

Functional and physical quadrants are strongly interlinked. The one does not proceed without the other.

Answers to the research question.

- **Adding value through public heritage**
- Position of heritage
 - Urban heritage can not be seen on its own, it is part of a broader framework of the urban area. Conservation has become a strategy to create a balance between the liveability of our urban areas and urban growth.
- Adding of value
 - The added value of heritage can be expressed in economic and non-economic values. However, Municipal policy makers can not as easily as they can for economic values value non-economic values.
- Conflicts
 - Between direct and indirect economic values
 - Between Strategic and Financial quadrants of the CREM theory

Answers to the research question.

- **Improving public heritage strategy making**
- Assessment of heritage
 - With the addition of the valuation system within the four quadrants of the CREM theory the assessment of heritage could be better executed.
- Integration of heritage
 - If buildings are seen more as a resource for the development of the area, possibly different decisions are taken. The indirect and induced economic values could potentially become much higher if the building is seen as a resource for the area development.

Limitations.

- Research is based on one case: Municipality of The Hague
- The case study of this research is a large city, the third largest in the country. This limits the results because it could very well be different for cities which have less capacity for heritage management of city development
- The case study of this research is executed in a city with a high density of heritage. In cities who have lower densities of heritage the result would be different.
- If the objects would have a different function after transformation the outcome may differ.
- The economic situation is taken into consideration. If the economic climate were different the outcome may differ. The economic situation should be taken out of the equation to make it universal.
- Only four expert interviews. This creates possible gaps in information and bias.

Reflection

- The research topic: difficult to see the way foreward
- Details are not my strongest point, but are the core of scientific research
- Determining milestones has been difficult
- Expressing the research in a scientific way
- Interviewees are not up for scratch

End.

