MANAGING RELIGIOUS HERITAGE

Designing an accommodation strategy for Dutch churches

Master thesis by Iris Moons

TU Delft

''If we succeed, the world's richest and most divers religious landscape will continue to exist, even in the twenty-first century''

Wesselink, 2018

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Designing an accommodation strategy for Dutch churches

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Foreword

As a child, I was baptized, I did my holy communion and I was a server in the church in my birth town Waalwijk. However, I hardly ever go to the church anymore. And with me, many others. I am part of the generation in which secularization is happening and that is why I chose this topic as my graduation subject.

Before you lies the thesis ''Managing religious heritage'', originally stemmed from my passion for making strategic choices on the preservation of heritage. As the world is changing in a rapid pace, the future for churches is becoming insecure. What to do with these religious buildings in a time of secularisation? It is my goal to not only to find out, but to develop tools to break down barriers between different actors in this process. This thesis is written to fulfil my graduation for the master Management in the Built Environment at the TU Delft, during an internship at BOEi. I was engaged in this graduation the last nine months of the academic year 2019-2020.

I really enjoyed these last nine months, since this was the very first time I could choose a subject that perfectly fits my interests. Ever since I started this master, I faced my needs to do ''something'' with heritage; heritage makes my heart beat a little bit faster. So after one year of MBE, I switched to the master Heritage & Architecture. Those were some amazingly interesting six months, however I wanted to combine this with my former master MBE. There, the seed for my thesis was planted.

I could not have achieved these results without BOEi accepting me as their trainee. The high level of in-house knowledge was of great value for my thesis. I was lucky to be able to work with professionals in the field, of whom three colleagues took part in my case studies. Special thanks goes out to my supervisor Menje Almekinders, who kept me on my toes and pushed me by putting into words what I was trying to explain. Especially during this Corona-crisis, I could not have wished for a better internship company.

Additionally, I would like to thank my main mentor Alexandra den Heijer for her efficient guidance. Her view on certain aspects of life inspired me a lot. Also, the substantive support of Ana Peirera Roders and her knowledge on religious heritage were of great value of my process. Both of you provided me with the right tools to conduct my research.

Last but not least I want to thank my loved ones; my friends for being my friends, my siblings Caroline, Stijn, Annabel and Joop for mental support and checking my thesis, my mom who sparked a predilection for old buildings early on in my life, and raising me together with dad who is watching me from above, and finally my biggest ally Jelle for sticking up with me through the good and bad.

Enjoy reading my thesis!

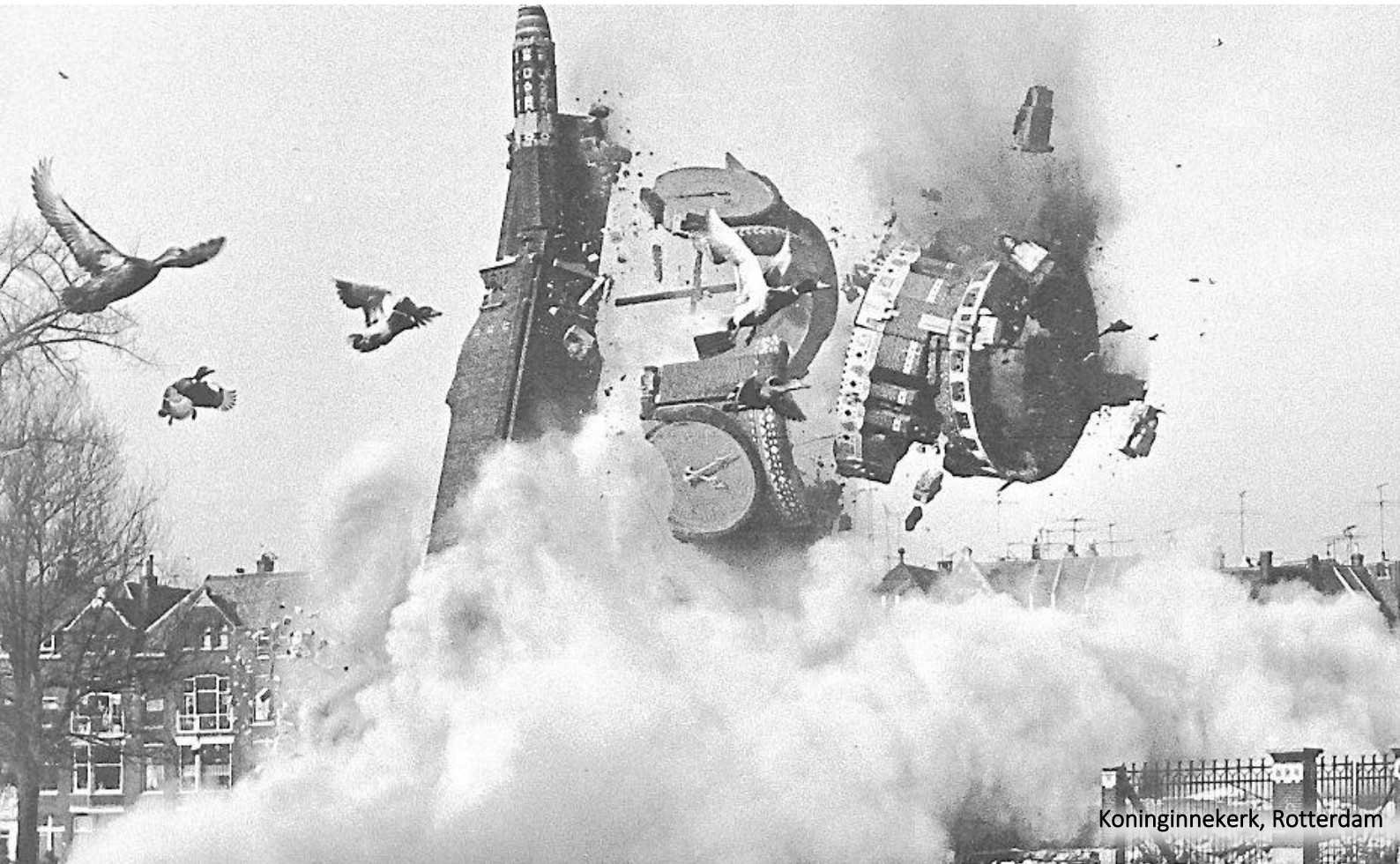
- Iris Moons

Abstract

Secularisation is leading to an increasing amount of obsolete churches in the Netherlands. There is a need for decision making on which churches to preserve and how to deal with the preserved churches. Adaptively reusing these buildings can safeguard them from demolition. Adaptively reusing churches is a matter of making concessions. Every stakeholder has its interest. These interests are interrelated, and it is almost impossible to meet every stakeholders' goal to the maximum. Therefore, one should strive to find the optimal solution. Finding this optimal balance is the task of the decision maker. Theory shows that aligning the following four goals can help: physical, functional, financial and organisational goals. These are based on the CREM perspectives. This is tested by interviewing several decisionmakers and by comparing this qualitative data and the additional literature research with the theory. The aim is to strengthen the position of the decision maker with this new information and tools. Equally important as finding the optimal solution, is making supported decisions. The use of the DAS-frame guides this. Comparing the four steps derived from the literature with the steps decision makers take leads to the findings. This information is derived from interviews. A step-by-step plan for future decision makers helps making substantiated decisions, and a database and reference booklet, compiled in this thesis, help broadening the solution framework for adaptively reusing churches. This step-by-step plan is compiled based on the DAS-frame and the information for the interviews. Tips from finding the optimal solution merge into this step-by-step plan. The step-by-step plan, database and reference booklet form a toolbox to support private and public decision makers in fulfilling their task.

Keywords

Religious Real Estate, Strategy, Decision making, Church, Conflict-management, DAS-frame, CREM-perspectives, *Kerkenvisie*.



Koninginnekerk, Rotterdam

Management summary

A. Background & applied theories

Introduction & research question

One out of every five Dutch churches does not function as a church anymore. Between 1500 and 4500 churches will become vacant in the next decade. The need for preservation of churches for future generations has become an important topic, as is evidenced by the significant interest among society and governmental involvement. However, divergent expectations, conflicting interests and high maintenance costs are leading to failure plans to preserve these buildings. Next to this, not all churches have a feasible opportunity for preservation or transformation. Therefore, there is a need for *decision making* on which churches to preserve and how to deal with the preserved churches.

This complex task is part of the job for decision makers in real estate. This difficult position could be supported with more empathy from stakeholders, and a better support structure. This thesis focusses on providing this actor with more information and tools to fulfil his or her job.

Fig.1.1: The decision maker stuck in the complexity of the demands of all stakeholders

Every stakeholder has its interest in this decision making process. These interests are interrelated, and it is almost impossible to meet every stakeholders' goal to the maximum. Therefore, one should strive to find the optimal solution; the optimal balance between physical, functional, financial and organisational goals. Simultaneously, the decision maker should make substantiated decisions for each church for the transformation of the current situation into the preferred future situation.

''Substantiated decisions'' and *''optimal solution''* are the two main themes of this thesis. The research aim and research goal are:

- Research aim: Improve the process of matching the empty church with the changing context and the various stakeholders' demands, by supporting the decisionmaker.
- Research goal: Give churches a sustainable future

The research aim and research goal led to the following research question:

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

The sub-questions are:

1. ''What management information is required , what management information is available and what is the demand for additional information for assessing the current situation?''
2. ''What management information is required, what management information is available and what is the demand for additional information for exploring the changing context and demand?''
3. ''What management information is required, what management information is available and what is the demand for additional information for generating future models for reusing churches?''
4. ''What management information is required, what management information is available and what is the demand for additional information for defining projects to transform the current supply.''

Methods

To meet the aim and goal and to answer the research question, the research is a combination of qualitative and quantitative research. The data collection is divided into a literature study and four case studies of adaptive reused churches. Decision makers are in-depth semi-structured interviewed (see appendix 1 for the protocol). The derived information is structured according to the DAS-frame and CREM-perspectives.
The aim of the interviews is to find similarities, differences and patterns. The interviews are recorded, transcribed and coded. After analysing them per case on the DAS-frame and CREM-perspectives, they are compared to find the connections with axial coding. The cases are churches built between 1800 and 1960 since this part of the building stock is already mapped. The cases were selected based on the following criteria: 1) adaptive reused church, 2) conflict-rich case, 3) availability of information and 4) willingness to participate.

Theoretical framework

The research question contains three key concepts, namely the optimal solution, substantiated decisions and the decision maker. The first concept is about finding the best balance possible. It is a matter of aligning goals. Substantiation is about creating a solid ground to make a certain choice. Lastly, a decision maker is anybody who considers himself to be in the position of aligning the goals of the stakeholders.

The decision maker is in need of new management information and tools in order to make substantiated decisions on the future of real estate and to support its management tasks to inform, involve and convince the other stakeholders. The CREM perspectives represent the Corporate Real Estate Management perspectives: strategic, financial, functional and physical. These should be aligned in every decision.

The DAS-frame (Designing an Accommodation Strategy) is a combination of diverse concepts by multiple authors. It resulted in a complete framework to create an accommodation strategy. In short, the DAS-frame can visualise the alignment between demand and supply over time. This model will be applied to RRE in this thesis. The four steps are: assessing the current portfolio, exploring the changing demand, generating future models and defining projects to transform. Combining the four steps of the DAS-frame with the four CREM-perspectives, leads to the theoretical framework for this research. Each step represents a chapter of the research. See figure a.

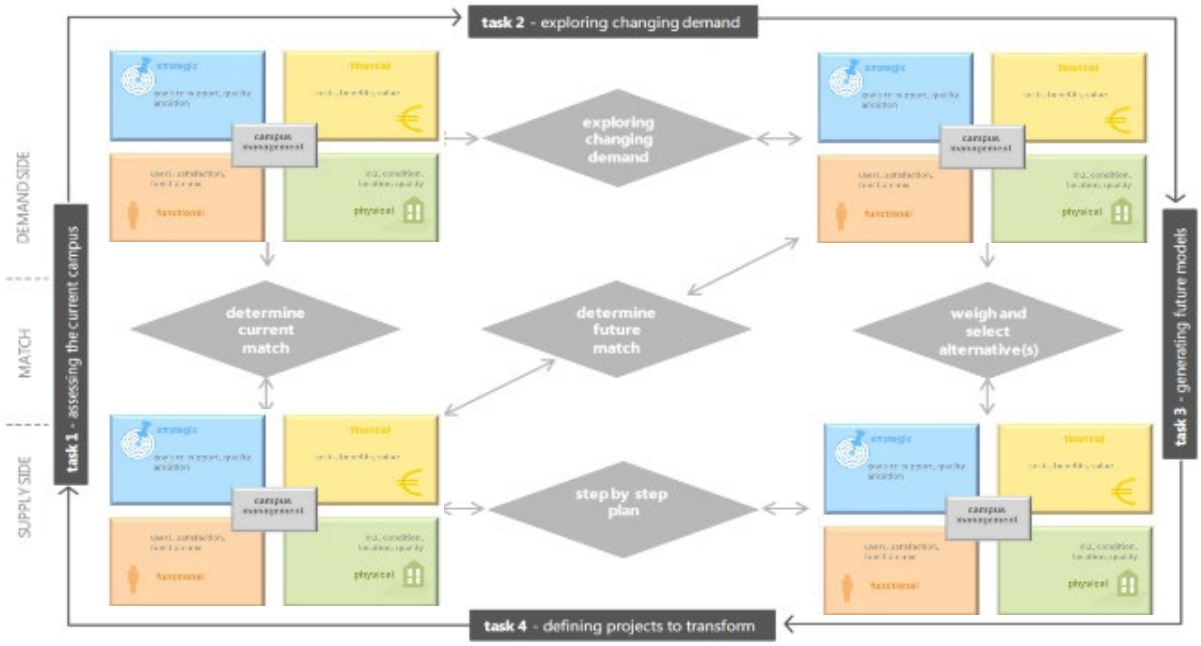


Fig.a: Theoretical framework: the DAS-frame and CREM-perspectives combined

This research is divided into the four steps of the theoretical framework. The two main themes will guide this. The aim is to make substantiated decisions with use of the DAS-frame, while searching for the optimal solution with use of alignment of the CREM-perspectives. Together, they will lead to the optimal solution framework, see figure b.

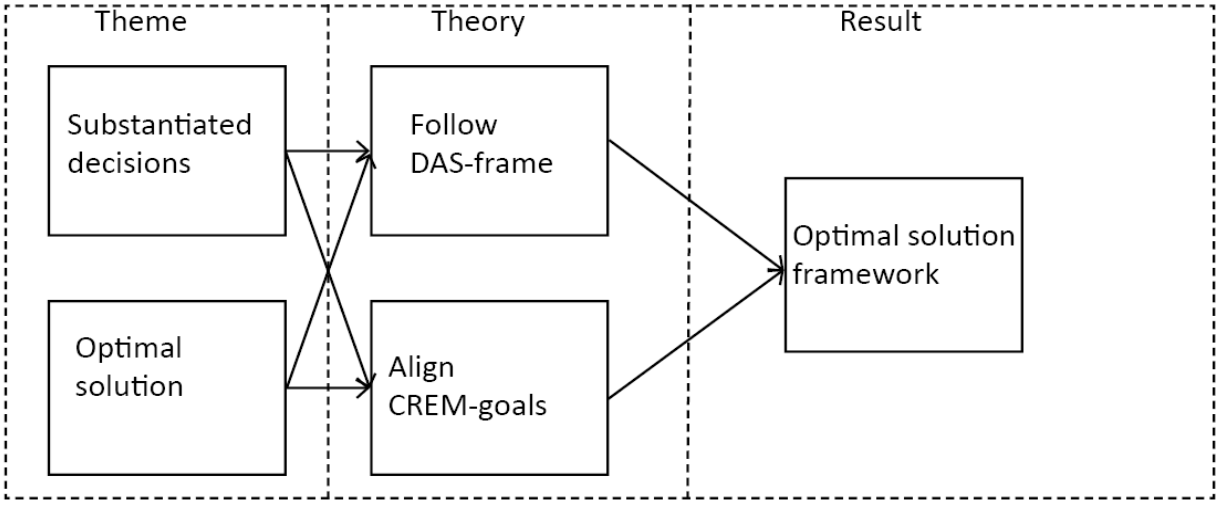


Fig. b: Conceptual framework

B. Data collection & analysis

This part of the thesis is divided into the four steps of the DAS-frame: assessing the current situation (step 1), exploring the changing demand (step 2), generating future models (step 3) and defining projects to transform (step 4).

Step 1 assesses the current situation of the national level of the Netherlands for every CREM-perspective. This step concludes with the strengths and weaknesses of churches in the Netherlands, of

which the most important ones are their central position in cites and people's minds, the technical condition, the high maintenance costs and available resources.

Step 2 explores the changing demand in the Netherlands and weighs the strengths and weaknesses of step 1 against these developments. This leads to the decision to either continue the current use of the church, to adaptively reuse it, keep the plans on hold, or to demolish the church. For the national level of the Netherlands, adaptive reuse is the most fitting alternative.

Step 3 contains four case studies. Four adaptive reused churches are researched and for each case the decision maker is interviewed. This data is analysed and compared with the theoretical framework: the DAS-frame and the CREM-perspectives. This leads to the findings that the current way of dealing with empty churches can be improved by using every step of the DAS-frame and every CREM-perspective. Next to that, each case led to success factors, failure factors and lessons learned. The output of step 3 are two tools: a database (appendix 2) in which, next to the four case studies, over 150 adaptive reused churches can be found. This database is linked to the second tool, the reference booklet (appendix 3), which visualises the cases of the database.

Step 4 eventually compiles a step-by-step plan with the same steps of the DAS-frame that are used in this thesis. The difference is that it is applicable to the building level or municipal level next to the national level of the Netherlands. This makes it applicable for decision makers in new cases. Again, step 1 assesses the current situation, however now applied to the church itself and the municipality it is situated in. To finish step 1, the strengths and weaknesses should be written down. One should still assess every CREM-perspective in order to find the optimal solution in which all goals are aligned. The same counts for step 2, in which the changing demand of the churches in the specific municipality is explored. The most important developments need to be written down, and together with the strengths and weaknesses of step 1 it should be chosen to either continue the current use of the church, to adaptively reuse it, keep the plans on hold, or to demolish the church. When it is chosen to adaptive reuse a church, one can browse the database in step 3 to find fitting solutions. By categorising the database, for instance on denomination, budget or type of function, one can choose 3 to 5 functions a business case. This step-by-step plan, or accommodation strategy, will lead to the optimal solution. See figure c.

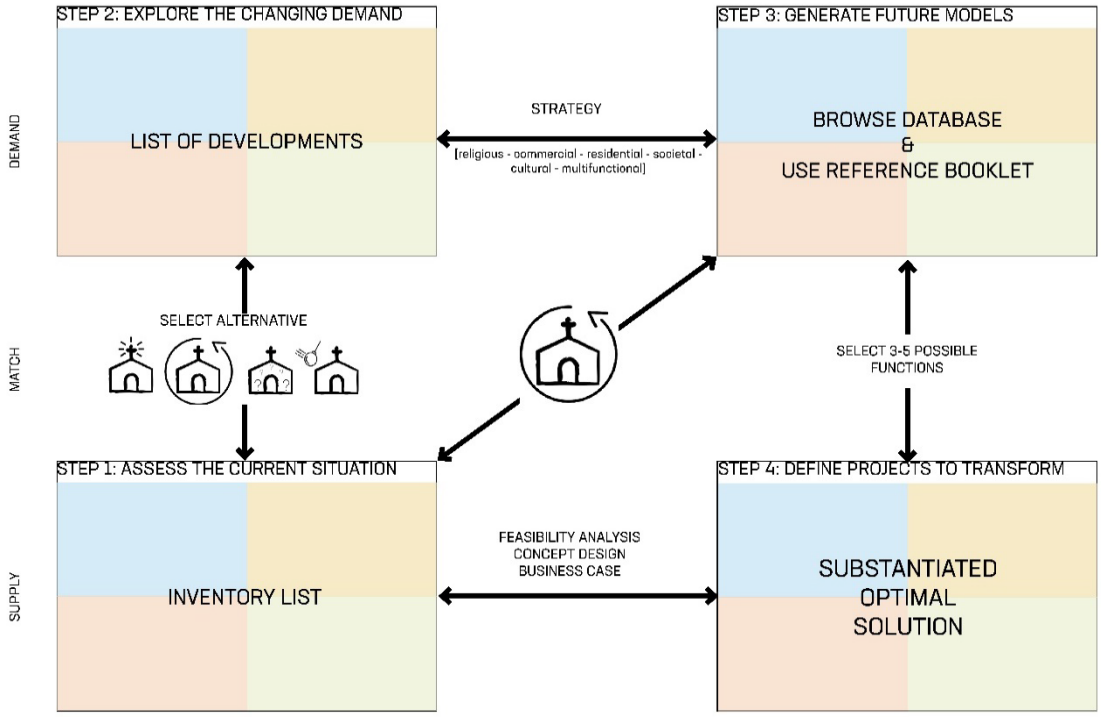


Fig. c: The accommodation strategy

The step-by-step plan provides the management steps that are required to make substantiated decisions on the future of churches, providing the optimal solution. The step-by-step plan can be used by decision makers on different levels; by private citizens, the municipality or even higher governmental bodies. This enables a pro-active approach which opens up new feasible solutions and opportunities for churches. The research aim to improve the process of matching the empty church with the changing context and the various stakeholders' demands, by supporting the decisionmaker and the research goal to give churches a sustainable future are fulfilled by this.

C. Conclusions & recommendations

Churches are unique buildings and represent a huge value for society. Therefore it is important to make substantiated decisions on the future of each church. This thesis designed an accommodation strategy to support the decision maker in his complex role, taking into account the alignment of stakeholders' goals. A database and reference booklet can help in exchanging thoughts and finding this optimal solution. The pro-active implementation of the step-by-step plan can accelerate the process of adaptive reusing churches. Both the owner of a church and the municipality can enjoy the benefits of a positive, pro-active, solution-oriented process, instead of a process of frustration and uncertainty. After this process, many thresholds are overcome, which enables the opportunities for approaching the right market party. For the parish, executing this step-by-step plan and finding the right solution for their church will provide them with management information and tools to start conversations with their constituency, whether it is to sell, demolish, or keep their church as a church. Lastly, an interactive map can contribute to finding the right buyer for the right available churches.

This thesis led to an adaptation of the current practice of adaptive reusing churches according to the theoretical framework. Especially the use of database and reference booklet can contribute in this process, by broadening the solution framework. A side note is, that this thesis only conducted four case studies due to the timeframe. For more generalisation, more case studies can be conducted. Compared to former research, this thesis adds a layer of pro-activity by finding optimal solutions before the problems become urgent. For further research, one could assess the applicability of the step-by-step plan for *every* church in the Netherlands and perhaps execute this. Also, one could research the influence of the type of decision maker. Third, one could specify the theoretical framework to more technical matters in making this building stock comply with the Climate Agreement. Lastly, more case studies could be conducted in order to strengthen the outcomes of this thesis.

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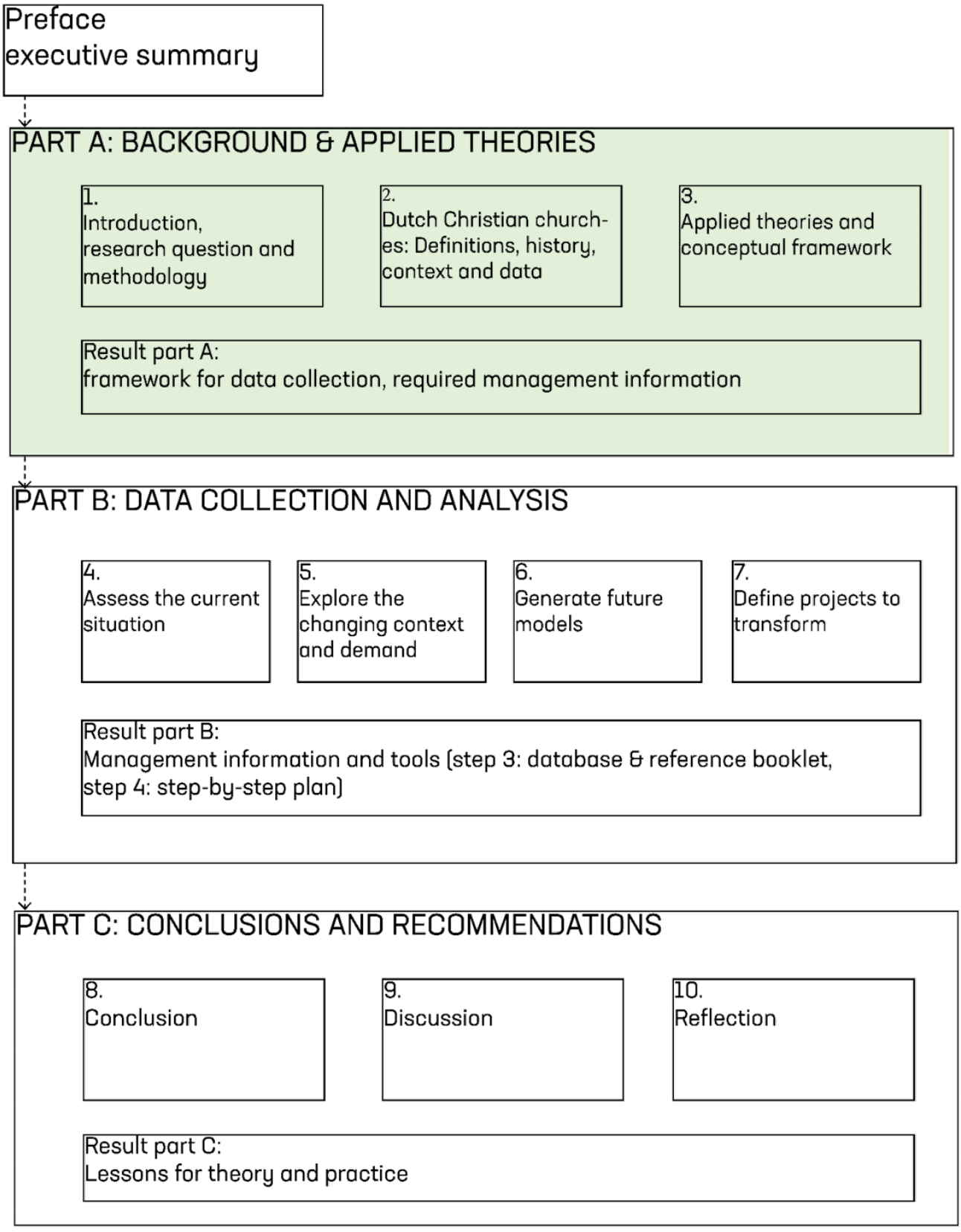
SECTION A

BACKGROUND & APPLIED THEORIES

Woonkerk XL, Utrecht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Chapter 1. Introduction, research question and methodology

1.1 Introduction

In the Netherlands secularisation is resulting in an increasing number of empty churches. Already one out of every five churches does not function as a church anymore (Van der Breggen & De Fijger, 2019). On top of that, between 1500 and 4500 churches will become vacant in the coming ten years (Heuvelmans, 2020).

Lately, the awareness of *sense of place* is growing; the sense one has for a place (Verheul, 2015). People became aware of the fact that the loss of churches is a loss for society. Many people are emotionally attached to these buildings; they were baptised there, they got married there, and they grieved there. **''Urban identity is established in shared stories of individuals and groups''** (Verheul, 2015, p. 36). Globalisation in happening in many cities, leading to the gradual homogenization of urban space (Verheul, 2015). *Glocalisation* is the countermovement of globalisation. In this movement, people attach to local identities of a city (Robertson, 1994). Traditionally, churches provide identity and offer a place for togetherness. They even stimulate collaborations for local initiatives and increase the quality of life in a neighbourhood (Brouwer, 2009; Grevel, 2009). Churches have taken, and still take, a central place in society.

Additionally, churches are placed in central positions in cities. Due to their shape, size, location and spatial structure they form a local identity and character (Mork, 2015). Throughout the decades, they have acquired a unique place in the built environment. Churches are iconic buildings and give meaning to the built environment (RCE, 2018) Also, they characterize the historical landscape and define the landscape and rhythm of a city or village. People often refer to churches in their mental mind map (Van de Donk & Jansen, 2013). In short, churches are often situated prominently and give meaning to the built environment.

The issue of these empty prominent buildings raised awareness at governmental level. On the 10th of November 2018, the cooperation program *The National Church Approach* was launched. Financial resources were made available in order to preserve (governmental) listed churches (Ministry of Education, Culture and Science, 2019). According to minister of Education, Culture and Science Van Engelshoven in the YouTube clip 'Uitreiking Pieter van Vollenhoven Prijs', *''reusing buildings is of great importance. Investing in a monument that does not have a new function, is useless since the monument will deteriorate anyhow. Additionally, monuments should keep their central place and function in society. So, reusing them is incredibly important.''* (Van Engelshoven, 2019, YouTube). The Church Vision is a part of this program in which municipalities, church owners, heritage organizations and concerned citizens will develop a strategic vision all together for a sustainable future for all the churches in a certain municipality (Stichting Monumentenhuis Brabant, 2019).

The latter shows that preserving churches for future generations is essential. Lately, an increasing amount of research is conducted on the topic of preserving and adaptively reusing churches and the Church Vision is a huge step towards preserving these buildings. However, divergent expectations, conflicting interests and high maintenance costs are leading to failure of these plans. On top of that, not every church can be preserved and there is a need for more management information on how to address this topic, in order to overcome current challenges. Therefore, this thesis will address the issue on how to make substantiated decisions on *which* churches to preserve, *what* to do with the chosen churches and *how* to do this.

Problem statement

Following from the above, research is needed on the topic of the decision making process in managing religious real estate. According to Den Heijer in her inaugural speech (2019), decision makers in real estate deserve more respect for their complex task, more empathy from the other stakeholders and more support. Therefore, this research will focus on providing this actor with more information and tools to fulfil his or her job. This should support their management task to involve, inform and convince the other stakeholders. The current situation, focused on corporate real estate, is visualised in figure 1.1.

Fig.1.1: The decision maker stuck in the complexity of the demands of all stakeholders (Den Heijer, 2019).

The green, orange, yellow and blue stakeholders represent respectively the physical, functional, financial and organisational perspective. According to Den Heijer, these four perspectives should be considered and aligned throughout the process of managing real estate, in order to find the optimal solution (2011). In other words, to find the optimal balance. Simultaneously, the decision maker should make substantiated decisions to get to this optimal solution and to transform the current situation into the preferred future situation. This will provide the decisionmaker with more management information and tools.

This thesis will incorporate the alignment of the four perspectives into his step-by-step plan. This *theoretical framework* will be elaborated on in chapter 3. This will be applied to the topic of Religious Real Estate (RRE). The themes *substantiated decisions* and *optimal solution* will guide this thesis.

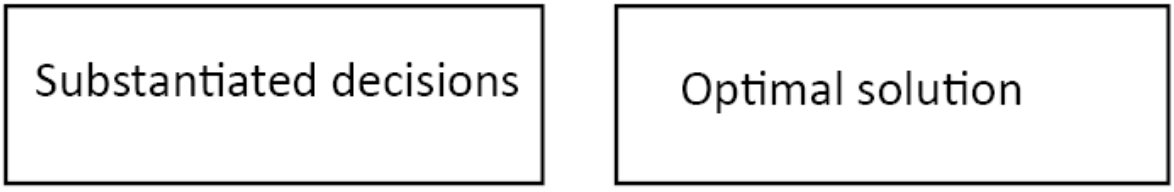

Fig. 1.2: Two main themes of the thesis

Societal and scientific relevance

As Den Heijer mentioned, there is a need for more management information and tools for decision makers. Since an increasing number of churches is becoming vacant in a rapid pace, this thesis focusses on finding management information and tools for decisionmakers in the field of empty churches. The DAS-framework and CREM-perspectives that are applied to other types of real estate, will be applied to RRE in this thesis, to research whether this can help the decision maker in this process. That is the scientific relevance of this research.

Additionally, this research is relevant for the society. Churches are centrally placed in society and cities. They are important for the citizens and the government. Churches are closing their doors rapidly, therefore a decent approach is needed to assess which churches to preserve. This thesis will provide a step-by-step plan that can be used in this decision making process.

1.2 Research question

By using the DAS-frame and the CREM-perspectives, this thesis aims to improve the process of matching the empty church with the changing context and the various stakeholders' demands, by supporting the decisionmaker. The goal is to give churches a sustainable future. Therefore, the research question is:

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

The answer will be addressed using the DAS-frame and the CREM-perspectives. The DAS-frame provides the framework for this thesis as well, dividing the research into four corresponding chapters. First, the topic of preserving RRE will be addressed. The following sub-questions, are based on the research of Den Heijer (2011). The sub-questions are:

1. ''What management information is required , what management information is available and what is the demand for additional information for assessing the current situation?''

2. ''What management information is required, what management information is available and what is the demand for additional information for exploring the changing context and demand?''

3. ''What management information is required, what management information is available and what is the demand for additional information for generating future models for reusing churches?''

4. ''What management information is required, what management information is available and what is the demand for additional information for defining projects to transform the current supply.''

1.3 Methodology

This section will explain how the research has been conducted and how the results have been achieved.

Type of study

This thesis focusses on making substantiated decisions and finding the optimal solution in the process of accommodating empty churches. The type of research for this thesis is a combination of qualitative and quantitative research. Qualitative research intends to generate knowledge grounded in human experiences (Nowell et al., 2017). Quantitative research will help provide basic information on a larger sample. This research will be explorative, since it intends to improve the final research design for the strategy for accommodating empty churches.

Research method

This research is divided into four parts: theory, data collection, data analysis and conclusions. The theory will be explained in chapter three and is based on the research of Den Heijer (2011). The data collection is divided into a literature study and case studies. This data is analysed by comparing it with and structuring it according to the theoretical framework. This should lead to an improvement of the current situation.

Data collection

Literature study

On the one hand key concepts and background information will be provided (chapter 2), and on the other hand information on the current situation (chapter 4) and future developments (chapter 5) will be studied. For this study Google Scholar, books of the library of TU Delft and Architecture and the TU Delft Repository were consulted, as well as websites of certain heritage organisations and the dissertation of H. Wesselink. Wesselink wrote his dissertation on adaptive reuse of churches. Since his data is the most up to date overview of the current situation, it will be used as a starting point for this thesis.

Case studies

The second part of the research consists of four case-studies (chapter 6 and 7). Case study methodology is a form of qualitative research. This kind of study is useful when researching organisational and managerial processes (Yin, 2013). Four case-studies were selected in order to describe, compare, evaluate and understand different aspects of the research problem (McCombes, 2019). The output is twofold; on the one hand developing knowledge for the database (appendix 2) and reference booklet (appendix 3), and on the other hand developing data for the analysis.

For each case a decision maker participates in an in-depth semi-structured interview (see appendix 1 for the protocol). There is a checklist of topic areas. The intention of this type of interview is to allow the interviewee to give a broad range of possible responses, while still providing answers on the required topics. Additionally, several extra interviews are conducted in order to strengthen certain theories and to substantiate the topic of this thesis. The content of the interviews is structured according to the DAS-frame and the CREM-perspectives. Each interview took approximately one hour. Three of the four interviews for the cases were held face-to-face. One of the interviews was held through Skype. The reason for this division was the Corona-virus; planned interviews could not be held face-to-face anymore.

Data analysis

The aim of the interviews is to find similarities, differences and patterns. This is done by first analysing each case separately with use of the program Atlas.ti. This is a qualitative thematic analysis. For this, the recorded interviews are first transcribed and then uploaded in the program. In the program, the interviews are analysed using quotations and codes. After describing and analysing the cases individually on the steps taken and the conflict management, they will be compared to find similarities and patterns using *axial coding*. This is a procedure in which data is reassembled. This is done by looking for relationships between categories put together in the open coding process. Axial coding is important to

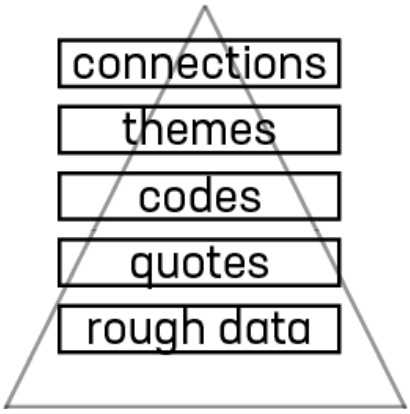

Fig. 1.3: Analysis of data with Atlas.ti

determine what the dominant and therefore most important codes are. Irrelevant codes can be dismissed. Axial coding also helps with finding synonyms and eventually selecting the most representative codes. This helps with finding the important parts of the interviews. These selected codes will be put in the table in the square with the corresponding concept and theme to find connections. See fig. 1.2 For this, the theories of the DAS-frame and the CREM-perspectives are used as structure.

Sampling method

The literature study focusses on Dutch Christian churches build between 1800 and 1970, the reason for this sample is that this part of the church building stock is already mapped by Wesselink (2018). The cases for the case studies are purposefully sampled. The interviewees should be able to provide answers on certain topics. Purposeful sampling is used for the identification and selection of and information-rich case. The aim is to find the most effective use of a limited resource (Patton, 2002).

In sampling cases, there are several basic criteria to take into account. Individuals will be selected and identified based on their knowledge on the certain topic (Cresswell & Plano Clark, 2011). Of course, the willingness to participate in such an interview is of great importance, as well as the ability to communicate experiences and opinions (Bernard, 2002; Spradley, 1979). Lastly, cases are selected based on the need to explain how the context influences the success of certain strategies. Both qualitative and quantitative methods are used. This is useful to understand how the context influences the success of a strategy and how to better tailor the strategy to the specific context to achieve the intended outcomes (Goodrick, 2014).

The reason to select these specific cases was find out how the decision maker dealt with conflicts and aligned the goals and to find out the steps taken in the process. It is about managing the expectations of the stakeholders and about finding the optimal solution, taking into account the stakeholder perspectives.

The selection criteria for the case-studies were: 1) adaptive reused church, 2) conflict-rich case, 3) availability of information and 4) willingness to participate. Additionally, accessibility played an important role, several BOEi employees were interviewed because this was a very accessible way to collect the right information from experts. An exclusion criterium in this research was a church being situated abroad, since it is focussed on Dutch Christian churches.

Research design

The DAS-frame will provide the structure of the research, which will be divided into the four corresponding steps. Step one and two of the DAS-frame will consist of a literature study on the Dutch churches on a national level. Step one will lead to strengths and weaknesses of the current situation. Step two will provide alternatives on how to deal with empty churches in the Netherlands. This will be used in step three, which will consist of four case studies based on this alternative. The output of step three will be a database with example projects and data that can be used in step four. Step four will be a step-by-step plan for transforming empty churches into the desired future situation. Before starting the empirical research, background information and the theoretical framework will be provided in chapter two and three.

Chapter 2. Dutch Christian churches: definitions, history and context

Before diving into the theoretical framework and the research, some relevant background information on Dutch Christian churches will be provided. Churches are an essential ingredient of the Dutch landscape and society, therefore the importance of preserving these buildings will be substantiated here.

2.1 Dutch Christian churches: a definition

This thesis focusses on Dutch Religious Real Estate (RRE). More specifically, churches. Churches are religious heritage, therefore first, ''a church'' will be defined, followed by ''religious heritage''.

Definition of a church

The definition of a church can be described in various ways. A church will first be described as a building. Later on, the meaning of a church in a broader sense will be explained.

The word church is derived from the Greek word *kyriakon*; this means ''house of lords''. In Latin, two words are found that mean church as a building; *domus dei* (house of God) and *domus ecclesiae* (house of gathering). These two words distinct the Roman-Catholic and the Protestant church in the Netherlands. Roman-Catholic church buildings are therefore consecrated, Protestant churches are not. The latter are functional spaces for worship (Wesselink, 2018).

In his research, Wesselink (2018) distinguishes particularly the Roman-Catholic church, the Dutch reformed church and the Dutch Reformed churches (Wesselink, 2018). Wesselink (2018) limits his research to churches which are typologically recognized as such. The churches he considers should be distinguishable based on certain characteristics, including aspects like the location, measurements and architectural elements (2018). In addition, he considered adaptively reused churches as long as they were founded as a church, and after transformation still contain certain elements which will remind of the church function (Wesselink, 2018).

In his interactive map, Wesselink used data of churches that were built between 1800-1960. The reason for this is that an immense growth of the amount of churches began at 1800, because of population growth and freedom of religion. Additionally, the secession and the doleance led to an increase in church buildings. Lastly, the Roman Catholic Church began to rise, after the restoration of the episcopal hierarchy in 1853. Therefore, thousands of church building were built in this time span of 150 years (Wesselink, 2018).

Definition of religious heritage

Churches are part of the religious heritage of the Netherland. Heritage, or in Dutch ´´erfgoed´´, is defined by The Van Dale as: **''That what is remained from the past, particular things of historical or cultural value''** (Van Dale, 2019). Others describe heritage **as ''Something you got handed over from the past with the assignment do to something with it and hand it over to the next generation''** (Frijhoff, 2007 p. 32). The SCP (Sociaal Cultureel Planbureau) extends this definition. They believe that it does not only refer to material remains (objects), but also to intangible cultural expressions (like stories) of a society. Their definition divides the term into tangible and intangible heritage. The tangible heritage is classified as ''monuments''. The tangible objects on their turn can be subdivided, but for the scope of this thesis only buildings (churches) will be taken into account (Frijhoff, 2007).

Taking the various definitions into account, *heritage* can be defined as follows:

''Material remains and intangible cultural expressions from the past that today represent unique value and / or can contribute to the sense of identity of a community, people, nation or continent'' (Opleid, 2019, p. 4)

Now the definition of heritage is clear, the definition of religious heritage will be described. The focus will be on Dutch religious heritage. Religion used to play an important role for the majority of our society. Evidence of this can be found throughout the Netherlands: Churches. Even though the number of active believers is decreasing, most of the people still celebrate Christian holidays like

Easter and Christmas. However, it cannot be denied that the role of religion has been drastically changed over the last decades. Still, these buildings determine for a large part the appearance of a city

Nelissen (2008) provides a definition of religious heritage. He believes that religious heritage represents cultural values, societal values, economical values and spatial values. His definition is as follows:

''Material or immaterial cultural expressions from the past, with a specific religious background that today represent unique values, and/or can contribute to the sense of identity of a community, people, nation or continent''(Opleid, 2019, p. 16).

These definitions can play a role in de decision process of preserving churches.

2.2 Dutch Christian history

The Netherlands used to be a committed Roman Catholic area. This changed due to the Reformation, which lead to the emerge of Protestantism. This reformation started around the year 1517 by Maarten Luther (Brabants erfgoed, n.d.). Roughly 50 years later, in 1566 many Roman-Catholic church buildings were destroyed throughout the Netherlands by dissatisfied Protestants, known as the iconoclasm. This spread from Flanders to the other Dutch parts. Filips II decided to start a military intervention. William of Orange moved to the area of the Nassau's and saved his own life by doing this. (Van Zoelen, 2019). At this time, the state and church were intertwined. Therefore, the Dutch state had an incentive to support the Protestant church. This lead to the fact that the end of the Eighty Years' War was the beginning of the Republic and shaped the Netherlands. As a consequence, the Roman-Catholic life in the Netherlands became restricted; there was no religious freedom anymore. The southern part of the Netherlands, in which the main religion was Roman-Catholic, was hit the hardest by this (Brabants erfgoed, n.d.) since their churches were handed over to the Protestants.

Decades later, in 1795, the French invasion lead to new developments. One of these developments was the end of the ''public'' church (Kennedy & Zwemer, 2010). Eventually, this lead to the end of a period of 150 years in which Roman-Catholics were forced to resort to *clandestine* churches. In the beginning of 1795, The Declaration of Human Rights stated that *''every person has the right to serve God as he desires, or not desires, without being forced in any way''.* From that moment on, churches were considered as being collective property. They were assigned to the largest religious community in a village (Kennedy & Zwemer, 2010). In the south of the Netherlands, many former Roman-Catholic churches got reassigned to Roman-Catholics (Brabants erfgoed, n.d.). Additionally, this freedom of religion lead to many varying church buildings (Van Zoelen, 2019).

The brother of Napoleon, Lodewijk Napoleon, travelled through the south of the Netherland and realised the construction of many Roman-Catholic churches with public money, to satisfy the Roman-Catholics. These are the so-called *Waterstaatskerken* (Moons, personal communication, 11-5-2020).

In 1824, is was stated that Roman-Catholics and Protestants should be treated equally (Wesselink, 2018). This stimulated the increase of church buildings, since there was a balanced distribution of governmental subsidies. In 1848, the separation of Church and State became anchored by the introduction of the Dutch Constitution. This lead to freedom in practice of religion. This resulted in even more churches. Not all parties benefited; the Protestants were not pleased with this loss of their privileges, which lead to massive protests which drove Roman-Catholics and Protestants apart (Wesselink, 2018). The so called ''Pillarization strategy'' was created to stimulate the coexistence between the different denominations and between believers and non-believers (Nelissen, 2008).

This stated the beginning of secularization in the Netherlands since the 1950s. In the 1960s this really started to increase (Nelissen, 2008). This lead to problems like the lack of financial support and increasing need for maintenance. Preserving the churches became a tedious problem, which lead to the demolition of many church buildings. Many of the demolished churches were not protected by a monumental status. Therefore the church authorities had the exclusive right on deciding which churches to demolish (Wesselink, 2018).

The rapid disappearance of these buildings in the Dutch landscape raised the question on how they could be preserved for future generations. One solution was listing the buildings on a monumental list in order to protect them (Ankone, 2016). Apart from listing churches, certain citizens' initiatives were set up to protect (unlisted) churches (Wolters & Jelsma, 2007). In 2008, several interest groups grouped together, which lead to 2008 being the year of religious heritage. In this year, the focus was on religious heritage and on how to protect it. The Government recognized a national interest to preserve churches, for instance by adaptively reusing them (Van Zoelen, 2019).

2.3 Importance of preservation and conservation

It is clear now that Dutch Christian churches have a long history. Since the middle of the 20th century, society became to realise that disappearance of these old buildings is a huge loss for society, even though the life of most inhabitants of the Netherlands is not dominated by religion anymore (Nelissen, 2008). The question is, why churches are so important to people without religious reasons.

''For once a building is gone, it is gone forever, and with it goes its history, culture and material value.'' (Merlino, 2018, p.4)

The age of buildings makes them to be loved. The respect and affection of people grows the more the buildings ages (Brand, 1994). They even give a ''sense of perspective'' on the shared time in the world (Merlino, 2018). It is essential to preserve these old buildings, since they have a character that is able to significantly contribute to the culture of a society. It conserves certain aspects of history and contains intrinsic cultural and heritage values (Langston, 2008). On top of that, heritage buildings can preserve the socio-cultural context, which is an important aspect to the community (Konstantinou & Dimitrijivec, 2018), especially in a world of increasing globalization (Council of Europe, 2005). Lastly, the placement of a church urban context is essential; they serve as a landmark (Moons, personal communication, 11-5-2020).

It may be clear now that churches form a specific part of this old buildings stock. They have required a unique position in the built environment. Their shape, size, position and meaning for society distinguish them from other buildings. Because of the long, turbulent religious history, the collection of churches in the Netherlands is extensive and diverse (Wesselink, 2018). Roche states:

''Each church provides unique and irreplaceable evidence of the past and should be passed on to the future generations with that evidence intact'' (Roche, 2011, p. 11).

Summarized, mainly for socio-cultural reasons it seems important to preserve churches. However, other aspects should be taken into account as well, which slightly touched on in the CREM-perspectives already. These are physical, functional, financial and organisational reasons. For exactly these aspects it becomes complicated to preserve (all) churches, therefore this research is conducted. Before diving into this, an analysis of the most important stakeholders in this process will be provided.

2.4 Stakeholders

Various actors are involved in the decision making process about whether or not to preserve a church. Divergent expectations and conflicting interests can lead to failure of plans for the future of churches. Therefore it is important to map these stakeholders.

By mapping the stakeholders, their interests and expectations should be found. Perhaps, there are common grounds or maybe some (unexpected) stakeholders already know each other (Bosma, 2019). Explored and understanding the stakeholders, can be crucial for the success of solving problems, to know the other stakeholders and to understand their objectives and motivation for participating; actors are namely interdependent (Enserink et al., 2010).

The primary stakeholders will be discussed; those who have a direct interest in the project and a direct influence on the success of the project. They can be seen as organisations, social entities or persons who are able ''act on or exert on influence on a decision'' (Enserink et al. 2010: 79). In other words: actors. In the Church Vision, municipalities, (church) owners, heritage organizations and concerned citizens are the main stakeholders, therefore they will be discussed here.

Municipality / government

The municipality can act as different stakeholders in this process. The heritage perspective, development perspective, facilitating perspective and the administrative and political perspective. Additionally, the government has several subsidy bodies (Schimmel, personal communication, 2020). The municipality is an essential actor in changing the land-use plan, providing permits, subsidies and possibilities of adapting the church.

The Cultural Heritage Agency argues for reuse and redevelopment of empty church buildings. They prefer to use the building as it was built for. The reason for this is, that this will probably provide the most fitting function since it was built for it. Therefore, they argue for a reuse *only* if the original function is not possible anymore (Van Zoelen, 2019). The Cultural Heritage Agency is a governmental body that has to advice on changes in the land-use plan (Moons, personal communication, 11-5-2020).

The (church) owner

According to Schimmel (2020, personal communication), it starts with the owner in most cases. They can be seen as the first designated to make sure their church is maintained and preserved. Who the owner is, is seen as a complex subject (Nelissen, 2008). This can be the juridical owner; the church authorities in the Netherlands (Kroesen, 2008). Or this can be from society, approached from an ethical point of view. People consider churches as being a common good. This results in examples of people getting angry when ''their'' church is listed to be demolished, this even happens when people are not even that attached to the church (Verkaaik, 2017). Many church towers however, can be owned by the state, which dates back from the time of the Middelages. However, this accounts for churches build before 1789, and therefore are out of the scope of this research.

The owner for this research though, is in most cases the religious organisations at the start; they own them at the moment churches are threatened to become vacant or are already vacant. Consequently, they have to find solutions for their church since the buildings are ageing and the maintenance costs are rising, while attendance is decreasing. On top of that, many owners do not have much knowledge on exploitation, maintenance and restoration (IPO, 2018).

Heritage organisations

There are multiple heritage organisations in the Netherlands operating on provincial level. Their main goal is to preserve heritage and increase interest in churches. Foundations for preserving church buildings try to maintain the buildings through providing multiple use functions.

Local residents

Local residents, or concerned citizens, can be everybody that has a direct interest or that look at or use the building (Schimmel, personal communication, 2020). Users can be divided into current & future users. When a church is still in use, the most common users are the churchgoers. These people feel very attached to the buildings, which makes closure extra painful. They might protest against new functions for 'their' church, since they value the church as a place of worship the most (Van Dijk & De Blaauw, 2017).

Citizens can be the initiators for preserving a church. An essential reason is, that it can contribute to the local economy and provide a safe and vivid environment when it is in use (Gelderloos, 2012). It does depend on the function whether citizens want to adaptively reuse it or not. A societal function is mostly in favour, while a disco or shopping mall can cause commotion (Geraerdts et al., 2017).

Chapter 3. Applied theories and theoretical framework

This chapter will show the chosen approach to answering the research question. Additionally, it will provide the basis for supporting the analysis, helping to interpret the results and to make broader generalisations. First, the key concepts will be explained, after that relevant existing theories will be discussed and lastly the theoretical framework will be provided.

3.1 Identification of the key concepts

In the problem statement and the research question, the following key terms are mentioned: *optimal solution, substantiated decisions and decision maker.* These three concepts need some identification.

Finding the *optimal solution* is a matter of balance. According to the Van Dale, ''optimal'' means very well; in the best way. It is a matter of aligning goals, and can be seen as a battle for who´s goals are more important than others (Den Heijer, 2020) [1]. This is a complicated matter, and every goal consists of several sub-goals. When several stakeholders' goals are not met, there is no solution space, and a project can be delayed or even stopped. Here, negotiation goes wrong. Another option is a compromised solution, but the goal is to find an *optimal* solution; a balance of goals in the best way. The maximum *sum of goals.* For this, data about buildings that are already realised should be provided, in order to make sure the decision-makers can compare or already have references for their new decisions. This person should be supported, since they deserve far more respect for their complex task of finding solution. Also more empathy from other stakeholders and more support tools and methods are needed (Den Heijer, 2020).

Decisions need *substantiation*. There should be a solid ground to make a certain choice. This should not happen randomly. A substantiated decision in this thesis means a decision that is made with help of a step-by-step plan.

The *decision maker* is the person in the middle of the table of fig. x. It is the person who has to decide. Many actors can be identified as this decision maker. As long as they have to align the goals of multiple stakeholders, and have to inform, involve and convince the other stakeholders, they can be seen as a decision maker. However, it isn't always so clear cut. Whenever somebody thinks he or she is in the middle of this table, they might consider themselves as a decision maker. It can for instance be an architect, a project-developer, an owner, initiating citizens, etcetera.

[1] Inaugural speech

3.2 Existing theories

In her book *Managing the university campus. Information to support real estate decisions,* Den Heijer (2011) summarizes the results of ten years and more of research on a wide range of topics on campus management, on strategies for a sustainable campus, and models that merge the campus and the knowledge city. It contains a combination of insights from theories and lessons for practice. It is about supporting decisions about the campus of the future (Den Heijer, 2011). To provide a well substantiated decision that takes into account all stakeholders, her research will be used as the basis for this thesis.

The decision maker has a complex task, and is in need of new management information and tools, in order to make substantiated decisions on the future of real estate and to support its management tasks to inform, involve and convince the other stakeholders (Den Heijer, 2011). The interest of these stakeholders should be considered in a proper way and they should be confronted with the consequences of their proposed decisions for the interests of other stakeholders, or for the overall performance of the concerning building. An integrated approach to managing the current vacant buildings, and to support the future existence of these buildings, should be supported by new information and tools (Den Heijer, 2011).

According to Den Heijer, this leads to several assumptions concerning the outcome of an integrated approach on managing real estate. Firstly, it will be most successful when it contains all four CREM-perspectives. In this, benefits and costs should be weighed (Den Heijer, 2011). In addition, the stakeholders should be confronted with the consequences of their decisions, with the aim of making more conscious choices and to improve management techniques. Lastly, management information leads to more conscious choices and an integrated approach, ''acknowledging'' bounded rationality' (Simon, 1997), while still including emotion and intuition in the process of decision making (Den Heijer, 2011).

Den Heijer defines managing real estate as the process of matching empty buildings with the changing context and the various stakeholders' demands (2011). She uses the CREM-perspectives in order to align stakeholders' goals and the DAS-frame in order to match the current situation with the future context.

Corporate Real Estate Management (CREM)

Managing corporate real estate is a multi-stakeholder approach. This is approached with use of the basic framework for CREM, with CREM variables and CREM perspectives (fig. 2.1).

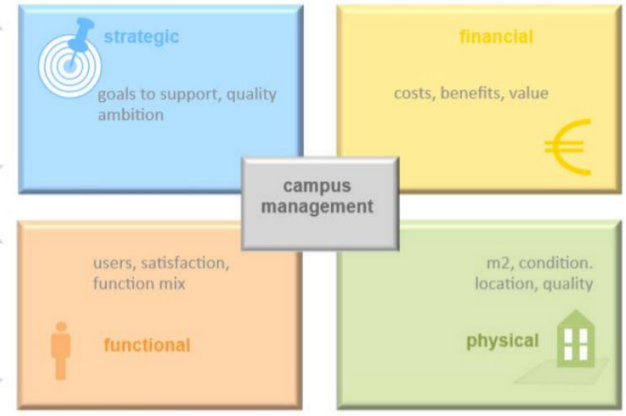

Fig. 2.1: CREM perspectives (Den Heijer, 2011, p. xiv).

According to Den Heijer, managing public real estate is about connecting the four variables in *every* decision. These are public goals, financial resources, people and buildings. The corresponding perspectives are organisational, financial, functional and physical. In the middle of this, the decision maker can be found (Den Heijer, inaugural speech, 2019). Den Heijer's research is aimed at improving the decision making process within CREM.

Designing an Accommodation Strategy (DAS)

The DAS-frame is developed by De Jonge et al. (2008) and is a combination of diverse concepts by multiple authors. It resulted in a complete framework to create an accommodation strategy. In short, the DAS-frame can visualise the alignment between demand and supply over time (De Jonge et al. 2008). The DAS-frame divides four steps (tasks), see fig. 2.2. Firstly, the current status of a portfolio will be described; the current demand and the current supply will determine the current match. Secondly, the changing demand will be explored by looking at the current demand and the future demand. Thirdly, to make the future supply according to the future demand, models can be generated. Fourthly, the current supply has to be transformed into the future supply.

A step-by-step plan will be designed for the implementation of the future supply that was generated in step 3. This will be done by defining the projects that can realise this transformation.

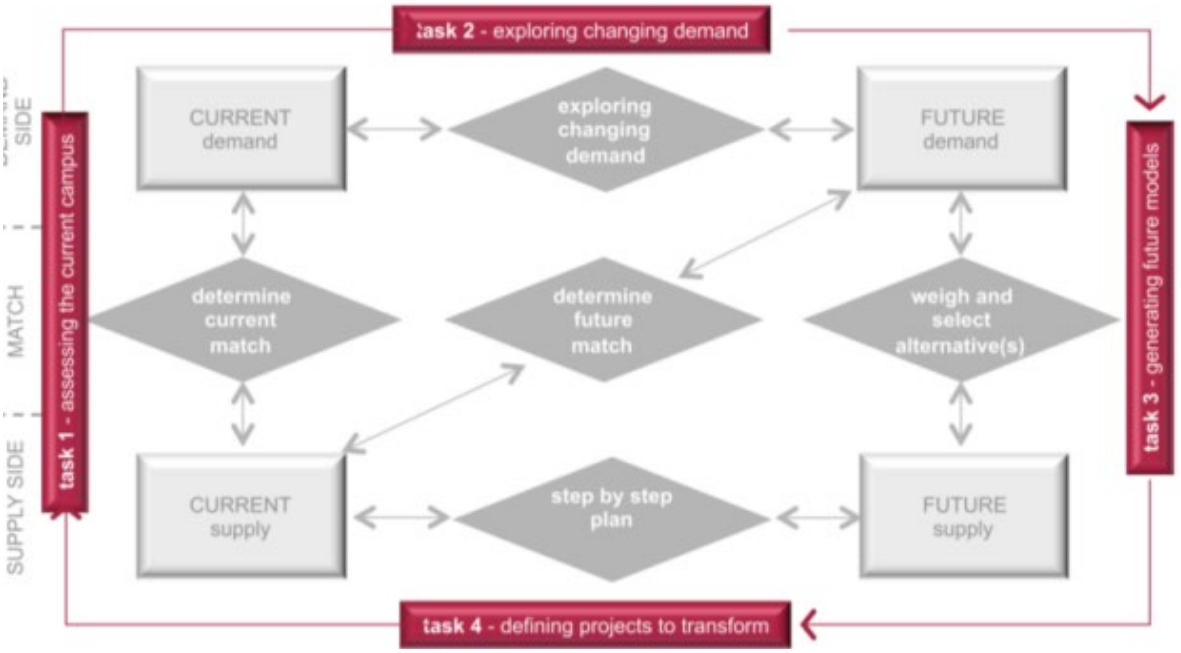

Fig. 2.2: The DAS-frame (Den Heijer, 2011, p. xv).

Step 1: Assessing the current situation

In this step an inventory needs to be made of the current situation. For example, the amount of buildings and square meters, the current function of the buildings, the owners, the inventory of the current space and the use of the space.

Step 2: Exploring the changing demand

In step 2, the changes in demand will be explored. These are the developments and trends in society. By matching these with the outcomes of step 1, the future demand can be found.

Step 3: Generating future models

This step should provide possible solutions for the future; this is done by combining step 1 and 2. This can provide possible solutions and examples for decision makers.

Step 4: Defining projects to transform

Step four is the outcome of step 1, 2 and 3 combined, applied to portfolio and building level. Step 4 will elaborate the chosen solution into a step-by-step plan for transforming the existing supply into the desired future supply, at portfolio and building level.

Den Heijer combined the CREM-perspectives with the DAS-frame, which leads to a strategy in which every perspective is assessed along the process. This thesis applied her approach to the field of Religious Real Estate. This leads to figure 2.3: the theoretical framework.

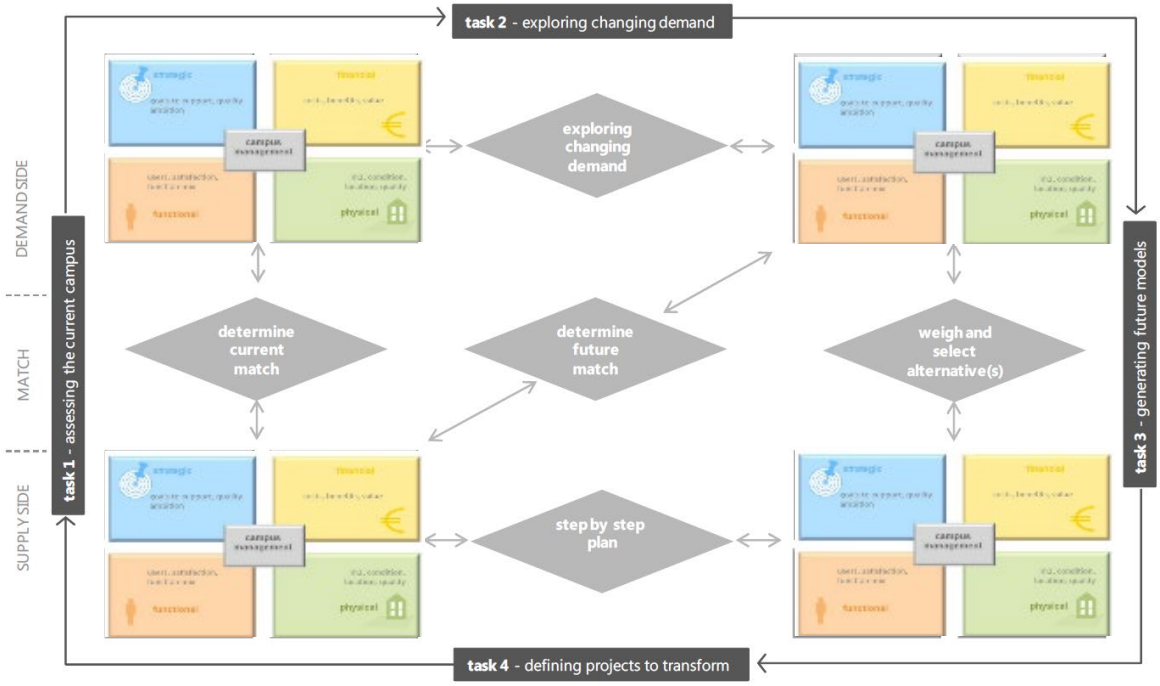

Fig. 2.3: The DAS-frame and CREM-perspectives combined applied to campus management (Den Heijer, 2011, p. xv).

Conceptual framework

The DAS-frame and the CREM-perspectives will be used as the theoretical framework for this research. Whereas Den Heijer focusses on CRE (Corporate Real Estate) and PRE (Public Real Estate), namely university campuses, this research puts the focus on RRE. Therefore, this thesis applies Den Heijer's (2011) theories to the field of Dutch Christian churches. The aim is to make substantiated decisions leading to the optimal solution. The discussed theories and the themes of this research are combined into the conceptual framework, which can be found in fig. 2.4.

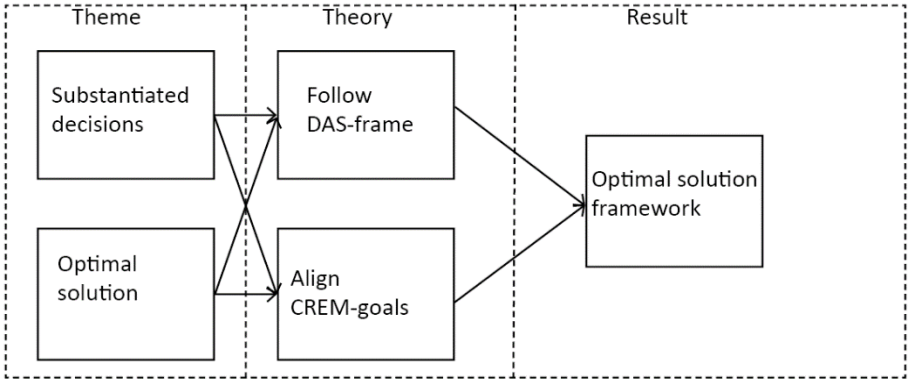

Fig. 2.4: Conceptual framework

SECTION B

DATA COLLECTION & ANALYSIS

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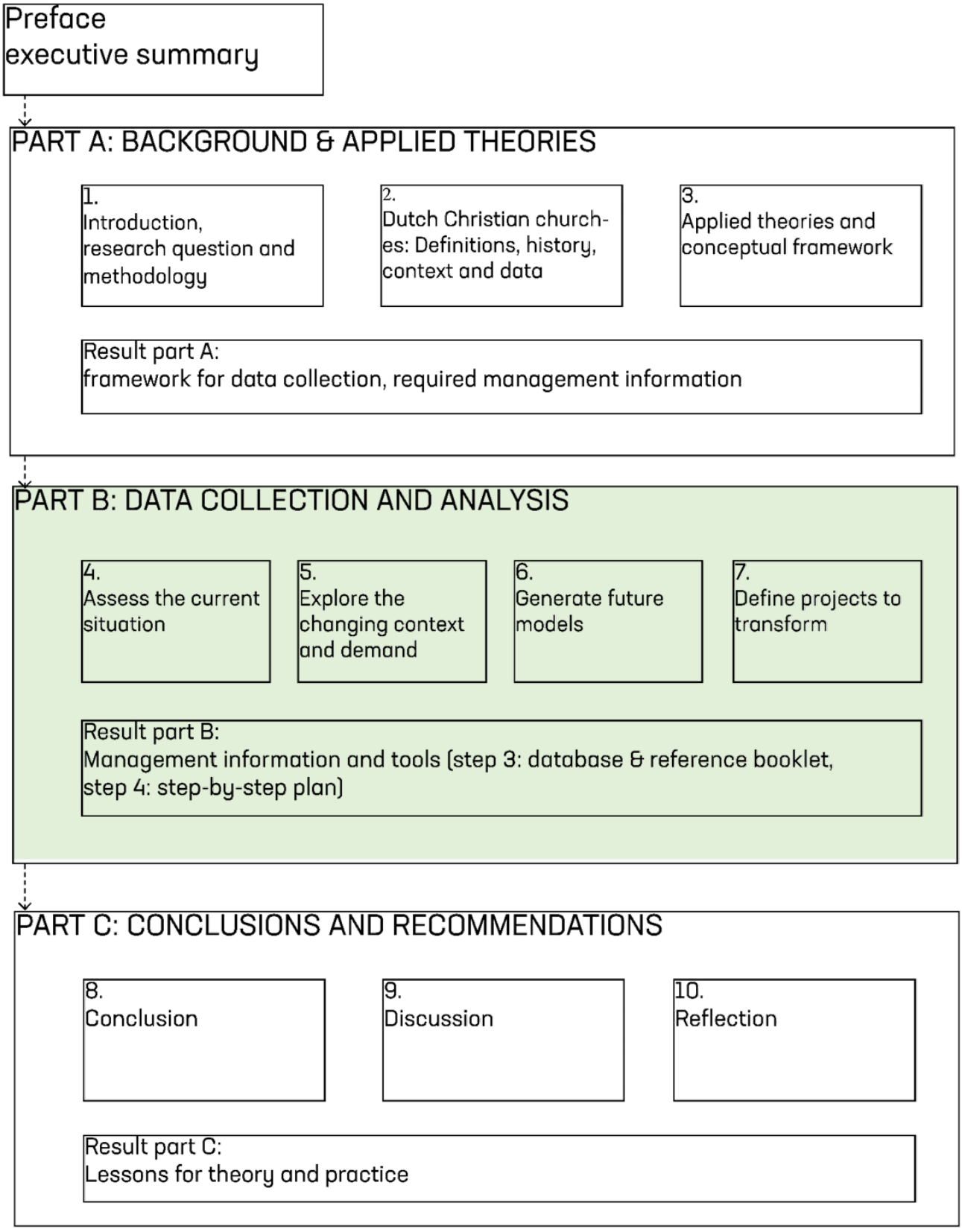

Preface
executive summary
PART A: BACKGROUND & APPLIED THEORIES
1.
Introduction, research question and methodology
2.
Dutch Christian churches: Definitions, history, context and data
3.
Applied theories and conceptual framework
Result part A:
framework for data collection, required management information
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 DAS-frame is divided into four steps to design the accommodation strategy to transform the current supply into the future supply, fitting to the changed demand. To provide a well substantiated decision on how to deal with an empty church, the four steps need to be assessed and applied to RRE. Each of the following chapters will represent one of the steps. The CREM-perspectives will be assessed in every step in order to align the goals. Step 1 and 2 focus on the portfolio of the Netherlands, step 3 and 4 zoom in on the building level.

Chapter 4. Assessing the current situation (step 1)

Slagter states: ''You can only create a vision, once you know what you've got'' (Bosma, 2019). Making an inventory helps creating insights into the assignment. For instance, it is important to know whether a vision has to be created for a small village with a decreasing population, or in a big city with huge neogothic cathedrals (Bosma, 2019). Additionally, assessing the current situation can create the basis for seeking opportunities (Bosma, 2019). Strolenberg states that assessing the current situation is about much more than just the buildings; it is about social, spatial and economical aspects, which should all be taken into account (Bosma, 2019).

Aspects like the above will be assessed in this chapter. Data needs to be found that is usable for further research. For this research, it is important to gain information about the physical, functional, financial and organisational perspective. This chapter is focused on the first management step (fig. 4.1) and will assess the following research question:

''What management information is required , what management information is available and what is the demand for additional information for assessing the current situation?''

The last part of the research question is aimed at generating information about the (mis)match what we have, and what we need or should have currently (Den Heijer, 2011). In this chapter, the four stakeholder perspectives will be used to give an overview of the current situation in the Netherlands regarding reusing churches and additionally, the available information and the tools that provide this. The output will be strengths and weaknesses of the current situation.

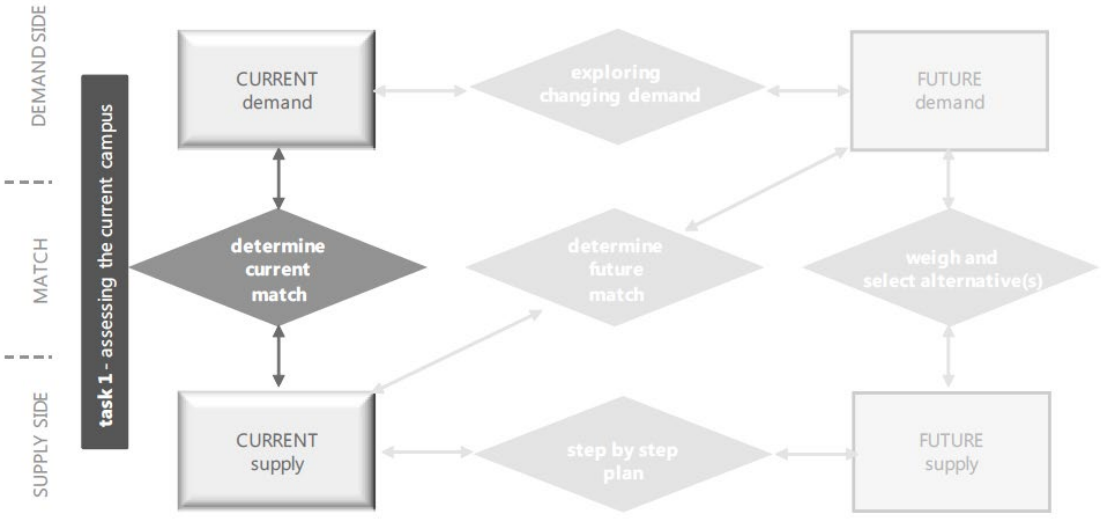


Fig. 4.1: Management step 1 (Den Heijer, 2011, p. 123)

4.1 Churches from an organisational perspective

The organisational perspective can consist of several perspectives; the government, heritage organisations, citizens-organisations, owners.

Religious heritage

Churches define the image of cities and villages. They form the centre of communities. Many people are or were involved with the church from their birth till their death. They were baptized, married and mourned in churches. However, over 80% of Dutch inhabitants hardly ever visit churches anymore, and a minority of the Dutch population considers themselves as religious [2]. As a consequence, it is expected that 30%-80% of these churches will lose their function (Heuvelmans, 2020).

National Church Approach

National Church Approach

A decreasing number of Dutch inhabitants is religious. Therefore, churches need to close their doors. However, new types of religiosity and the growth of new faith communities are arising. Additionally, the awareness of the value of church buildings including their tales, is growing.

Closing doors for the original function, does not mean the loss of a church. These buildings are being protected, by means of careful solutions for multiple use and adaptive reuse. This has already been done for centuries in the Netherlands.

Since the 10th of November 2018, the National Church Approach has been set up to deal with this topic. Minister Van Engelshoven of Education, Culture and Science made this cooperation of provinces, municipalities, church owners and various heritage organisations possible (RCE, n.d.).

The goal of this approach is to develop a sustainable future for churches in the Netherlands. This is only possible when all involved parties cooperate. Therefore, the following five focus points have been compiled (RCE, 2018):

1. Church Visions
    a. Municipalities are provided the opportunity to compline a Church Vision. The idea is to do this for all churches in a municipality with all involved actors.
2. Knowledge
    a. Knowledge is shortly the development and access of religious heritage.
3. Sustainability
    a. Sustainability is about the innovations on sustainability for religious heritage. This is necessary, to contribute to the CO2 reduction
4. Accessibility
    a. Accessibility of churches should be promoted. More people should be able to enjoy visiting churches, to increase the support for preserving the building and improve the exploitation
5. Support
    a. The support for preserving church buildings should be enlarged. Many young and non-religious citizens do not visit churches anymore nowadays.

Church Vision

The focus point that correspondents most with this thesis is the first one. In the Church Vision, municipalities, church owners, heritage organizations and concerned citizens will develop a strategic

[2] According to research of NOS (August 2018), CBS (October 2018) and SCP (December 2018).

vision all together for a sustainable future for all the churches in a certain municipality (Stichting Monumentenhuis Brabant, 2019). Minister Van Engelshoven provides 9.5 million euros divided over three years (2019-2021) for municipalities to compile Church Visions. The deadline for the next application round is June 15th, 2020.

The importance of Church Visions is increased during the Corona crisis. Churches that still function as a church, churches as multiple use buildings and churches with cultural-societal functions are suffering and have to find out how to survive. To maintain the connection with their community, some churches chose to make use of live-streams. Simultaneously, their role in this society can be of great importance in supporting communities and society as a whole (ICS, 2020).

To safeguard the presence of churches, an integral vision for all churches in a municipality is a must. Compiling a Church Vision helps in getting to this vision. The initiative lays with the municipality, because of her broad societal role, in which many perspectives come together (social, cultural, spatial, economical, and societal). The subsidy to help municipalities facilitate this process, is divided into three categories, based on the amount of churches in a municipality (ICS, 2020). Municipalities with 1-19 churches, can receive 25.000 euros, 20-39 churches 50.000 euros and more than 40 churches 75.000 euros. The division of the 99 municipalities can be seen in diagram 4.1 (Schnater, 2020):

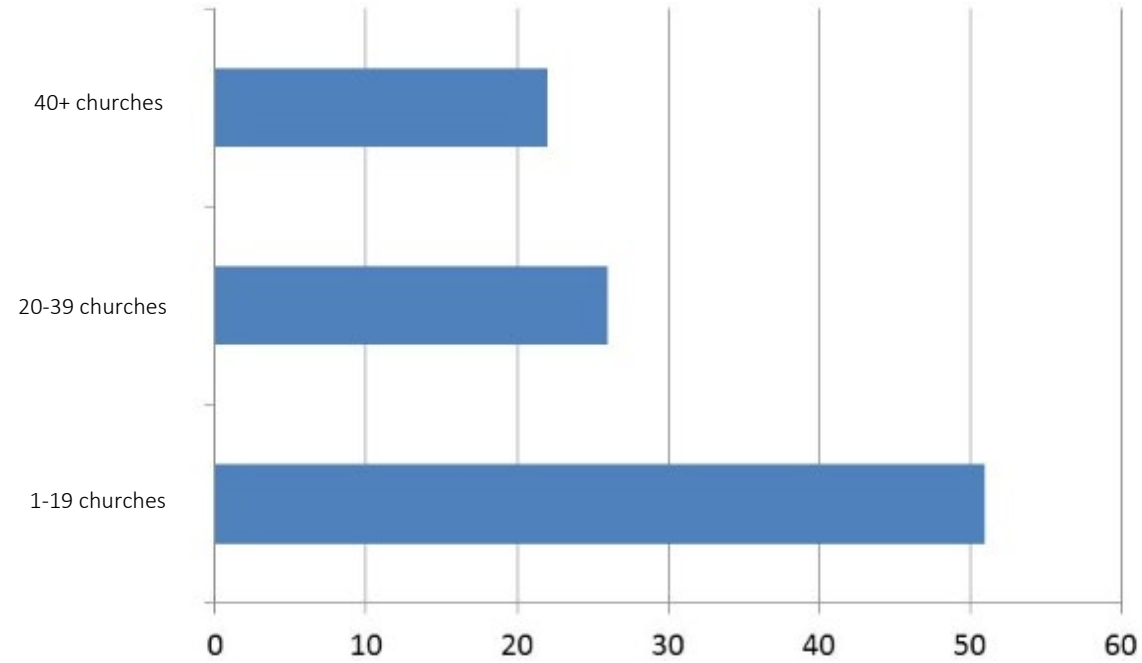


Diagram 4.1: Overview of Church Vision municipalities with number of churches (Schnater, 2020).

The idea is that this will be done for all churches in a municipality. Six former Church Visions already provide insight into how to address this; Utrecht, Deventer, Appingedam, Bergen op Zoom, Uden and Den Haag.

The financial resources should support the process, in which a sustainable future for the church portfolio of a municipality should be established. In this, the integral approach is very important. In contrast, the manner in which agreements are determined is free of format.

The aim is that the parties will get familiar with each other's' interests and perspectives, and respect this. These perspectives are *heritage organizations* (concern: cultural historical value), *involved citizens*

(concern: ''their'' church) and *municipalities* (concerns: social- and economic perspectives). Combining this with the CREM-perspectives, the heritage organizations are the physical perspective, the involved citizens are the functional perspective and the municipality aligns with the organizational and financial perspective. Chapter 6 will provide several other compositions of these perspectives.

Six Pilots of the Church Vision are started in 2018 in the municipalities Amersfoort (88 buildings), Ooststellingwerf (19 buildings), Oss (31 buildings), Rotterdam (144 buildings), Súdwest-Fryslân (160 buildings) and Zaanstad (60 buildings). Every six weeks meetings are planned between the representatives to exchange experiences. This knowledge is used to support other municipalities in this process (Moerkerken, 2019). According to Strolenberg, one of the outcomes is that the urban setting is an aspect that leads to different experiences. In small villages, the process is for a large part about the liveability and demographical shrinkage. On top of that, the churches in these villages are literally placed in the centre (Moerkerken,2019).

Together with the six realised Church Visions, the information that already lead from these pilots is integrated into a guideline: *Bouwstenen voor een Kerkenvisie* (Buildings blocks for a church vision).

Building blocks for a church vision

The buildings blocks, are intended for municipalities, however these can be useful for owners, denominations, heritage organisations, public representatives and initiators as well. Questions like what is allowed with a church, what new use is possible, who decides and who pays, are frequently heard in discussions on what to do with a church. All parties should cooperate in the process to preserve the most important churches in the Netherlands.

The guideline provides twelve building blocks which can help in compiling an integrated Church Vision. It is based on the experiences of the existing church visions. Additionally, existent knowledge is used that is gathered like step-by-step plans, other guidelines and overviews. Of great importance here is the ''*Handreiking religieus erfgoed voor burgerlijke en kerkelijke gemeenten (VNG/VBMK)',* dating from 2008. In the back of the guideline, further literature, research results, step-by-step plans and useful addresses are mentioned. The online platform [3] provides up-to-date examples of the Church Vision as well, with new experiences and insights. Additionally, the online platform provides several tools and instruments, that can be consulted in the process of a Church Vision.

The building blocks will be shortly described by means of the information to address in table 4.1, for further information the guideline can be consulted (Ministry of Education, Culture and Science, 2019). However, certain aspects are or will be used in this thesis as well, to shape the current situation.

1. An integral Church Vision: Goal, content and shape	a. What goal do you want to achieve (together) compiling a Church Vision? b. With whom and for which buildings? c. What shape fits best with this?
2. Use and necessity of a Church Vision	a. What is the meaning of the churches in our municipality? b. What are the benefits of compiling a Church Vision?
3. The compiler of a Church Vision	a. How to initiate? b. What does this process require for everyone's commitment? c. How to shape the process? Who will do what?
4. Role of the municipality in the Church Vision	a. What role will suite as municipality, during compiling and implementing the Church Vision?

[3] www.toekomstreligieuserfgoed.nl

5. Financing a Church Vision	a. Where to apply for the decentralisation payment? b. What to contribute as a municipality, when compiling a Church Vision?
6. The task defines the approach	a. What task do you have as a municipality in a broad sense? b. What task do you have as a municipality with regards to the church buildings, their interiors and surroundings? c. Which approach fits best?
7. Organise and start the conversation	a. Who to enter into dialogue with? b. In what shape(s)? c. What information to gather before entering into dialogue?
8. Confidentiality, openness and transparency	a. How to deal with confidentiality versus transparency? b. What to agree on in terms of communication?
9. The inventory	a. What data is needed? b. What is available already?
10. Valuation and weighing	a. Do you want to valuate and/or weigh? b. How to valuate and with which criteria?
11. Support	a. Is there insight on the constituencies of the parties? b. How to acquire / organize support for these constituencies?
12. Assurance and monitoring	a. A Church Vision, and next?

Table 4.1: Building blocks

For the process of the Church Vision, the Cabinet provided millions of euros last year, for municipalities to make plans for their church building stock. The amount of churches in a municipality determines the amount of euros to which a municipality is entitled. Municipalities with less than 20 churches, qualify for the decentralisation payment (a subsidy of 25.000 euros).

Municipalities with 20-39 churches are entitled to 50.000 euros and a municipality with more than 40 churches receives 75.000 euros of the local government (Moerkerken, 2019). A large amount of this is spent on mapping the buildings.

In short, municipalities are encouraged to develop a Church Vision. Strolenberg mentions that this is part of a program in which 150 municipalities should take part in this, from 2019-2020. Already 50 municipalities are taking part in this (Moerkerken, 2019). The Church Vision will promise much good for the future, however divergent expectations, conflicting interests and high maintenance costs are leading to failure of these plans. See figure 4.2 for a small summary.

Organisational perspective

- Stakeholders
- Current success factors (National Church Approach, Church Vision)
  - Municipality
  - Owners
  - Local residents
  - Heritage organisations
- Current failure factors
  - Divergent expectations
  - Conflicting interests
  - High maintenance costs

Fig. 4.2: Organisational perspective summary

4.2 Churches from a physical perspective

Assessing churches from the physical perspective, means collecting basic data about the buildings, building aspects and location aspects. Much information is already available, for instance through the National Agency for Cultural Heritage and municipalities. The building blocks requires an extensive list of data of which the basic information will be provided here.

First, a quantitative inventory will be provided, with information concerning the amount of churches, the building year and the monumental status of churches. Next, a qualitative inventory will be provided with information concerning spatial context of churches.

Additionally, when compiling a Church Vision, information should be gathered about the architect, the condition, the conservation needs, energy costs, presence of outbuildings, toilets and kitchen, capacity of the spaces, number of seats and divisibility of spaces for multifunctional use (Ministry of Education, Culture and Science, 2019). This needs to be assessed church specific. For the condition of a church, a chart could be made according to church owners assessments, with a condition scale from excellent to very bad.

Quantitative inventory

The Netherlands counts around 7000 churches. Approximately 6000 churches were built before 1970 . 2350 Of these are governmental monuments and 785 municipal monuments. The other part is not protected, however is very much loved.

According to Wesselink (2018), 4572 of these churches were built between 1800-1970. For this research, the interactive church map of Wesselink (2018) will be used and thus those numbers. [4] A more complete overview will be provided by the National Agency of Cultural Heritage during the year 2020.

In table 4.2, the amount of churches per province and the amount of churches which are listed can be found. Table 4.3 shows the building periods.

Province	Total amount	Listed	*Municipal*	*Provincial*	*Governmental*
Drenthe	181	70 (39%)	8	18	44
Flevoland	44	11 (25%)	7	0	4
Friesland	419	132 (32%)	29	0	103
Gelderland	592	296 (50%)	169	0	127
Groningen	271	75 (28%)	10	0	65
Limburg	317	160 (50%)	22	2	136
Noord Brabant	513	328 (64%)	97	9	231
Noord-Holland	621	319 (51%)	150	13	156
Overijssel	336	136 (40%)	68	0	68
Utrecht	298	136 (46%)	72	0	64
Zeeland	226	49 (22%)	21	0	28
Zuid-Holland	754	263 (35%)	135	0	128
Total	*4572*	*1975*	*788*	*42*	*1154*

Table 4.2: Amount of churches per province and the amount of churches which are listed

Province	Total amount	1800-1850	1850-1900	1900-1945	1945-1970	unknown
Drenthe	181	13	24	85	57	2
Flevoland	44	1	2	0	41	0
Friesland	419	35	163	144	73	4
Gelderland	592	42	137	181	224	8
Groningen	271	20	73	94	81	3
Limburg	317	17	45	128	127	0
Noord Brabant	513	56	109	176	167	5
Noord-Holland	621	39	149	243	181	9
Overijssel	336	25	58	135	111	7
Utrecht	298	23	61	106	100	8
Zeeland	226	7	48	81	82	8
Zuid-Holland	754	40	139	229	310	36
Total	*4572*	*318*	*1008*	*1602*	*1554*	*90*

Table 4.3: Building periods

Qualitative inventory

For assessing the future possibilities for a church, information should be gathered about the current spatial context. Aspects to take into account are the spatial situation, proximity of basic services, spatial and urban setting, location in a city's Protected View, parking space, accessibility with public transport, possibility of adding buildings or removing, the originality of the building and the presence of graveyards and possible ongoing grave rights (Ministry of Education, Culture and Science, 2019). This data can define the strengths and weaknesses of the spatial context of a church.

This chapter will make an overview of what is strong and what is weak for the church specific assessment for step 4. The first column describes the quality that will be assessed, and the second, third and fourth column will describe when the quality is low or high (table 4.4). Figure 4.3 provides a summary box.

Quality	Low	Explanation	High
Spatial situation		The status of the surrounding buildings can be great importance regarding financial feasibility of plans (Moons, 2020, personal communication)	
Spatial and urban setting		Churches in growth areas survive more often than churches located in areas with a decreasing population *(often rural areas)* (VTV, 2018).	
Location in a city's Protected View		The chance of a church to survive as a building is higher when it is part of a city's Protected View (Monumenten, n.d.).	
Parking space		Available parking spots lead to a higher chance of succes when adaptively reusing (Provincie Zuid Holland, 2012).	
Accessibility with public transport		Accessibility with OV increases the chance of succes when adaptively reusing (Monumenten, n.d.)	
Possibility of adding/removing buildings		Empty building plots can be of great importance regarding financial feasibility of plans (Moons, personal communication, 2020)	
Presence of graveyards (and ongoing graverights)		Graveyards can hinder the reuse process of churches (Hendriks, 2016).	
Original state of the building		The original state of the church can play a role in the monumental status	
Proximity basic services		The proximity of basic servies can increase the chance of succes when adaptively reusing (Verstoep, n.d.)	

Table 4.4: Qualitative inventory

Physical perspective

- Quantitative inventory
  - 6000 churches before 1970
  - 43% listed
  - [Building year]
- Qualitative inventory
  - Spatial situation
  - Spatial and urban setting
  - Located in a city's Protected View
  - Parking space
  - Accessibility with public transport
  - Possibility of adding / removing buildings
  - Presence of graveyards ad ongoing grave rights
  - Original state of the building
  - Proximity basic services

Fig. 4.3: Physical perspective summary

4.3 Churches from a functional perspective

Use

According to the research of Wesselink (2018), 3277 of the churches build between 1800-1970 are still a church, and 1295 have another function. Per province, this number can be found in table 4.5. Additionally, this table shows Protestant and Roman-Catholic denominations per province with the amount of churches in this denomination, since these are the two main religions.

Province	Total amount	Adaptively reused	Protestant	Roman-Catholic	Other
Drenthe	181	52 (29%)	*115*	25	41
Flevoland	44	14 (32%)	24	12	8
Friesland	419	163 (39%)	283	39	97
Gelderland	592	156 (26%)	267	*210*	115
Groningen	270	94 (35%)	171	22	77
Limburg	317	58 (18%)	23	*279*	15
Noord Brabant	513	146 (28%)	111	*368*	34
Noord-Holland	605	233 (39%)	257	*205*	143
Overijssel	336	80 (24%)	165	*105*	66
Utrecht	298	70 (23%)	135	*79*	84

Zeeland	226	81 (36%)	108	56	62
Zuid-Holland	754	148 (20%)	*362*	172	220
Total	*4572*	*1295 (28%)*	*2021 (44,3%)*	*1572 (34,5%)*	*962 (21,2%)*

Table 4.5: Use of churches

In the interactive map of Wesselink (2018), for every province, city and village, this kind of information can be acquired by zooming in and out and clicking on churches. This will also provide the current use of a certain church.

The table shows that approximately one third of the churches have been adaptively reused nowadays. The interactive map shows the current use per church. 30% Of the adaptively reused churches has a cultural-societal function. Throughout the Netherlands, a large part of the population believes that churches belong to society. The second most used new function is residential (28%). Catholics appreciate when the church remains having a societal function, therefore this is an important prerequisite in many of the cases. If this cannot be realised, it is preferred that the church will be demolished. Protestants are less strict; they agree with functions like offices and restaurants (Wesselink, 2018).

Users

For the first time, a majority of the Dutch inhabitants does not count themselves as a religious group anymore (47% religious). In 2017, 49 percent of the inhabitants aged above 15, counted themselves as a religious group. In 2012 this even was 54 percent.

In short, the life of the Dutch people is not dominated by religion anymore (Nelissen, 2008). This is the case for the majority of the inhabitants and this means the Netherlands is de forerunner in European and international context (de Hart & Van der Houwelingen, 2018).

However, not in all of the Netherlands this secularization is occurring. Until recently, new religious buildings were still being built in places like the Bible belt (an indication of a fairly wide strip that runs through the Netherlands from Zeeland to Overijssel. Relatively many historically Reformed people live in this strip). Religion is still dominating everyday life there. Additionally, the demand for places of worship in the larger cities is increasing for international migrant communities (Eschbach, 2017). Figure 4.4 shows the functional summary box.

Functional perspective

- Use
  - Empty
  - In use
  - Adaptively reused
- Users
  - Denomination
  - Other users

Fig. 4.4: Functional perspective summary

4.4 Churches from a financial perspective

Recent developments around the Corona-crisis will probably have an impact on the building sector in the Netherlands. This impact can be overseen for the short term, though on the long term this sector is more vulnerable. There will be a higher chance on delay and many foreign employees return to their home countries. Also, employees that feel ill should stay at home during this crisis. It is expected that

the construction industry will contract with 4% (Rabobank, 2020). This is also due to the policies on PFAS and nitrogen.

At the moment, the maintenance and renovation sector are hit hardest by this. Many renovations are delayed, especially when it is not urgent (Rabobank, 2020). Churches are likely to be impacted; they miss incomes of collections, spaces cannot be rented to other parties anymore and gifts decrease (Reformatorisch Dagblad, 2020). Churches are part of the cultural sector in the Netherlands. Fortunately, this sector will receive emergency assistance of minister Van Engelshoven.

Preserving churches is now a major task for owners. The operation costs for churches in use as such, concern the following matters (Municipality of Sluis, 2017):Energy costs, insurances for the church (often at reconstruction value), subscriptions and costs of inspections by the Monument Watch (an organisations dedicated to the conservation of historic buildings), costs for tuning and maintenance of organs, staff costs and accommodation of the church office, maintenance costs, other costs, for instance interest and repayment on loans for restoration

This research focusses on new uses for churches. Several costs can be made for making churches fit for reuse of multiple functions. Not only costs are made in churches, also several types of income (Municipality of Sluis, 2017): Revenue directly relatable to the religious use (fees for funeral meetings and ecclesiastical blessings of marriages, collections at holy services), rental income, revenue from additional catering establishments, donations and legacies, gifts by visitors, income from equity (real estate), subsidies for governmental listed buildings. These can be one-off grants for restoration and for governmental and municipal subsidies for the maintenance of church buildings, entrance fee, cheap loans from the government, long-term income from installing solar panels.

It is difficult to systematically track down renovation costs, maintenance costs, purchase costs, adaptive reuse costs etcetera. A simple reason for this could be that developers are not always transparent in this. Since these numbers will not provide a generic overview, these will not be specified for this overview. However, in task 3 some basic data concerning the finances of adaptively reusing a church will be provided.

Restoration

For restoration of monuments, two main subsidies are available: SIM (Subsidy Conservation of Monuments) and SRR (Subsidy for Restoration of Governmental monuments).

Starting with the SIM [5], this is an subsidy for conservation, which can be granted every six years after an application. It is meant for the maintenance of a monument. At the moment, 60% of the eligible costs can be compensated. The SIM Guidebook gives an overview of the type of costs that are eligible; of these costs, 60% will be compensated within 6 years. The SIM is valid since 25-12-2019 until 01-01-2022. For 2020, a total of 54,02 million euros will be available for governmental monuments (without archaeological and green monuments, Art. 3.1). The SIM is an ongoing arrangement.

The SRR [6] is a large restoration subsidy which is valid at this moment. It is a temporary arrangement. It is meant for all monuments which have a restoration specification of minimal 2,5 million euros for eligible costs. For this, an application should be submitted. As regards to churches, the SRR is mainly used for large churches with deferred maintenance. In practice, the latter will use the SRR and not the SIM (Hiep, personal communication, 22-1-2020). A total sum of 350 million euros is available for cultural heritage of which 60 million euros is available for monuments for each of the years 2019,

[5] https://wetten.overheid.nl/BWBR0032075/2019-12-25
[6] https://wetten.overheid.nl/BWBR0042214/2019-05-18

2020 and 2021. Lately, it is announced that 59.9 million euros of the 60 million euros is already provided. This means, there will be no new round for this arrangement (RCE, 2020, LinkedIn).

For the SRR, 30% of the eligible costs will be reimbursed. However, with a sustainable approach, another 40% can be reimbursed. This can be added up with another 10% when making the building approachable. This comes down to a total of 80% of the restoration costs. However, the investments for getting to this sustainable and approachable building, are at one's own expense. The period for request of the SRR, is from 1-7-2019 until 16-9-2019, however this can be extended until the period of 15-8-2020 – 16-9-2020, if there is a minimum of 10 million euros left.

Adaptive reuse

Where there are multiple options for getting subsidies in restoration, it is a different story in reusing churches. People should find profitable adaptive reuse functions, in order to finance this. Banks should be willing to finance the process, parties should be willing to invest. The market should be able to carry commercial functions. This could be difficult, since churches often consist of many m3, that lead to maintenance and restorations, while offering a few m2 to use or rent out. Creating more m2 can be difficult because of regulations for daylight, and simply because it is expensive (Hiep, personal communication, 22-1-2020). In short, the function will determine if the plan will be feasible or not.

When the church is adaptively reused as a public function, resources are available from the decentralized government, like municipalities. Often, the municipality of province has money available for this. Developers or other parties that want to do this, can negotiate with the municipality or provinces for financial resources. It depends on the vision of the certain decentralized governmental body. An example here is a library. The municipality might need a basic library, or an exceptional project like the *Blokhuispoort* in Leeuwarden in cooperation with BOEi. For the latter case, the municipality was willing to invest a lot of money, which resulted in the fact that the library in it won the prize ''Library of the year''. While this is not a church, it does demonstrate that the willingness to invest of the municipality, or province, is of great importance. Societal functions will find subsidies in most of the cases, however it depends on the decentralized bodies how much this will be.

Churches secondary function loan (Kerken Nevenfunctie-Lening)

With this loan, activities that expand the use of a church can be financed. Examples are toilets and heating. With ancillary activities in the church, income can be generated. The loan can be used for sustainability interventions and adaptive reuse as well. It is advised to consult the monuments officer prior to applying for this loan, since every church differs substantially. If the municipality does not have this knowledge, it is advised to address a consultant, to assess the historical value, technical possibilities and possible permits. A churches secondary function loan is an annuity loan with an attractive low interest rate, namely 1.5%. The loan amounts t a maximum of 50.000 euros and has a maximum duration of 15 years (Restauratiefonds, n.d.).

Grant scheme stimulation adaptive reuse monuments (Subsidieregeling stimulering herbestemming monumenten)

In 2018, the ministry Education, Culture and Science enabled 2,4 million euros for stimulating adaptively reusing monuments. 1,7 Million euros was designated to research to adaptive reusing buildings with cultural historical value, and 700.000 euros for measures to make those buildings wind and waterproof.

Every year (2016-2021), from October 1st until September 30th, 1,7 million euros is available. 70% is used for research, and the amount of costs for a research to be subsidised, should be between 10.000-25.000 euros per application [7].

For monuments, the SIM and the SRR will still be open the coming years. However, the demand for these financial resources might be too high for the supply (Hiep, personal communication, 22-1-2020). Therefore, it is not completely sure how much money will be available in the coming years, and how many monuments can get the subsidies. However, the expectation is that there will be subsidies available anyhow (Hiep, personal communication, 22-1-2020).

Figure 4.5 shows the financial perspective summary.

Financial perspective

- Costs (- €)
  - Energy, maintenance, insurances for the church
  - Subscriptions and costs of inspections by the *Monument Watch*
  - Costs for church organs
  - Other costs, for instance interest and repayment on loans for restoration
- Revenues (+ €)
  - Income (rental, revenue directly relatable to the religious use, revenue from additional establishments, donations and legacies & gifts by visitors, from real estate, entrance fee, installing solar panels)
  - Subsidies
  - Loans

Fig. 4.5: Financial perspective summary

4.5 Conclusion step 1

In this chapter, the current situation is defined in terms of the current supply and the current demand of all four CREM-perspectives. The most important strengths and weaknesses of the current situation are summarized below.

The most important strength of the churches is their positioning in central places in cities and villages. This goes hand in hand with the most important threat; the fact that this piece of land is valuable, and with the vacancy and high maintenance costs of churches it becomes attractive to sell this land to generate income. However, this central positioning on key locations and the additional opportunities for the future might outweigh this once-only income.

Not only the positioning of the church in the urban context, also the central positioning in people's minds is an important strength when preserving churches. However, this goes hand in hand with an important weakness as well; the involvement of concerned citizens can lead to delay of the reuse process of churches. On top of that, conflicting interests and divergent expectations lead to failures of plans. However, the public initiative the Church Vision is a strength since the government is putting effort to preserve churches.

Another strength is the financial resources that are available in reusing and restoring churches. This can lead to opportunities for future adaptive reuse and thus preservation of these buildings, however this needs to be assessed in the following chapter.

The most important weakness is the technical condition of the churches that comes with high maintenance costs. This leads to the fact that churches should generate income in order to stay preserved.

[7] For more specific information, see www.overheid.nl.

A functional weakness of churches is secularisation with the outcome that there is a huge decrease in churchgoers. On top of that, this can be a threat for planning; should churches get new functions or should some be preserved as functioning churches, and how many. The decrease in churchgoers lead to an important opportunity, namely adaptively reusing these huge buildings in central places in society.

The strengths and weaknesses cover all four perspectives, which means they should all be considered including their consequences beforehand.

The collected data can be assessed through the strengths and weaknesses well. It is a strength that a lot of data is already available, as well as an overview of the existing information and tools to asses during the Church Vision process. This leads to opportunities to use all useful tools in deciding on the future of churches. A threat is that there will be a surplus of information for those who need to decide on the future of their church building stock. This leads to the weakness, that there is no manageable approach available yet. See the figure below for the strengths and weaknesses.

Organisational perspective Strength: Public interest Weakness: conflicting interests, divergent expectations	**Financial perspective** Strength: financial resources Weakness: high maintenance costs of churches, Church on valuable piece of land, church attractive to sell church
Functional perspective Strength: Positioning of church in people's minds Weakness: vacancy of churches, secularisation, Involvement of concerned citizens → delay	**Physical perspective** Strength: positioning of church in central places in society Weakness: Technical condition

Fig. 4.6: Strengths and weaknesses summary

Not all information on churches is available yet. The Cultural Heritage Agency is currently gathering as much information as possible about the Dutch churches building stock. Additionally, information is needed on the future developments in order to find fitting alternatives on how to deal with the churches. Also, when assessing churches on a building level, more specific information is required like square meters, renovation costs, the municipality, the state of the building, energy costs, divisibility of spaces, etcetera. Erfgoedlabbrabant adds the following aspects to be researched in this step of the process (erfgoedlabbrabant, n.d.):

- Building archaeological research
- Architectural research
- Structural research
- Cultural-historical research
- Buildings specific maintenance and restoration costs
- Laws and regulations
- Land use plan

Chapter 5. Exploring the changing context and demand (step 2)

This chapter is focused on the second management step; exploring the changing context and demand. The research question that will be answered in this chapter is:

''What management information is required, what management information is available and what is the demand for exploring the changing context and demand''?

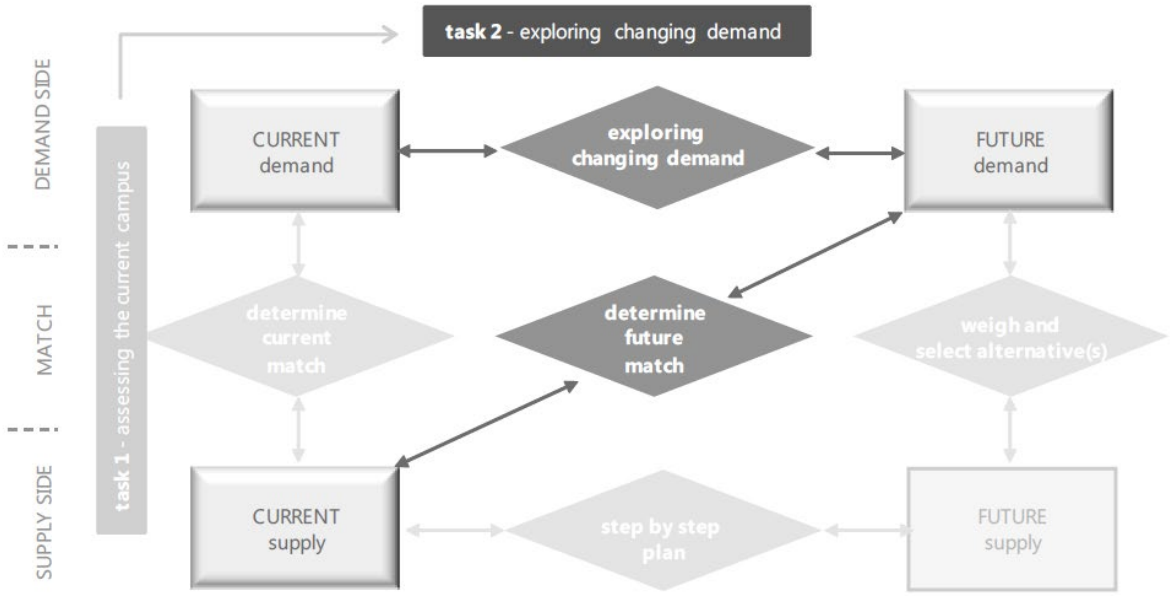


Fig. 5.1: Management step 2 (Den Heijer, 2011, p. 123)

The most important reason to asses this chapter, is to generate information about how relevant developments influence the buildings (Den Heijer, 2011)(fig. 5.1). Similar to chapter 4, this step will be elaborated based on the four stakeholder perspectives. In other words, trends influencing organisational, financial, functional and physical aspects will be elaborated on in this chapter. After doing this, a list of programmatic requirements (demand) can be compared or matched with the current situation (supply); this will lead to the current and future (mis)match (Den Heijer, 2011). This chapter will lead to scenarios, strategies and alternatives as the input for chapter 6.

5.1 Organisational perspective

Climate goals

To begin with, the Netherlands is on the verge of a sustainable transformation of the built environment. This is an adjustment of more than 7 million houses and 1 million other buildings. Until 2050, this will happen in small steps in cooperation with the residents and owners of these buildings (Climate agreement, 2019).

An important reason for this, is global warming. In 2030, the effect of humans on global warming and ocean warming, on the decrease of the amount of water and snow, the global sea level rise and so on, is undeniable. On top of that, it is the aim to stop the natural gas extraction in Groningen. This can be achieved with a structured approach, including sustainability and circularity (Climate agreement, 2019).

According to the US Green Building Council (USGBC), buildings account for 41% of the world's energy use. The materials used in buildings have a severe impact on the environment. Many of these products are non-sustainably produced. Damaging CO2 emissions are produced in the factories. According to the USGBC, 40% of world's raw materials are being used in the construction of buildings. The biggest challenge in this transformation of the building stock, is societal; it is about the people. Therefore, residents, tenants, owners, corporations, contractors and so forth need to be involved properly (Climate agreement, 2019)

An appropriate method is a neighbourhood oriented approach. Current examples already show that it is successful when neighbours cooperate together and with (local) government. Apart from this, it should be financially feasible for everyone. Therefore, the standpoint will be ''housings costs neutrality''. This will not be easy, however it could be achieved when reducing costs by scaling up via supply and demand bundling, digitization and innovation, and with better financing ensure that for the majority of residents the monthly costs of the loan you take out for the renovation benefit that you book on the energy bill. Where that fails, targeted support is needed. This is not a project of a few, but of all of us (Climate agreement, 2019, p. 17).

To achieve the climate goals for 2030, the pace of sustainability must steadily increase to more than 50.000 existing homes per year in 2021. Before 2030, this should be at 200.000 a years. The goal is to emit 3.4 Mton less CO2 in the built environment, than the reference scenario shows.

This will be a *project of us all*. Inhabitants will cooperate with municipalities, who will play a crucial role in this. Per area, municipalities have to decide with the inhabitants and owners what are the best solutions, for instance in the use of natural gas. For old buildings, heat grids will mostly be the best solution, and for new neighbourhoods this will be electric. Again, not only the built environment will decide what is best, the values of the people are equally as important.

Agreements on how to achieve these goals are documented in the Climate Agreement. It is an integral whole on how to reach the goal for 2030 and how to realise the vision for 2050 (Climate agreement, 2019).

Possibilities and impossibilities

Apart from the climate goals, it is also important to assess the future possibilities for churches in terms of regulations. The municipality and the RCE have to be questioned on the (im)possibilities for future changes on the buildings and their willingness to participate in this. Aspects like the change in the land-use plan and the adjustments on the church need to be assessed in an early stage to define opportunities (Moons, personal communication, 11/5/2020). See figure 5.2 for the organisational perspective summary.

Organisational perspective

- Climate goals 2050
- Transformation of building stock
  - Involve residents, tenants, owners, corporation, contractors and so forth properly
- Cooperation of municipality and citizens
- Possibilities on adaptive reuse

Fig. 5.2: Organisational perspective summary

5.2 Physical perspective

Future for churches

It is expected that 30-80% of the churches will lose its function. This is dependent on the denomination per region. Currently, several churches in different cities are closing its doors at once (RCE, 2018).

Future of monuments

An aspect for achieving the vision for 2050, is the so called *road map*. A total of twelve sectors have agreed to set up a road map before 1-5-2019: The Central Governmental Real Estate Agency, VNG, IPO, Police, PO and VO, MBO, HBO and WO, healthcare and sports real estate and monuments.

The sector of monuments feels societal involved, and on top of that monuments need to be made sustainable in order to make future use of it attractive in terms of energy costs. Without a proper function, monuments cannot be ensured of a future. The monuments should become energy efficient, in order to contribute to the CO2 reduction (RCE, 2019)

To make monuments energy sufficient, several physical interventions are needed like insulation, energy efficient installations and, if possible, the production of renewable energy. This measures will contribute to a decrease in energy consumption.

The difference with non-monumental buildings, is that monuments require a building-specific approach, in which the cultural-historical values should be assessed. Since the buildings are so specific, it will not be feasible to transform them to energy efficient buildings. However, they could and should be made sustainable as much as possible (RCE, 2019).

The monumental sector has the ambition to get a 40% CO2 reduction in 2030, and 60% in 2040, as an average for the whole monumental building stock.

Refitting houses

The impulse in sustainability and the influence of new and innovative technology of generating energy and saving energy, will have a huge impact on types of use of houses [8]. In 2030, hardly any new homes will be constructed, reusing and refitting houses for new needs will be more popular. Making the current building stock energy sufficient, will be important the coming decennium. Several aspects will play a role in renovation, like the architectural quality of the building, sustainability, the financial value for the future, the experience of residents and the liveability and vitality of the direct surroundings. Another aspect that is expected for 2030, is that residents will take initiatives themselves in the renovation process (Obvion, 2012).

Raise for mid-segment

Pressure in the housing market is leading to certain developments, for instance the amount of square meters that is needed and affordable for the middle income group. Research of 2018 shows that people have approximately 65 square meters living space. During the first Dwelling Code, this was 8 square meters per person; a huge difference. Since middle incomes cannot afford buying houses, and earn too much for social housing, there is a huge demand for mid-segment homes (Paling, 2019). Figure 5.3 provides the summary.

Physical perspective

- Quantitative inventory
  - 30 – 80 % less churches
  - < m2 for affordable houses
- Upgrade monuments
  - Insulation
  - Installations
  - Renewable energy
- Qualitative inventory of monument
  - Architectural quality of the building
  - Sustainability
  - experience of residents
  - liveability and vitality of the direct surroundings

Fig. 5.3: Physical perspective summary

5.3 Functional perspective

Multiple use

The differences in supply and demand in residential space requires to approach this available space in innovative matters. Solutions for dealing with living, working, leisure, energy and nature must all be taken into account simultaneously when designing the future (Obvion, 2012). This might open op new opportunities for monuments, for example churches, as multiple use buildings. Taking into account the fact that in 2020 until 2022 less new buildings will be constructed, might be positive for reusing churches as residential spaces as well.

Population growth

The new population forecast of the CBS shows that the Dutch population will keep growing the upcoming decennia, until almost 19,6 million inhabitants in 2060. In 2040, it is expected that there will be twice as much people aging 80 years or older than there are nowadays (CBS, 2019b). However, this is an estimation and depends on many factors like amount of babies, migrants and immigrants. Expected is that the Dutch population will be somewhere between 18,1 and 21,2 million inhabitants (CBS, 2019c).

Demographic shifts

An important part of this increase in population, is that more people immigrate than emigrate. In 2030, yearly 296 thousand immigrants are expected, and 214 thousand emigrants (partly former immigrants).

Next to that, it is expected there will be more babies born than that people will die the coming 10 years. According to the prognosis, 185 thousand babies will expected to be born per year, in the period of 2019-2030. The mortality will increase as well because of the aged population, till 163 thousand in that same period. After 2030, it is expected that the population will grow, but slower. Emigration will increase and from 2039 on mortality will catch up on birth.

Senescence

It is expected that the amount of people over 80 will increase. In 2040, 1.6 million people over 80 are expected, which is twice as much as now. The maximum will be around 2053, with almost 2.1 million.

Nowadays, the group aged between 65-80 years, consist of 2,6 million people. In 2029 this will probably be 3 million, and 3.3 million in 2038. After this, a decrease is expected. The amount of people over 65 will probably increase from 19% in 2019 to 26% in 2040. What this means is, that there will be more need for elderly-care at home (CBS, 2019a).

This is strengthened by the fact that care homes are disappearing, which leaves no alternatives for elderly people than to stay at home (Heijenga, 2020). There will be a gap between living at home and living in a nursing home. In 2020, 800 care homes will have to close their doors, which means more support is needed from caregivers, mostly family. Elderly people support this measure, they would like to live at home independently for as long as possible.

According to Lucas (Heijenga, 2020), general practitioner and elderly care physician, this leads to a disappearance of de structure in care. She states that the balance between living at home and getting care is very fragile (Heijenga, 2020).

ANBO, an elderly organisation, notes that this balance is not recovering itself. According to research, elderly people stay at their homes for too long in a non-fitting home, partly because there is no alternative (Heijenga, 2020). [9] She states that new alternatives might be the future for care homes, however not nearly enough alternatives are available. This responsibility lies with the municipalities, although they don't take this responsibility according to ANBO (Heijenga, 2020).

The government is involved in stimulating new developments in this topic. Many initiatives are being taken in society, however financing this might be difficult. Therefore, an incentive scheme is proposed by the Cabinet. This scheme aims at helping new residential initiatives with financing with a guarantee or a loan. Additionally, a commission of Bos (Heijenga, 2020), presented an advice on the future of elderly living at home. One of the most essential aspects was that there is a huge shortage in homes for elderly people, therefore many homes should be realised for them (Heijenga, 2020).

Secularisation

Next to declining church attendance, secularisation lead to decreasing church memberships and forced cooperation with religious communities. Additionally, this group of believers that is left is ageing and thus vanishing. On top of that, younger people are moving to the cities.

However, according to the Dutch Church Council, secularisation is not per definition a negative trend. They see it as a ''transformation of faith'' rather than the end of religion. Even though people do not visit church every week anymore, the desire of faith has not been diminished by that (Van Zoelen, 2019). In other words, as Wijnekus stated: ''Religious life is not over, but has changed'' (2009, p. 18). The affection for churches and religion are not the same thing (VNG, 2008). Dutch inhabitants do not believe it is relevant anymore to be part of a religious community, to be spiritual (De Hart & Van Houwelingen, 2018). This means, this *changing context* is leading to both new problems and challenges to overcome in the future.

Another trend is that migrants are forming an increasing important Christian group of believers. The Netherlands currently consists of approximately 1 million Christian migrants, as many as the amount of Muslims. It is expected that the influence of the Christian migrant church will grow the coming years (Spaans, 2019). The migrant churches might revitalise religion in the Netherlands, and on top of that the need for something to hold on to is expected to persist (Toekomst Religieus Erfgoed, 2018).

Individualisation

Individualisation is a much moving trend. One person might have embraced this trend because it increases personal freedom of choice, the other might see it as a possible threat to social cohesion. An overall definition of individualisation is not scientifically unequivocal. However, a country as the Netherlands can clearly see the decline in the popularity of the church and marriage (CBS, 2018). Nevertheless, individualisation has an influence on social participation. Not that it has been reduced in practice, but it has been given a different interpretation. An individualistic approach does not automatically mean *'everyone for themselves'* (CBS, 2018). It means, independent thinking and acting at one's own judgement (Rand, 2013).

Togetherness

The existence of human species could not work if those individualists did not cooperate. Humans function individually, however require operating collectively. The entirety of a collective is what allows there to be individuals, as an individual can only be defined in contrast to others within a group (Ryan, 2019). This topic on its own can form the reason for a graduation research. However, some basic ideas will be addressed here that can contribute to this thesis.

In the Netherlands, the idea of identity is getting lost. People have become more individual, and religion has become part of the individual instead of from the larger whole, and this has extended to ethics in a broader sense. However, people still need to share the world and are responsible for it. Togetherness is a feeling that has gone lost throughout the years, and should be reinvented in society. According to Van Acker (2016), this starts in the family, in which responsibilities for this family should be mirrored in society. The future of the society might be dependent on this feeling of togetherness. However, this is disrupted by a new ''religion'': Placing economic values above all other values. This so called modernity is cause of air-pollution, extreme wealth off 1% and mass destruction weapons. In the future, the only ''weapon'' to fight this, might be creating this togetherness again, starting with peoples own family (Van Acker, 2016). Perhaps, in the future people might find religion again as the answer on fighting individualism. This is supported by the trend that the collective is raising in value; in the work field, people are getting aware of the fact that they should unite inside and outside their own sector (Obvion, 2012).Figure 5.4 provides the overview.

Functional perspective

- Trends in use
  - Need for multiple use buildings
  - Need for care homes
  - Need for migrant churches
- Trends in users
  - Population growth
  - Senescence
  - Individualisation
  - Togetherness

Fig. 5.4: Functional perspective summary

5.4 Financial perspective

Financial support

One of the most essential developments that started in 2020, is the Corona crisis. The heritage sector is also affected by the crisis. The Agency of Cultural Heritage set up several initiatives for owners of listed buildings, for instance extending the deadline for certain requests (RCE, 2020a). On top of that, the Cabinet decided to set up the Compensations for Entrepreneurs Affected Sectors COVID-19 (TOGS), which is later extended with a one-off net allowance of 4000 euros to pay fixed costs for specific groups of entrepreneurs. This also counts for companies and freelancers in the culture sector (RCE, 2020b). Later, the Cabinet decided to make available another 300 million euros for the cultural sector (RCE, 2020c). On the long term, this might help several buildings in this sector survive.

Costs

There are several subsidies available for churches and the Cabinet supports the cultural sector during the Corona crisis, however the maintenance costs for churches still escalate. For example, the Willibrordusparish of the churches in Liemers has a shortage of 250.000 euros per year for exploitation. The costs for maintenance is even several millions of euros (Mulder, 2019). This does not only count for this parish, therefore new functions should be found if empty churches want to survive, which generate enough income to support the maintenance.

Monuments need to comply with new regulations for the Climate Goals. Currently, the funds for making monuments sustainable are not available. Therefore, there is uncertainty about the financial feasibility on the intermediate target of 2030 and the final target in 2040. Therefore, more information should be gathered about (extra)costs on making monuments sustainable, insights should be provided into the trends in costs over time and insights into the finance ability. Additionally, information is needed on identifying possible bottlenecks that flow from the latter.

Economic value

The economic value of heritage, depends on the price people are willing to pay for it (De Ridder, 2020). This depends on the market and the amount of welfare it can generate for society (Ruijgrok, 2006). What follows from this, is that it is case specific and market dependent on what a monument, in this thesis a church, is worth in money. This will be case specifically.

Economic developments are formed by the low-carbon and sustainable investments. Companies focussing on how to deal with this, that are willing to innovate, are the ones that secure a sustainable future. Businesses have a vital role in addressing the challenges in climate change. **"It is the world's most powerful economic force, and it is responsible for the majority of spending, wealth creation and investment. Where business goes, others will follow"** (Buildingminds, 2019, p. 1). See figure 5.5 for the summary.

Financial perspective

- Costs (- €)
  - Comply with climate goals
  - Maintenance costs
- Revenues (+ €)
  - Support from Cabinet
  - Subsidies
  - Loans
- Value
  - Economic value for the future
  - Price willing to pay

Fig. 5.5: Financial perspective summary

5.5 Identifying developments and their impact on the future of churches

In this chapter, several developments have been addressed for the future. A basis analysis of this is made, on the developments which directly influence churches or the way churches should be managed. This tool helps in creating insight into the developments that are relevant. This is the first step in buildings the scenarios, see table 5.1.

Development	Possible effects and information demand + or – means positive or negative aspect for the future of churches
Global warming: climate goals	+ more reuse of buildings - churches hard to make sustainable
Transformation of building stock	+ more reuse of buildings - churches hard to make sustainable
Cooperation municipality and citizens	+ divergent expectations and conflicting interests get attention + emphasis on empty churches
30% - 80% less churches	- churches can vanish from built environment + opens up opportunities for new functions
Energy sufficient monuments / renovation	+ make future proof + meet climate goals - churches complicated to make sustainable
Growing maintenance costs	- churches too expensive - deterioration
Financial support Government	+ opportunities to preserve churches
Need for multiple use buildings	+ opportunities for churches
Need for care homes	+ opportunities for churches
Need for migrant churches	+ opportunities for churches
Population growth	- land of churches can become more attractive + use churches as residential function
Senescence	+ increasing need for elderly homes

Table 5.1: An overview of the most relevant developments and the possible impact on managing churches.

Each perspective in this chapter provides a small coloured box with relevant developments. For that, the most relevant developments and trends were linked to their perspective. How this is done, can be seen in figure 5.6.

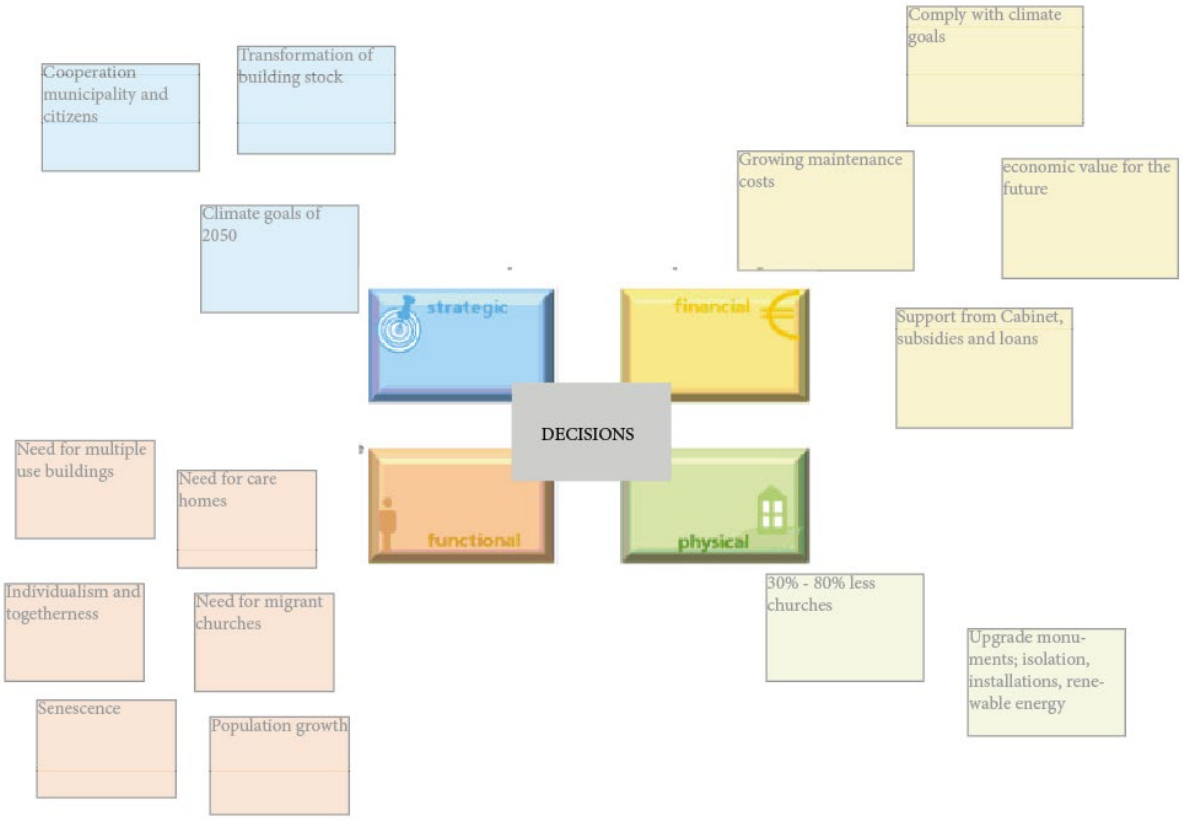


Fig. 5.6: Developments linked to the four CREM perspectives (based on Den Heijer, 2011, p. 157)

5.6 Possible scenarios and strategies

After defining the most important developments, the developments that are most influential to the future of managing churches need to be determined. For this, scenario planning will be used as a tool. This will help composing possible future scenarios.

Van der Schaaf, Dewulf and De Jonge (1999) adopted scenario planning from the field of management science, and applied this to the field of governmental real estate portfolios. In this thesis, scenario planning will be applied to the field of religious real estate. The DAS-frame which is used in this research, is supported by a mixture of existing management tools and approached, derived from different strategy perspectives. The DAS-frame is for example linked to scenario planning from Dewulf et al (1999).

For scenario planning, there are two relevant diagrams (see figure 20) The first one is about the effect of the development on churches and the influenceability of churches, the second one is about the effect on churches and the predictability. The developments on the top right of the first diagram, will be part of the strategy, and the ones on the bottom right of the second diagram will be parts of scenarios (fig. 5.7)

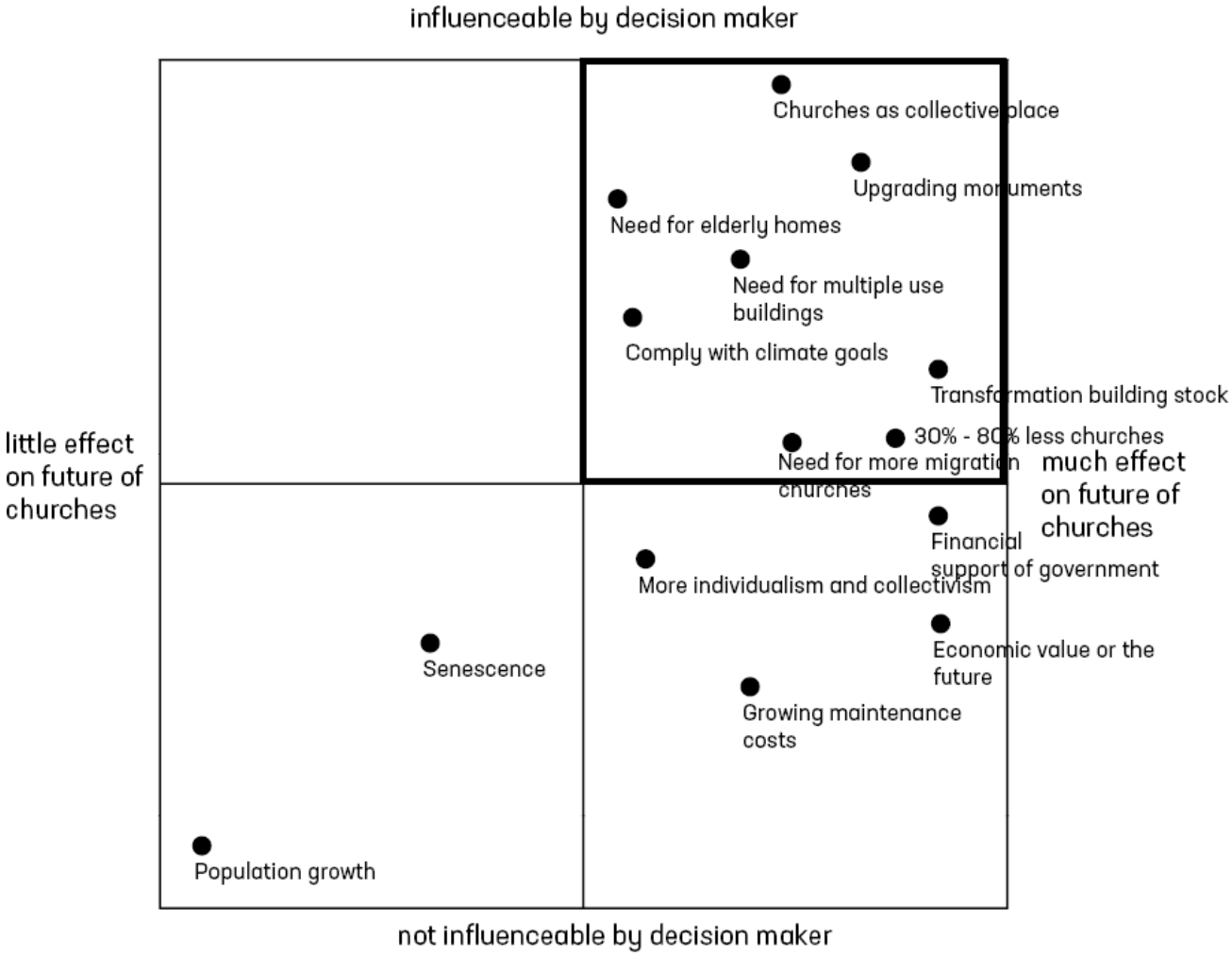


Fig. 5.7a: Relevant diagram strategies

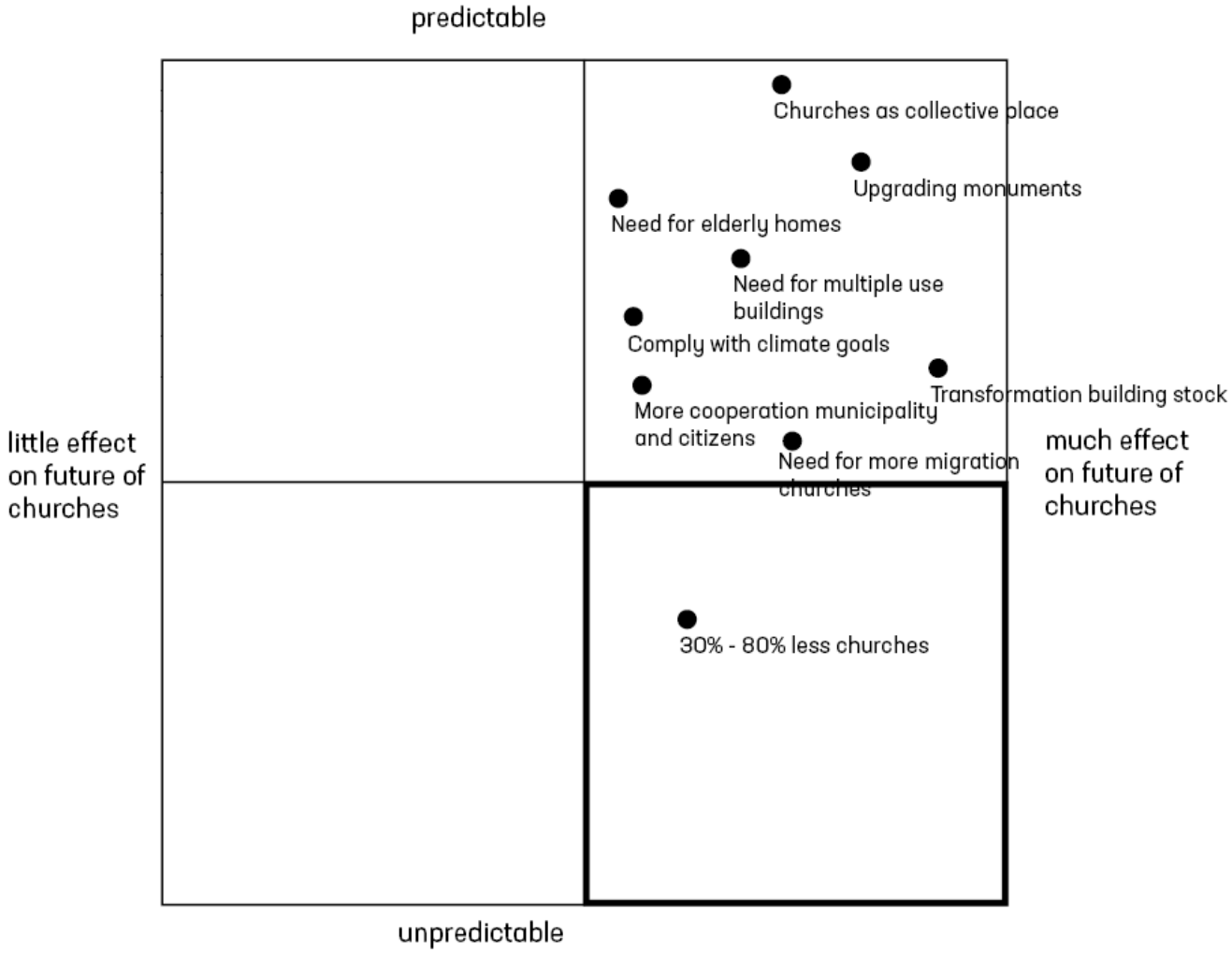


Fig. 5.7b: Relevant diagram scenarios

After placing these developments in the diagram for scenario planning, it follows that there are the amount of empty churches has a high effect on the future of churches while being unpredictable. The development of 30%-80% of the churches becoming vacant is very broad. This comes down to a scenario of 30% becoming empty and a scenario of 80% becoming empty, or in between. Regardless the amount of vacant churches however, it is a fact that churches will have to close their doors.

The development that will be part of the strategy can be found on the top right of the first diagram:

- Churches as a collective place
- Need for elderly homes
- Need for multiple use buildings
- Need for more migration churches
- Comply with climate goals
- Upgrading monuments
- Transformation of the building stock

The developments can be grouped into: 1) Transition to housing, 2) Preservation of religious function, 3) Preservation of societal function, 4) Transform to preserve.

Such a tool can be used in discussing strategic choices, in consultation with the stakeholders in the process of finding a new future for churches. Brainstorm sessions can be held, from which the most important developments can follow, which on their turn can be used for scenario planning.

5.7 Alternatives

The latter paragraph provided several strategies, namely transforming churches into residential functions, preserving the religious function, preserving the societal function and transforming the church into a sustainable building order to preserve it. The next step is to decide what to do with the church.

According to the Dutch Agency of Cultural Heritage, a municipality can distinguish between four alternatives to deal with a church: Churches that remain churches, churches that are fit for adaptive reuse , churches ''on hold'', or demolishing churches, see figure 5.8.

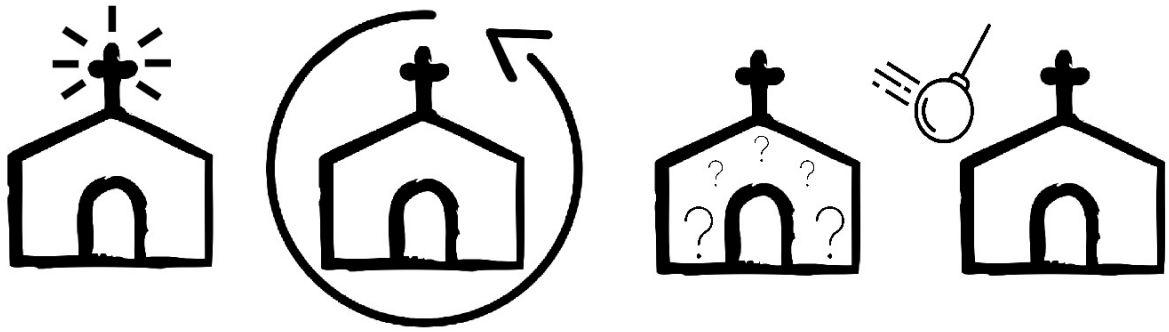


Fig. 5.8: Different alternatives to indicate what can happen with empty churches according to the Dutch Agency of Cultural Heritage

To determine what alternative follows from the strategies, it will be assessed what each strategy means for each alternative on the national level. For this, the strengths and weaknesses of step 1 will be used.

Strategy 1: Transition into housing. When there is a demand for housing, it is not preferred to demolish the church or to keep the church in use as a church. Now the government is putting effort into preserving churches, and several financial resources are available, it is the best option to adaptively reuse the church, or otherwise put in on hold while making plans. A church does have high maintenance costs and a weak technical condition, however the positioning of churches in people's minds and in society, can open up opportunities for transitioning into housing.

Strategy 2: Preservation of religious function. In this case the church can continue its religious function. There is however the threat that the high maintenance costs cannot be financed without a new function. In this case financial resources of new believers (immigrants) can maintain the church.

Strategy 3: Preservation of societal function. Because of the increasing public interest, the available financial resources, and the positioning of churches in people's minds and society, adaptive reuse would be the best alternative. Demolition would be the worst, since many strengths of these buildings will be lost.

Strategy 4: Transform to preserve. According to the developments regarding sustainability, churches need to be transformed into sustainable buildings. When doing this, the churches will probably become future proof for a new function and fit for adaptive reuse. This might be considered more to be a precondition rather than a strategy.

Transition into housing	- -	+ +	+	-
Preservation religious function	+ +	+	-	- -
Preservation societal function	-	+ +	+	- -
Transform to preserve (sustainability)	--	++	+	-
Score	- - -	+ + + + + +	+ +	- - - - - -

Table 5.2: Weighing of alternatives on national level

In short, the strengths and weaknesses of step 1, together with the developments of step 2, lead to the opportunity for churches to be adaptively reused. See table 5.2 as visualisation of the weighing of alternatives. Therefore, adaptive reuse will be chosen as alternative to elaborate on in this thesis. This appears to be the most popular option in practice as well (Moerkerken, 2019) and on top of that it requires the most interventions and has the most varying options. This makes it the option with the most need for research.

5.8 Adaptive reuse

Adaptive reusing a church can be subdivided into three categories, namely adaptive reusing the whole church into a new function, realising multiple use shared function with partly a religious function, or temporarily reusing the church. See fig. 5.9.

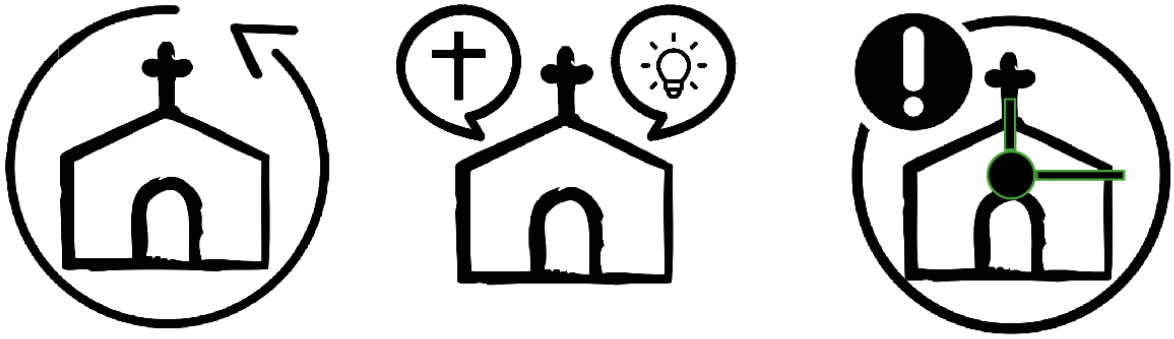


Fig. 5.9: Options for adaptive reuse

The first option can be used when there is no need for the religious function anymore and there is enough substantiation and feasibility to adaptive reuse the church. The second option can be used when there still is an active church community, however there is need for extra financial income. The third option can be used to temporary keep the building in use until the final function can be realised.

Many buildings become empty without a clear idea for the future. Even if there are plans, it still takes time for those plans to be realised. Therefore, it can be decided to temporary use a building before the definitive adaptive reuse can be realised (Herbestemming.nu, 2020). Reasons to temporary use a building are that it is an alternative way of development, it can stop decay and degeneration, it saves money for the owner, usable space is used, it provides an impulse for the surroundings, it has a societal function and it can transform into permanent adaptive reuse. There are however several disadvantages; it can decrease the opportunity for a tenant that will pay a higher rent, the value of the

building can decrease and it can compete with definitive adaptive reuse (Herbestemming.nu, 2020). Since temporary use (mostly) provides temporary solutions pending the new adaptive reuse, this thesis will focus on the first two options. Nevertheless, temporary use can be used while waiting for the definitive adaptive reuse in cases.

5.9 Conclusion step 2

The required information for this step were the developments in the society, that lead to a changing context and demand. In short, the Climate Agreement is setting several future goals, leading to changes for existing buildings; they have to be made as sustainable as possible. For monuments this is not always possible, therefore a church needs a building specific assessment. Due to developments like secularisation, churches will not be needed anymore as their original function. However, other trends in society lead to new opportunities for these buildings. Also, available resources can overcome the high maintenance costs which will open up opportunities for initiators to adaptive reuse churches. When the strengths from step 1 outweigh the weaknesses in certain developments, it can be chosen to preserve the building. For the national level, is it preferred to adaptive reuse a church. This will lead to step 3, which will provide possible solutions for adaptive reusing a church.

When researching the changing context and demand on the building level, more building specific information is required, focussing more on the municipality as context than the Netherlands as a whole. Erfgoedlabbrabant adds the following aspects to be researched in this process at building level (erfgoedlabbrabant, n.d.):

- Sustainability aspects / possibilities of the church
- Financing and subsidies
- Stakeholders and support
- Vacancy and temporary use
- Municipality as partner

Chapter 6. Generating future models (step 3)

This chapter is focused on the third management step; generating future models. The research question that will be answered in this chapter is:

''What management information is required, what management information is available and what is the demand for additional information for generating future models for dealing with churches?

The main goal of this chapter is to find a match between the future demand and the future supply, see figure 6.1. For this, case studies will be used to learn from, and a database (appendix 2) and reference booklet (appendix 3) will be developed with examples. Again, the four stakeholder perspectives will be used to guide this step.

This chapter involves the supply and the demand side. On the supply side, it will include future models on the church itself and the spatial context, on the demand side the models will align with the changing goals of the governmental bodies, different owners and the users. In short, the physical future models should align with the organisational models for the future of churches.

Chapter 5 already provided the weighing and selection of the most fitting alternative for a church, which lead to adaptive reuse. This chapter will assess several case studies that can function as future models for empty churches. Each case is purposefully selected and has a dual function: providing information for the database and reference bookletand providing information for the step-by-step plan of step 4.

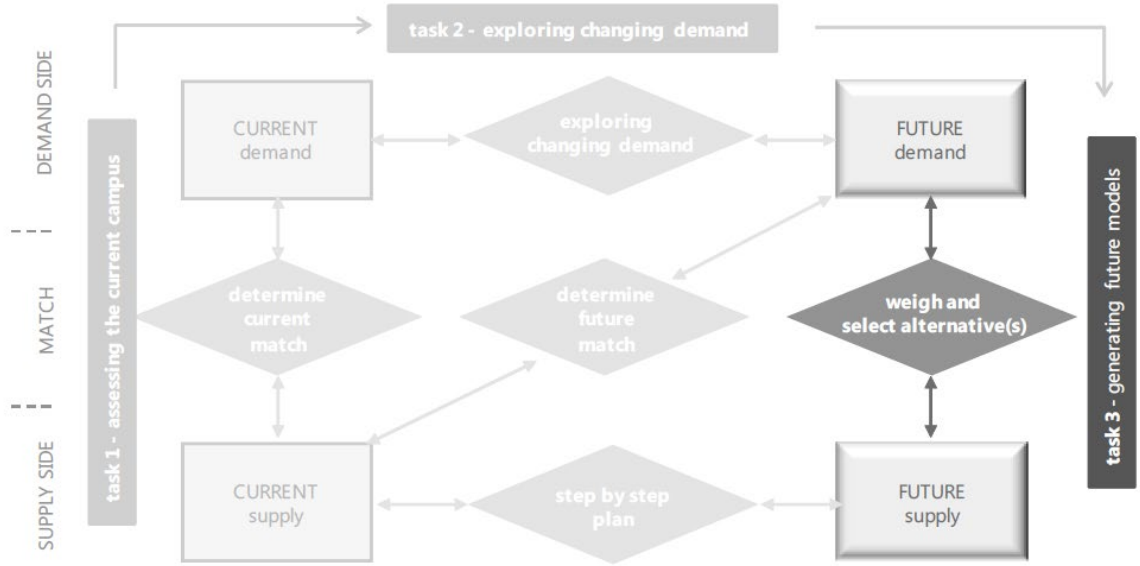


Fig. 6.1: Management step 3 (Den Heijer, 2011, p. 175)

Actors that (seem to) function as decision-makers in the specific cases, will be interviewed. These interviews will be structured on the basis of the DAS-frame. Additionally, the four CREM perspectives have to be taken into account by generating future models (physical - floor area, functional – space use, organisational – underlying organisational goals, financial – effect on financial resources) (Den Heijer, 2011). The research will look at how decisions were made, what the conclusions were, what typologies to take into account and what can be learned from these processes. For this research, the CREM-perspectives will be assessed from existing material like newspapers. Only the decision makers will be interviewed, one per case. See table 6.1 for the cases.

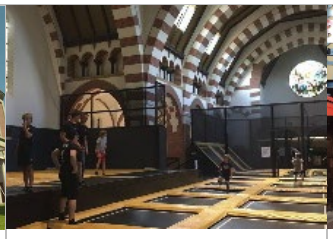
			
Stephanuskerk Dorpshart Moerdijk	**Clemenskerk FlightDeck53** Hilversum	**Lutherse kerk** **Bizar-Bazar** Arnhem	**Heilige Adrianuskerk** **Samenwijs Torenlei** Esbeek
7000 m2	1000 m2	925 m2	1179 m2
Sports & leisure	Trampoline hall / church	Horeca	Integral child centre
2,7 million euros	4,5 million euros	2,5 million euros	2,1 million euros
New village heart	Place for the city	Inclusive hotspot to eat, drink, lounge, shop & party	Enhance liveability

Table 6.1: The cases

CASE 1: DORPSHART

Goal: Create a new heart of the village & preserve church

Function: Sports & leisure area

Costs: 2,7 million euros

GFA: 7000 m2

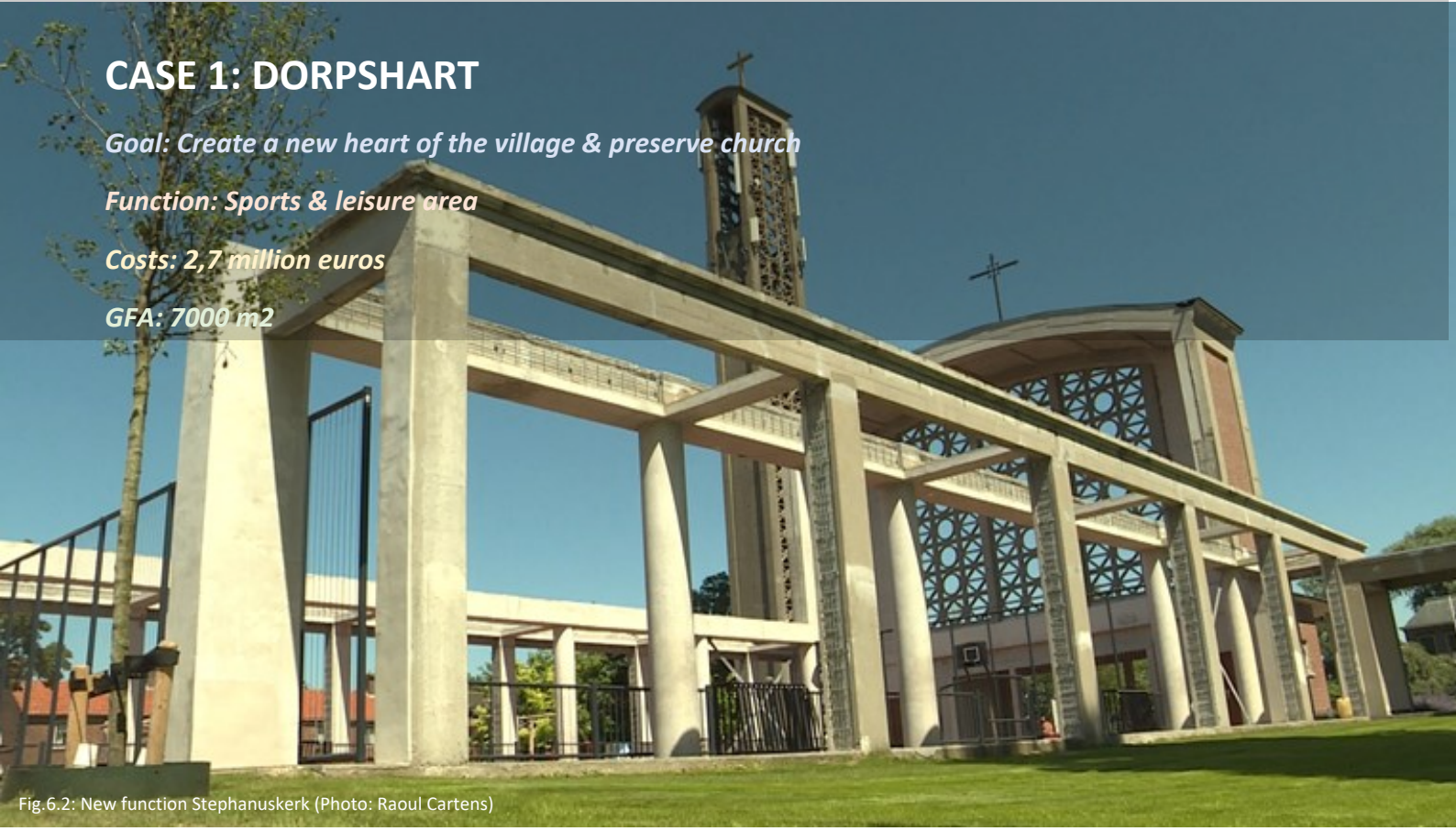


Fig.6.2: New function Stephanuskerk (Photo: Raoul Cartens)

6.1 Stephanuskerk, Moerdijk

Background information

The Stephanuskerk is a Roman-Catholic church situated in Moerdijk, a municipality in Noord-Brabant with 36.961 inhabitants (CBS, 2019b). Moerdijk is the second largest municipality of Noord-Brabant with Zevenbergen as capital city. In 2013, the Stephanuskerk closed its doors. It was not a listed church, only the Bell tower was a municipal monument (Den Engelse, 2013). The church was threatened to be demolished, since the parish could not find a feasible new plan for it. The municipality and the local residents of Moerdijk agreed on the decision to demolish the church (De Ree, 2013).

However, the heritage organisation ''Het Cuypersgenootschap'', a foundation dedicated to the preservation of architectural heritage from the nineteenth and twentieth centuries, wanted one last attempt to research an alternative function for the church. Its goal was to find a new fitting function and investing parties, and by that preserve the characteristic building. For that purpose, the decision maker of BOEi was addressed. Eventually in 2019, the adaptive reuse of the church as the new heart of the city was realized. See figure 6.3.

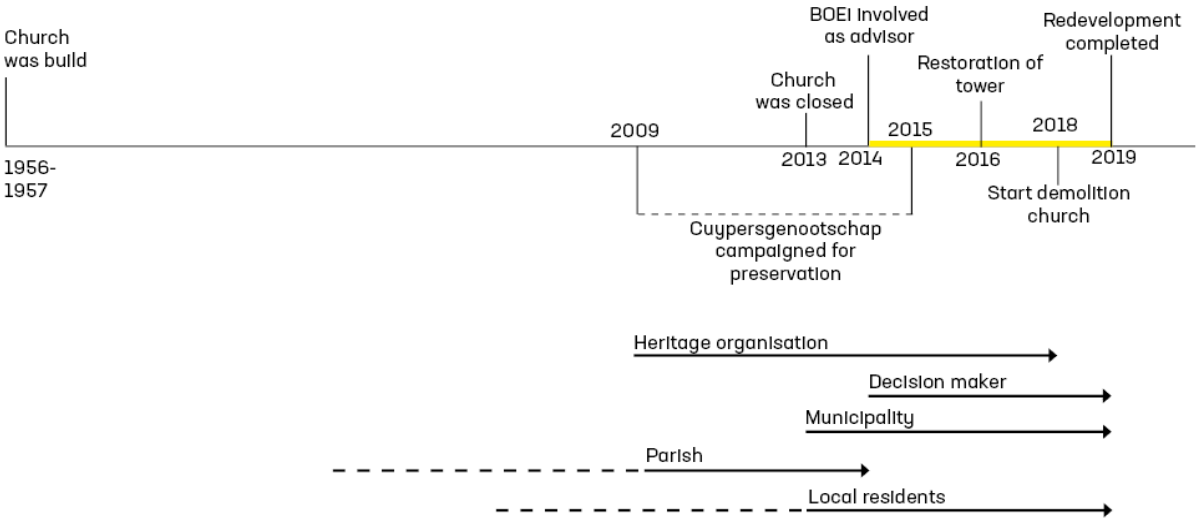


Fig. 6.7: Timeline

Step-by-step plan of decision maker

Step 1 Assess the current situation

The first thing that decision maker Postma does in a project is measuring the church. It is important to know the amount of square meters and the amount of lettable square meters. In many cases, there is a lot of cubic meters and not many square meters. The state of the church is also assessed. This church had a lean restoration and a moderate state of maintenance. There was a high price for an installation package, a reconstruction period church is namely known for poor building physics. Additionally, an analysis is made on how Moerdijk is situated. After that, the shell restoration could be estimated with experts, or with enough knowledge a project developer could do this himself. Later this can precisely be calculated. Now you know the area and the restoration and adaptive reuse costs.

Step 2 Exploring the changing context and demand

After assessing the current situation, Postma asked the parish what their ideas were for the church. The next step was to do an exploration for the new function by checking the needs for Moerdijk. A certain connection with the character of Moerdijk was explored. Therefore, it was researched what chances Moerdijk provides. Apparently there were many expats and large businesses with no place to meet. This lead to need for boardrooms or training locations and some kind of hotel for guest workers.

Step 3 Generating future models

No future models were assessed in this case by the interviewed decision maker.

Step 4 Defining projects to transform

However, this research did not lead to an actual new function. With an investment of the Cuypersgenootschap BOEi was asked to continue the research. Therefore BOEi compiled a feasibility report for the Stephanuskerk on the adaptive reuse. On top of the current moderate state of the building, this showed that it was hard to reuse the church; there was a lack of interested investors, a relatively high asking price by the Parish, and uncertainty about the future of Moerdijk itself. On top of that, there was no possible tenant. Because of those reasons and the current situation of the church assessed in step 1, it was eventually advised not to make hasty decisions and in case of reusing the church, to only preserve the framework of the church and the Bell tower. That is where the task of Postma ended.

The parish did not succeed to sell the church. Subsequently, the municipality probably bought it for a symbolic amount. The advice of BOEi was followed and the structure of the church and the Bell tower were preserved to form a new public space, being part of the new heart of the village. This can be seen as a *crisis option* if there are no other options left.

What Postma adds to the use of a step-by-step plan is :

> ‘’You can write this all down as a step-by-step plan, but it will not work if somebody does not follow it correctly. That is the challenging part about adaptive reuse step-by-step plans. There are certain patterns and one should start at the beginning and end at the end, even that is not accomplished by all. Sometimes one may discuss certain aspects in detail, and in the end they find out that they need money to do that.’’ (1:5)

Conflict management

Stakeholders

The decision maker in this part of the process was the interviewee Postma; a development manager. He partly represented the physical (green) and financial (yellow) perspective. His task was to give advice while taking into account the city, the building and possible costs. The aim the parish, the church owner, was to sell the building. They fulfilled the financial (yellow) perspective. The heritage organisation the *Cuypersgenootschap* wanted to preserve this church and represented the physical (green) perspective. Local residents of the city of Moerdijk wanted a city heart as the functional (orange) perspective and the municipality wanted to provide one as the organisational (blue) perspective. The main conflict in this process was between the organisational and physical perspective: Providing a new city heart versus preserving heritage. See figure 6.4

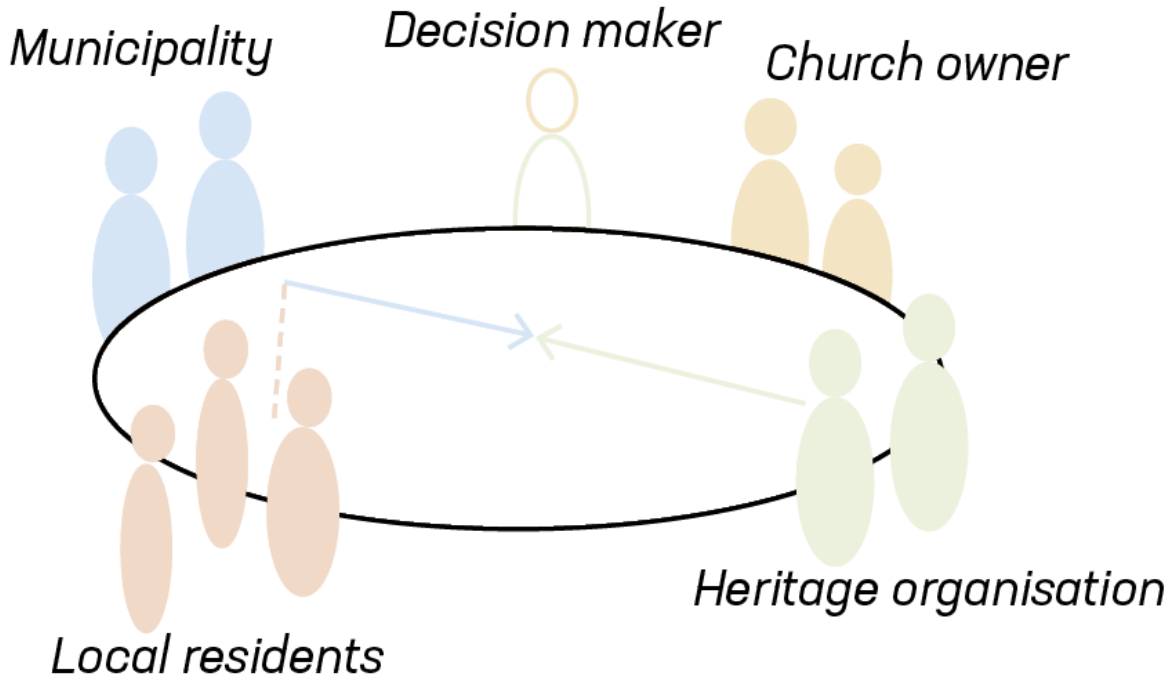


Fig. 6.4: Table of colours

Organisational perspective versus physical perspective

At first, the municipality of Moerdijk and the inhabitants wanted the unlisted church to be demolished to make place for a new city heart (De Ree, 2013). The Parish agreed on this. The Cuypersgenootschap wanted to prevent this and protect the building, since they believed in the monumental dignity of the building (Stichting Cuypersgenootschap, 2016).

According to the Cuypersgenootschap, there would be future investments in the livablity of Moerdijk. This could be an opportunity for the church, because Moerdijk did not have many defining, public buildings. They also believed that the church provided several opportunities for the city and that the inhabitants, owner and municipality should invest in this building (Stichting Cuypersgenootschap, 2016).

The research of BOEi showed that, while it was indeed challenging to adaptively reuse the church, it was not impossible. Because of the discussions concerning the future of the city of Moerdijk and the high asking price of the church by the parish, adaptive reuse was difficult. However, the research also showed that the scenario of demolition and new constructon was not without risks either; there was

suspected soil contamination, archeological values and an uneaven outside area. This would have required extra costs to prepare the site. On top of that, it was not sure if there was demand for a new building at the place of the church. Additionally, demolishing the church would negatively affect the livability of the village Moerdijk.

Decision maker Postma believes that an apparent contradiction, or conflicting interests, should be solved and a balance should be found, in which all parties should feel recognized enough to proceed in the process. It is a fact that there are conflicts and divergent expectations, however:

''Dealing with this is the magic I am trying to be good at.'' (1:1)

Postma believes that it is very important to try to find a solution in which every stakeholder can believe and is willing to take a step to the middle. To do that, he tries to respect every actor. However, he makes clear that nothing will happen if everyone stays in their seat. It is not always easy to find such a creative solution and, sometimes, there even is none. Postma:

''It is a bit like poker, you have to estimate how everyone is in the game, are their interests really their interests? That is what I am always trying to find out. I am trying to read between the lines, and how they are acting. That makes the difference. It is human work. It cannot be put in an algorithm.'' (1:6)

However, there are certain variables that can be mapped. By doing that carefully, and visualising that, people can be convinced to set another step towards each other. For this, again the balance should be found. A balance between what one can pay, what the church can yield and what functions are fitting. So many aspects should be researched, and then the balance should be found in which everything fits, or in which resistance can be overcome.

''Not everyone needs to be satisfied with everything, but when the resistance is gone, people want to participate again. So that is adaptively reusing.'' (1:8)

If certain ideas of stakeholders are not feasible, it is important to explain to them why that is. A plan can be realised together to fight for initial ideas. Sometimes, when certain functions seem unrealistic, it can still be realised with enough effort from the village to persuade the municipality. The process of reusing buildings is dynamic, and every new function is possible, provided that certain aspects are met.

Concluding, the municipality and the parish wanted to tear down the church and build new houses. However, this could not work because of certain aspects. On top of that, adaptively reusing the building was not really feasible either. There was advised to not rush into this reuse process, and it was advised to preserve the concrete framework of the church. This lead to an interesting case that adaptively reusing a church does not per se need to lead to a building with new functions. This can be typified as an *emergency scenario or crisis option.*

organisational

Goal: New city heart

financial

Goal: make profit

- High asking price
- High maintenance costs
- No interested investors

functional

Goal: New city heart

physical

Goal: preserve heritage value

-Poor state of building

Success factors

Availability of community money
Availability of money from heritage organisation
Heritage organisation fought for preservation
Municipality took responsibility
Decide to only reuse the skeleton

Failure factors

Too high asking price
Conflicing interests
Divergent expectations
Lack of interested investors
Wrong execution step-by-step plan

Lessons learned

Estimate interests and behavior of stakeholders, breach the resistance, find a solution on which everybody is content, meet in the middle, not every stakeholders has to be equally content, puzzle with ingredients, read between the lines, look for alternative & smart cheaper solution, look for creative solution, involve stakeholders in decision making process, make stakeholders feel acknowledged, respect all stakeholders.

Fig. 6.5: Conclusions case 1

CASE 2: FLIGHT DECK 53

Goal: Create a place for the city

Function: Trampoline hall

Costs: 4,5 million euros

GFA: 1000 m2

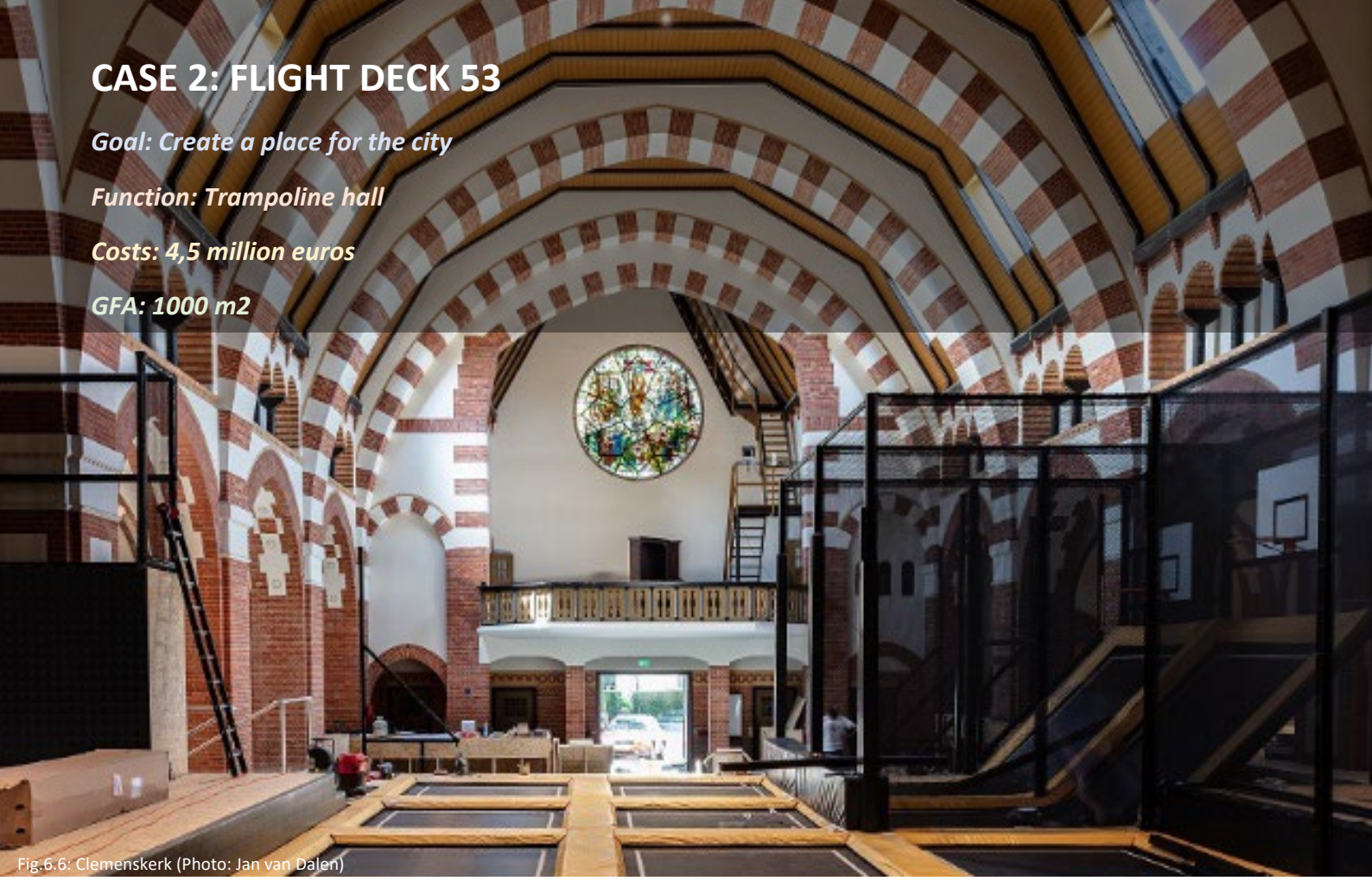


Fig.6.6: Clemenskerk (Photo: Jan van Dalen)

6.2 Clemenskerk, Hilversum

Background information

The Clemenskerk (fig. 6.6) is a Roman-Catholic church situated in the *Bloemenwijk* in Hilversum, a city and municipality in Noord-Holland with 90.198 inhabitants (CBS, 2019b). The church was built in 1914 and can be seen as an architectural highlight and is incorporated in the urban design.

The church was closed in 1996 and the heritage organisation *Vrienden van de Clemenskerk* had to fight for the preservation of the church. During this process, the church even got listed. In 2010, BOEi bought the church and saved it from demolition (De Beun, 2015). The church was restored, which was completed in 2013 (BOEi, n.d.). For this, 4.3 million euros in grants were awarded (De Beun, 2015). After this, several adaptive reuse function were explored for the church, however the involved parties pulled out because of the crisis and the *Vrienden van de Clemenskerk* challenged several new functions. At the time, a permit was granted for a vintage shop (De Beun, 2015). However, costs for adapting the church to this new function had to be paid by the entrepreneurs, who did not come to an agreement. For BOEi it would be too expensive. Therefore, these plans were cancelled (Wartna, 2020).

Since 2018 the church is adaptively reused as a trampoline park for kids between 4 and 18 years old. It is a place for the city and its inhabitants. The associated chapel is still in use for public, every Sunday between 10:00 and 18:00 (BOEi, n.d.). In this process, Wartna was involved as the development manager, therefore he is interviewed in the role as the decision maker. See figure 6.7 for the timeline.

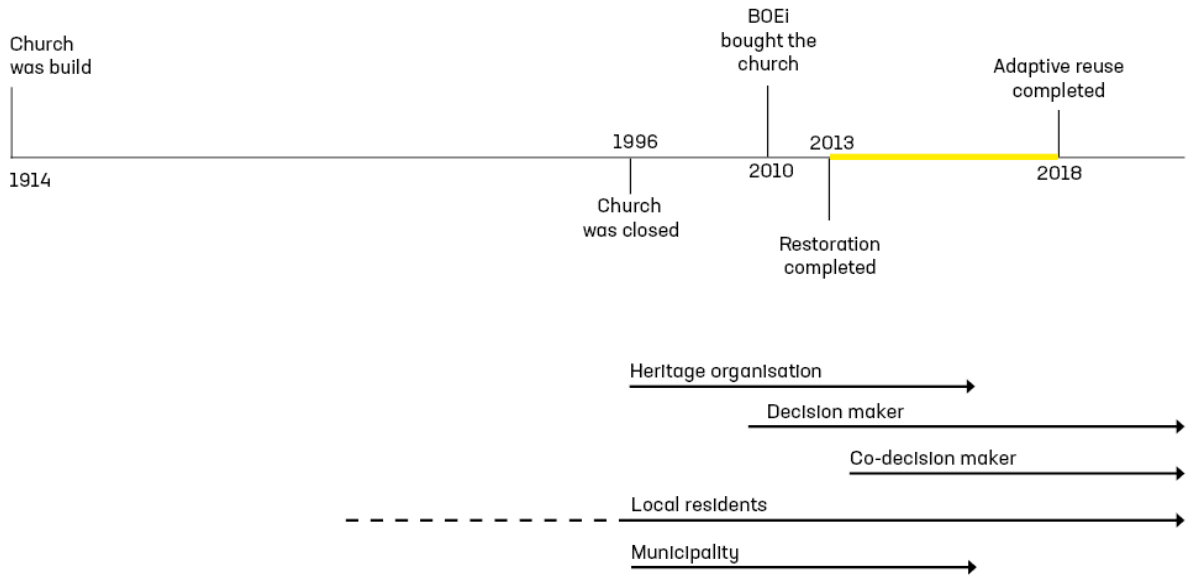


Fig. 6.7: Timeline

Step-by-step plan of decision maker

Step 1 Assess the current situation

When Wartna entered the process, he first assessed the current situation by walking in and around the church. He looked at the area the church is in. Additionally, he assessed the identity of the church to see what could fit. Also, it was important to look at the core values of the church.

For him, this led to possibilities and impossibilities. He also searched information on the possible subsidies and on contracts with the diocese.

Step 2 Exploring the changing context and demand

After this, conversations with the municipality were planned to discuss developments in Hilversum. Unfortunately, this did not result in useful information. Shortly after, Wartna started attracting people and networking. He asked people for their ideas and experiences.

Step 3 Generating future models

Before knowing the new function, Wartna did not actively search for possible future models. Wartna visited some reference projects after finding a possible function though. There he assessed the layout, the size, noise, parking spots and the ambiance.

Step 4 Defining projects to transform

After assessing the church and asking around for developments in the neighbourhood, Wartna actively searched for future tenants. Look at what function would fit in the church and who can pay the rent. Always consider the church and the future tenant simultaneously. So start searching suitable tenants and functions in the beginning, and make sure the function is future proof. It is essential to start conversations with these possible tenants. In a church aspects like the height and temperature need to be clear to them. Additionally, the aspect of *community feeling* will fit such a church, so the function should align with this.

The church was already restored, so when a future tenant was found the adaptive reuse process could start; building a trampoline park. This started with assessing possibilities with the tenant and setting up a program of requirements and dividing responsibilities and costs. After that, the plan was tested

to the land use plan. Additionally, conversations with experts on fire safety needed to take place and after this the design could be made. Always take into account the competent authorities from the beginning on, because they are the ones who should grant permits.

Wartna adds:

"A step-by-step plan can be useful when one does not know, but wants to know something. Or when one knows, but just forgot for a moment" (2:52).

Conflict management

Stakeholders

In this process, Wartna (BOEi) was de decision maker. Simultaneously, he fulfilled the financial (yellow) and physical (green) perspective. The new tenant, owner of the current Flight Deck 53, was the co-decision maker, while at the same time fulfilling a financial (yellow) perspective. The municipality represents the organisational (blue) perspective. In this case, many conflicts could have been avoided if the municipality acted more severely. On top of that, roles within the municipality changed rapidly throughout the years, leading to loss of the knowledge on this case within the municipality. The heritage organisation *Vrienden van de Clemenskerk* helped the church to be preserved and thus represented the physical (green) perspective. However, they did not agree with the new function the municipality that BOEi came up with. Finally, the local residents represented the functional (orange) perspective. They caused the most, persistent conflicts in this case. In particular a number of four local residents caused several appeals and a delay during this process, convincing a large group of local residents to follow them (+-40).

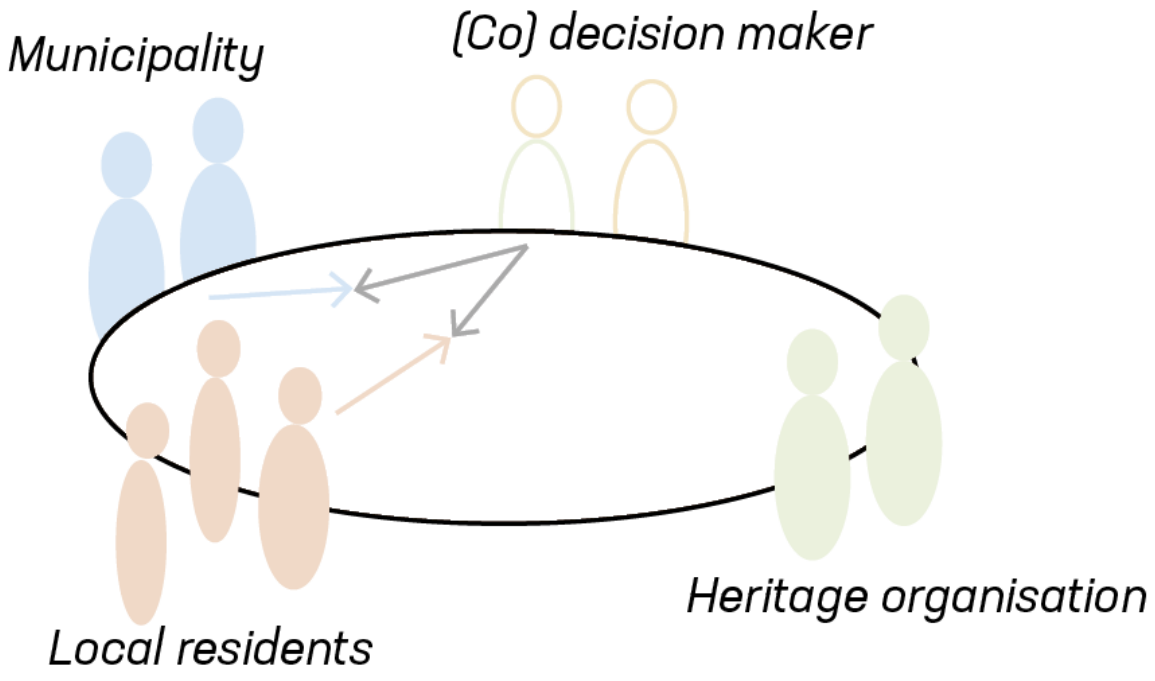


Fig. 6.8: Table of colours

Functional perspective versus decision maker

The main conflicts in this case were between the local residents and the decision maker, Wartna. They did not agree on many aspects of this case, and almost took it to a personal level against the decision maker.

The new function for the Clemenskerk, Flight Deck 53, caused a lot of commotion. Local residents feared for noise nuisance and parking nuisance. On top of that, they believed the church was more fit for a concert hall or a cultural function (Kuijken, 2016). The foundation *Vrienden van de Clemenskerk* also opposed the plans for the church, they believe that the municipality and BOEi did not take into account the framework for the land use plan (Kuijken, 2016). They feared that they had to find out for themselves what the new plans would mean for the monument, the neighbourhood and the local residents. Local residents will always pull the shortest straw (Kuijken, 2016). One of the residents stated: ''At some point you are fed up and I have been fed op for a while. We have already experienced so much with the church, it is always something different. First a shop, that was cancelled, and now a trampoline park.'' (Kuijken, 2016).

On top of that, local residents were surprised with the chopping of seventeen trees. Only some of them got this announcement several days beforehand. This happened even though over twenty local residents appealed to the court against the plans for the trampoline park (Gooi en Eembode, 2018).

Wartna stated that there was a permit for this, that not all residents were informed because of the late plans and that this had to happen before the breeding season for the birds would start. According to the residents, the permit was granted in 2013, and that since 2013 a lot has changed. For instance, archaeological research was needed. On top of that, Van Oosterveen, one of the residents, asked BOEi to postpone the chopping of the trees since she enjoyed watching these trees, as well as other residents and the kids of the kindergarten. However, the trees were chopped that day, and the trees would be replanted at the boundary of the school. Also, BOEi would be made aware of the fact that communication with this neighbourhood was sensitive and essential (Gooi en Eembode, 2018).

According to Wartna, it is incredibly difficult to manage all the emotion in the adaptive reuse process of a church. He believes that informing them, feeds their urge to complain about what they know , while not informing them makes them complain about not knowing enough.

''It could be that a plan changes in two months, which changes the positions for the toilets. People will then complain about misinformation. They will stand in front of you, prick your chest and tell you they do not trust you'' (2:19).

For all those years, Wartna wondered how to carry the people with him. This was hard, since a small group of people actively set the citizens against him. This was hard to deal with, since there was no substantiation in their accusation. The following example underlines this:

''During the opening of trampoline hall, children from the neighbourhood were invited for jumping. Two kids subscribed under a false e-mail address. They turned out to be the kids of one of the instigators. He realised he was wrong and apologized; unknown makes unloved'' (2:22).

It is a given that there will be opposition from the neighbourhood. It is about emotions, and the instigators will connive everyone who does not stand strong. One cannot prepare for this.

Organisational perspective versus decision maker

On top of the conflicts with the local residents, there were conflicts with the competent authorities. On a certain moment, the construction of the park was forced to stop. This could have led to serious problems since the constructor only had four weeks to complete this. Eventually, a new permit induced the construction to continue. Many problems and conflicts could be prevented if the competent authorities would have been more stringent. These days, they seem to be afraid according to Wartna. Therefore, Wartna underlines the importance of competent authority. Not only for this process, but for all processes.

According to Wartna these are examples of bad luck;

''You could not expect this to happen. Otherwise, you will search for elephants in the room. This was not a risk, it was a coincidence (…) You cannot predict this and you should not take this into account because then you will *search* for problems'' (2:25).

According to Wartna, many conflicts were unfair. The people did not agree with the ideas of BOEi, no matter what the outcomes would have been. They would only be happy if the plans of BOEi would fail, no matter what those plans would have been. They were afraid of noise and parking nuisance, while their own proposition was to organise weddings and concerts. These functions would lead to significantly more nuisance.

The only things to prepare for are financial and technical aspects; will the building be able to handle the adjustments, and is the future tenant financially strong?

What Wartna mentions to be a success factor in this case, is the tenacity of the tenant, who he cooperated with during the whole process. On top of that, she could communicate well with people. Lastly, she took risks and was financially stable. Another addition to minimize the problems is:

''Always involve the competent authorities from the beginning of the process on, and always involve the local residents from the beginning on'' (2:45).

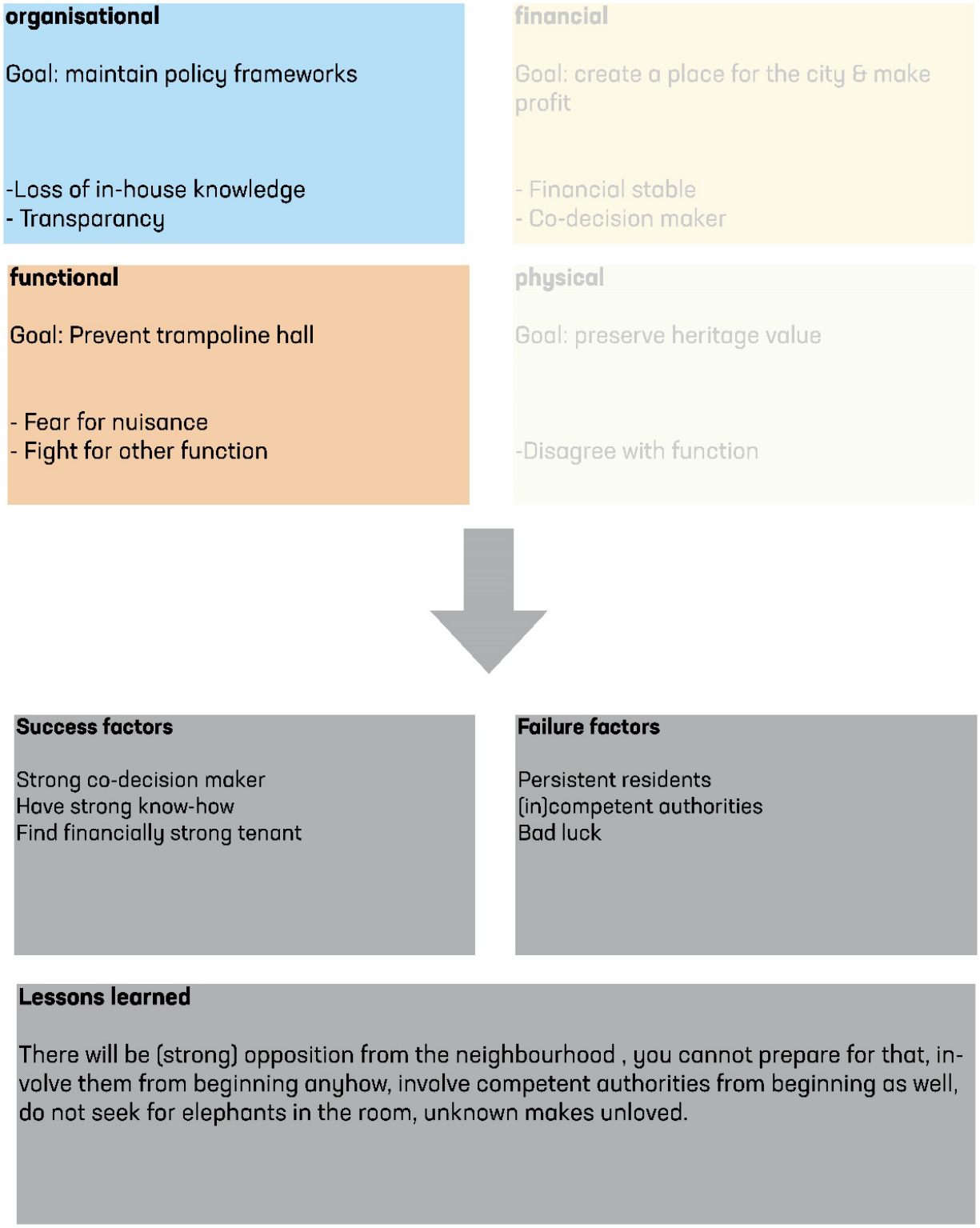


Fig. 6.9: Conclusions case 2

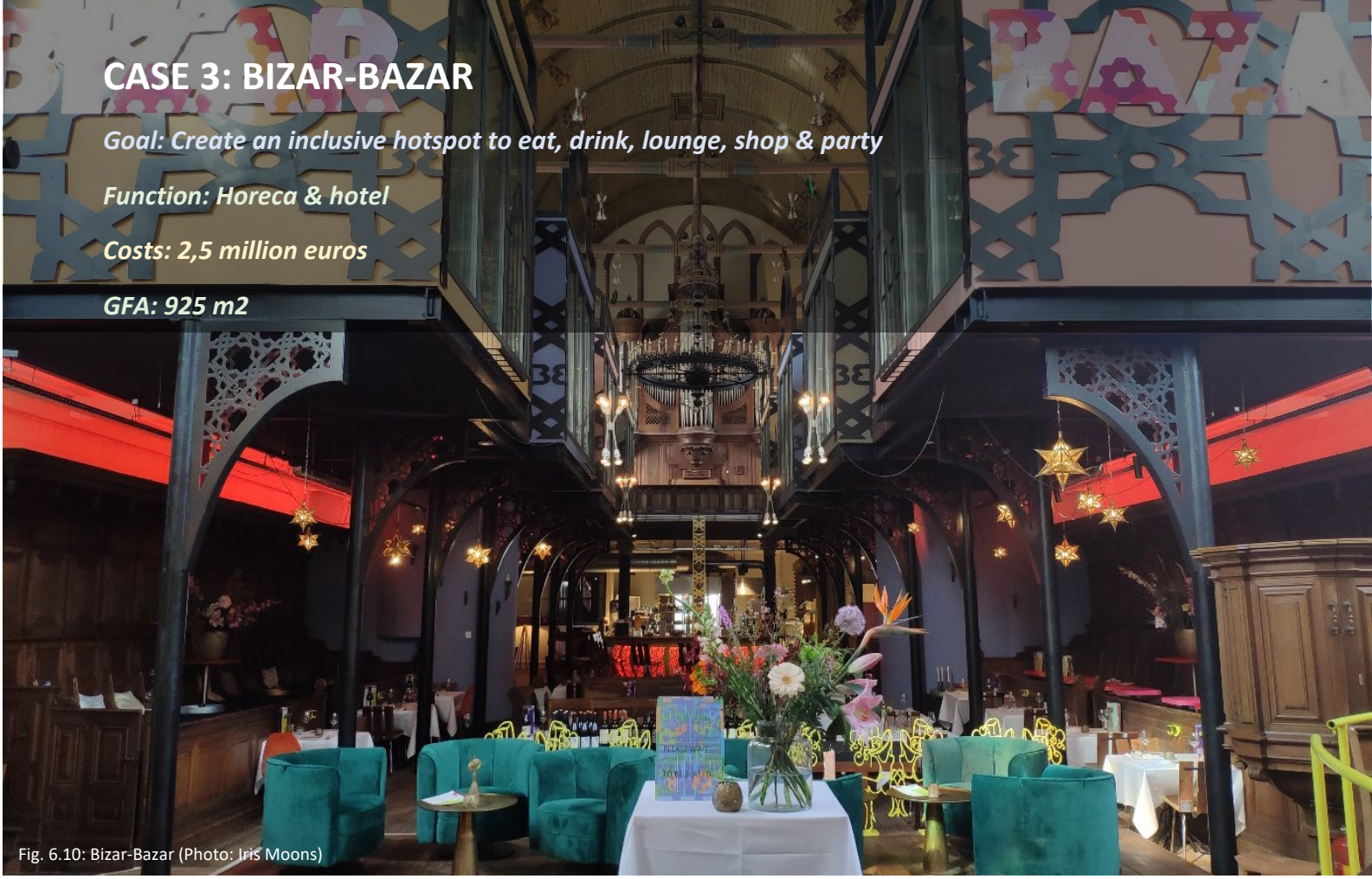


Fig. 6.10: Bizar-Bazar (Photo: Iris Moons)

6.3 Lutherse kerk, Arnhem

Background information

The former Evangelical Lutheran church is situated in between the city centre and the *Modekwartier* in Arnhem, a city and municipality in Gelderland. The municipality counts 159.265 inhabitants (CBS, 2019b). The church was built between 1853 and 1921 in a neogothic style and manifests itself dominantly seen from the *Steenstraat/hoek Verlperplein.*

In 2016 the church went for sale and in 2017 it was sold to a project developer: Kreger. The plan for the church was an oriental market. For this, the land use plan needed to be adapted. Therefore, in 2017 the church was still in use as a church. The last church service was in May 2017 (Reliwiki, n.d.). In 2019, the new function was opened: Bizar-Bazar, a hotel-restaurant-bazaar.

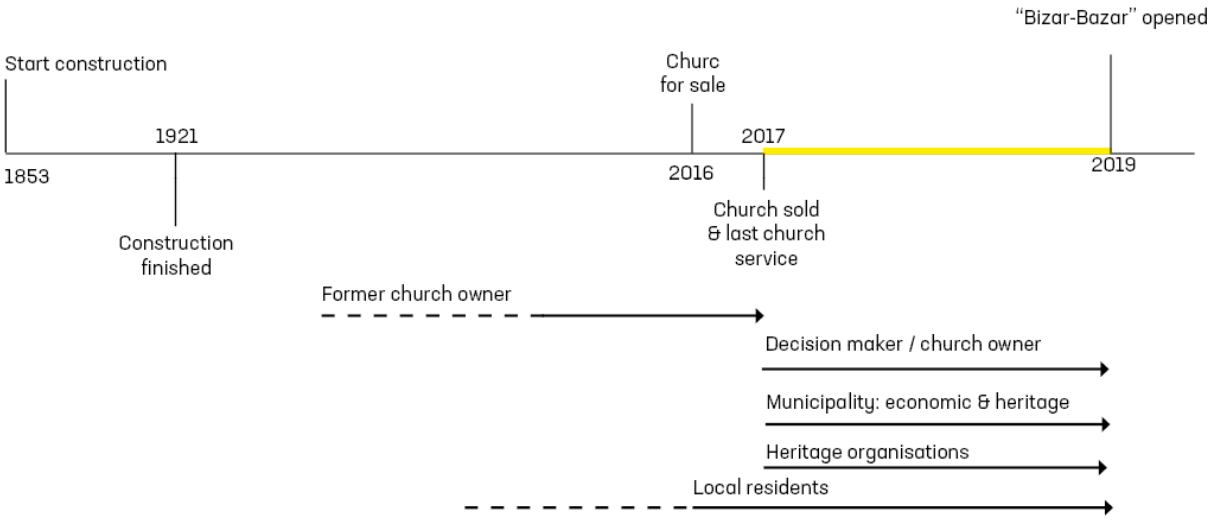


Fig. 6.11: Timeline

Step-by-step plan of decision maker

Step 1 Assess the current situation

Kreger bought this church with the goal to transform it into a hotel and restaurant. The church more or less crossed her path by coincidence. Therefore, she did not assess the church beforehand. She basically fell in love with the church and its paintings, which fitted into her idea to create an oriental, inclusive place. The Lutheran community sold it to her.

Step 2 Exploring the changing context and demand

The future viability of the new function in this specific church was not considered. Kreger mentions:

"I considered it through hospitality-sector glasses. The first three years will be tough. Every hospitality-sector will have a hard time the first three years. If I survive that, I can continue" (3:50).

However, she did some research on how to keep a church intact.

Step 3 Generating future models

Kreger already knew what she was going to do in the church, so she visited some other projects to learn from. However, what she was planning to do was never done before in a church.

Step 4 Defining projects to transform

Shortly after the church was bought, she started obtaining permits for the adaptive reuse of the church. In the meantime, she received a subsidy from the Agency of Cultural Heritage, a subsidy to do research and she used it to get permits, to get drawings and to submit as much information as possible to get the permits.

After this, Kreger started involving the local citizens. This lead to several lawsuits, which she all won. Thereafter she continued and received a grant from the National Restoration Funds. The province financed the project in terms of asbestos removal. The new function of the church was constructed in such a way that it would be reversible. Step 4 was the main task of Kreger.

On the question whether a step-by-step plan would be useful, Kreger answered:

"That will not change the opinions of the actors within the municipality, and they are essential since they have to judge the process. You have to tear down a wall, and a step-by-step plan will not do that for you. You can use it though, in the beginning of a process to make a SWOT-analysis to assess whether you want to continue the process or not. However, as soon as the project is started I do not believe a step-by-step plan will work (…) A step-by-step plan will be overruled by the dynamics between the different departments in a municipality" (3:24; 3:25).

Conflict management

Stakeholders

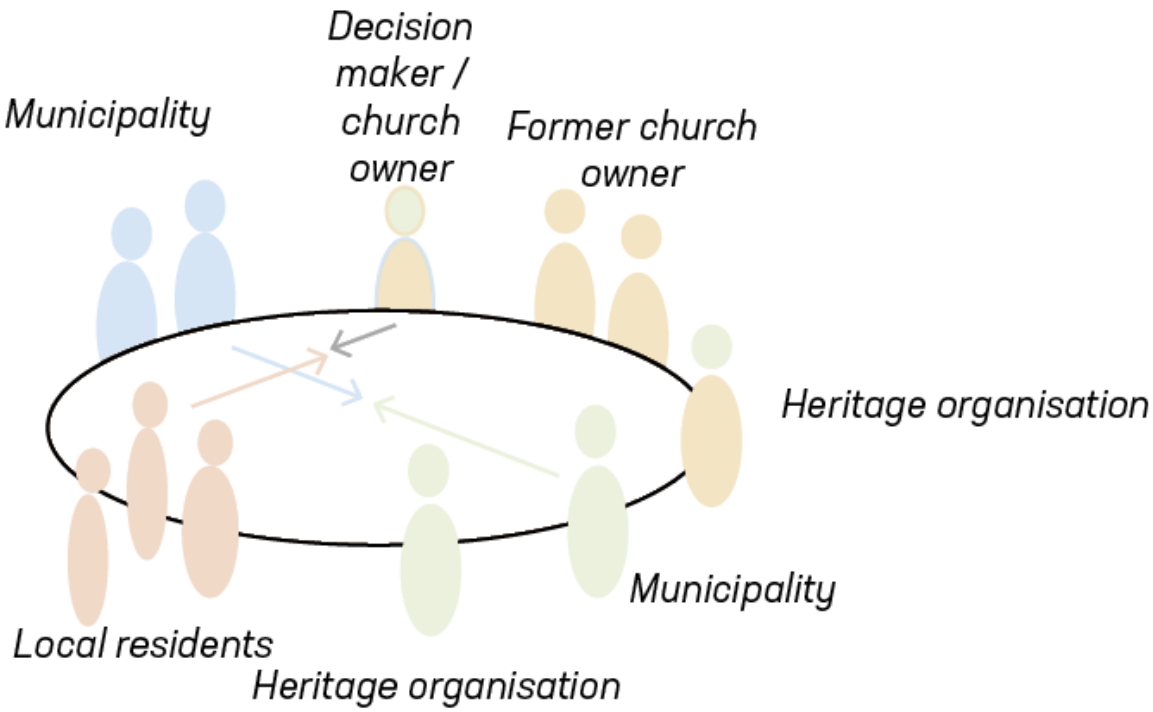


Fig. 6.12: Table of colours

During this case, many stakeholders were involved. Kreger is the owner of the current Bizar-Bazar and the decision maker in this process. She bought it from the former church owner the Lutheran Community to start an oriental restaurant and hotel. While being the decision maker, she fulfilled all other perspectives to a certain extent. There were two heritage organisations involved: The National Restoration Funds, an expert in financing monuments, awarded a grant for this adaptive reuse process and represented a financial (yellow) and physical (green) perspective; and the Cultural Heritage Agency (RCE) granted a subsidy to start up the process and carried out checks that led to delay in the process, representing the physical (green) perspective.a The heritage department and economic department of the municipality raised many conflicts in this case since they contradicted each other the whole process, representing the physical (green) and organisational (blue) perspective. The local residents delayed the process as well by presenting objections in this process, fulfilling the functional (orange) perspective. The fire department also carried out checks at the end of the process, which led to a delay as well, representing an organisational (blue) perspective. The main conflicts in this case were caused by the municipality; *organisational conflicts,* and the local residents; *functional conflicts.*

Functional perspective versus decision maker

Shortly after Kreger applied for grants to start the adaptive reuse process, she decided to inform the local residents. They did not agree with the establishment of a restaurant and hotel in this church. Several reactions were: ''It is a pity that the beautiful interior (large windows, the roof construction) will be largely hidden behind the lofts (old fashioned *kieteltenten?)''* and the sarcastic comment ''Moorish style. Yes, we are just waiting for that..'' (Van Rootselaar, 2018). They argued for a tapestry store, however they did not take into account the fact that a church needs income for maintenance.

The tapestry store would not cover that. Additionally, the local residents did not realise that this new function would lead to an upgrade for the neighbourhood.

"There was some severe impoverishment going on in this area. The new function would not be *Horeca-b*, thereby new target-groups would be attracted improving the reputation. Those were my arguments for the neighborhood, added value being created'' (3:15).

On top of that, Kreger proposed to address a real estate agent to convince the local residents their houses would increase in value. However, they did not agree with this because they probably knew she was right. In short, Kreger really looked at the situation through other perspectives. This was of no avail since it led to three or four lawsuits anyway, which she all won with strong arguments (being of added value for the neighbourhood and preserving heritage).

Organisational perspective versus physical perspective

Another stakeholder leading to conflicts and delay of the process was the multi-headed municipality. Kreger believes she only had opposition from the municipality, no cooperation. Especially the department of economic and heritage constantly contradicted each other. The following quote gives an example:

"The main entrance is in the alley. The economic department stated that the main entrance cannot be situated in this alley, since there is a *bed, bread and bath* already. This is not allowed in the same street. The heritage department stated that the axis of the church could not be turned, so the main entrance could not be situated on the other side either. This means the two departments totally contradict each other, leaving me as an entrepreneur stuck in the middle, not being able to get any permits'' (3:21).

During the process, the local council was renewed. This was an important success factor for the process, since the new councillor finally recognized the beauty of this adaptive reuse process. He stood up for Kreger, leading to the final completion of the process. Kreger mentioned that such a process is really dependent of the political colour, the stakeholders, the goodwill-factors and so on.

Even though Kreger had many valid arguments like upgrading the neighbourhood, preserving heritage, connecting the city centre with the *Modekwartier* and giving opportunities to local artists, she was still being counteracted by the municipality and local residents. Therefore, she pleade with minister Van Engelshoven for a new actor within the municipality or higher government, namely someone who will function as a decision maker or process manager in these processes. The government should commit itself to this and support the initiator or entrepreneur.

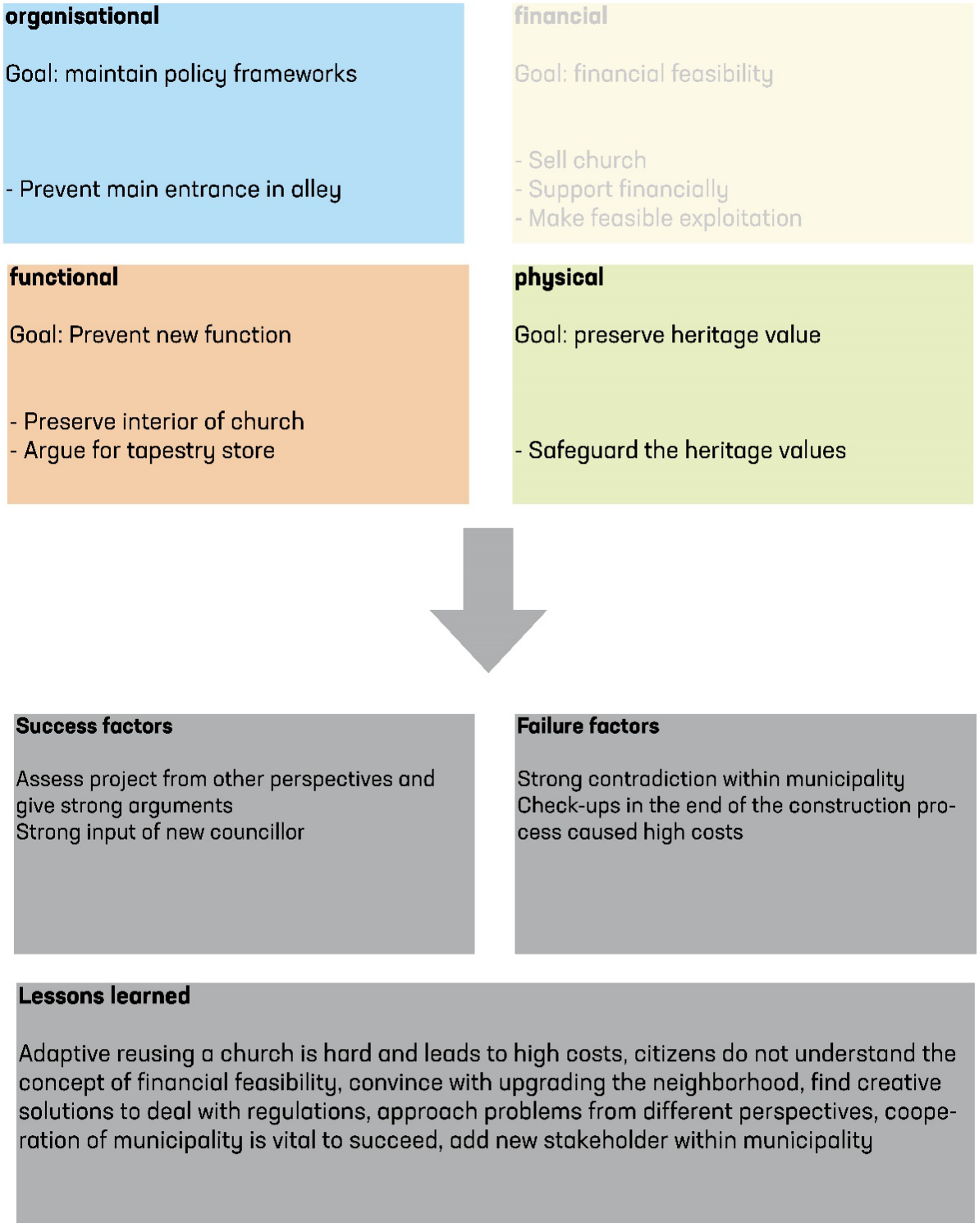


Fig. 6.13: Conclusions case 3

Fig. 14: Photo Jan van Dalen)

6.4 Heilige Adrianuskerk, Esbeek

Background information

The Heilige Adrianuskerk in situated in Esbeek, a village in Noord-Brabant with 1.245 inhabitants (CBS, 2019b). The neogothic church was built in 1888. The church in its eventual shape is built in 1937. In 2013 the church was closed due to declining church attendance. The church was for sale. Due to these developments the *Cooperation Esbeek* was established; local residents who searched for a new societal function for the church, that would contribute to the liveability of the village. Their idea was that Esbeek was dealing with an aging population and this type of new function was necessary to attract young families.

Simultaneously, in Esbeek a ICK should be realised since the municipality of Hilvarenbeek wants to realise one in every core, and the old primary school needed a new building as well. The Cooperation managed to combine the empty church with the developments in the village.

To assess whether this would work, BOEi was consulted from 2014 on. The first meeting resulted in the request to research the adaptive reuse possibilities and the possibility for BOEi to become owner of the church.

In 2015 BOEi provided their quotation and informed they wanted to be the owner of the church. In 2016, the municipality decided to become owner of the church as they were able to loan money for a lower rental rate. BOEi remained in the process as advisor and process consultant. In 2017 the task of BOEi ended. In 2018 the restoration and adaptive reuse of the church started an at the end of 2018 the school was completed.

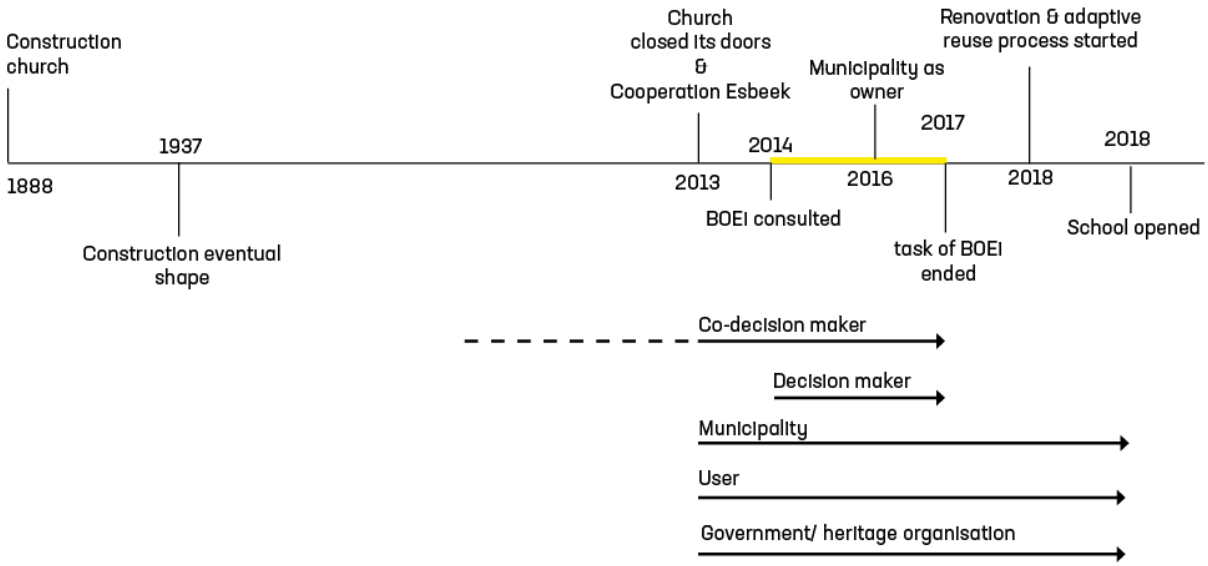


Fig. 6.15: Timeline

Step-by-step plan of decision maker

Step 1 Assess the current situation

In general, Van der Pijll states that the Roman-Catholic owner is often in favour of tearing the building down. Protestant churches do not have a diocese, but a private board and can, as a community, decide on what to do with the church. That makes the process easier. When a party addresses BOEi, the first thing BOEi normally does is assessing the church and its surroundings. Aspects like how the church is situated, where it is situated and what the municipality wants are researched.

When BOEi was addressed in this case, the possible new function for this church was already known. The Cooperation Esbeek combined the fact that there was an empty church with the needs of the village; a new school. The municipality agreed on their plans to adaptively reuse the church into an IKC.

BOEi was consulted for advice. The first thing BOEi did, was consult with the stakeholders and elaborate on principles and frameworks for the adaptive reuse. An important factor was that the church should get a societal function again. To assess whether this was possible, BOEi researched the location, the environment, the cultural historical values and the church itself: is it fit for the new function? Aspects like daylight, isolation, surface, height and layout and the physical state were taken into account.

Step 2 Exploring the changing context and demand

BOEi checked the future urban developments and the market (BOEi, n.d.).

Step 3 Generating future models

The interviewee did not mention this step

Step 4 Defining projects to transform

After that, three scenarios were assessed and researched for (financial) feasibility. This is all part of the feasibility report; an *HBO.* Eventually, the ideas were presented to the supervisory board in the municipality.

Van der Pijll mentions:

"Questions on insurances, the environment, tenants etcetera are addressed in such a meeting. It is important to present a convincing story. You have to show what you have done and what still needs to happen" (4:13).

Whether the monumental value in such a project is preserved, is checked throughout the whole process. It always starts with an initiative and ends with a zoning plan. In the initiative phase, the most important values are determined. In the zoning plan, an expert will assess how this can be incorporated and that will be transformed into a preliminary design. Sometimes, choices have to be made in what to incorporate into the definitive design, however a good architect can combat apparent contradictions within the values. What Van der Pijll mentions, is that:

"A well framework will help sticking to your plan" (4:13).

Conflict management

Stakeholders

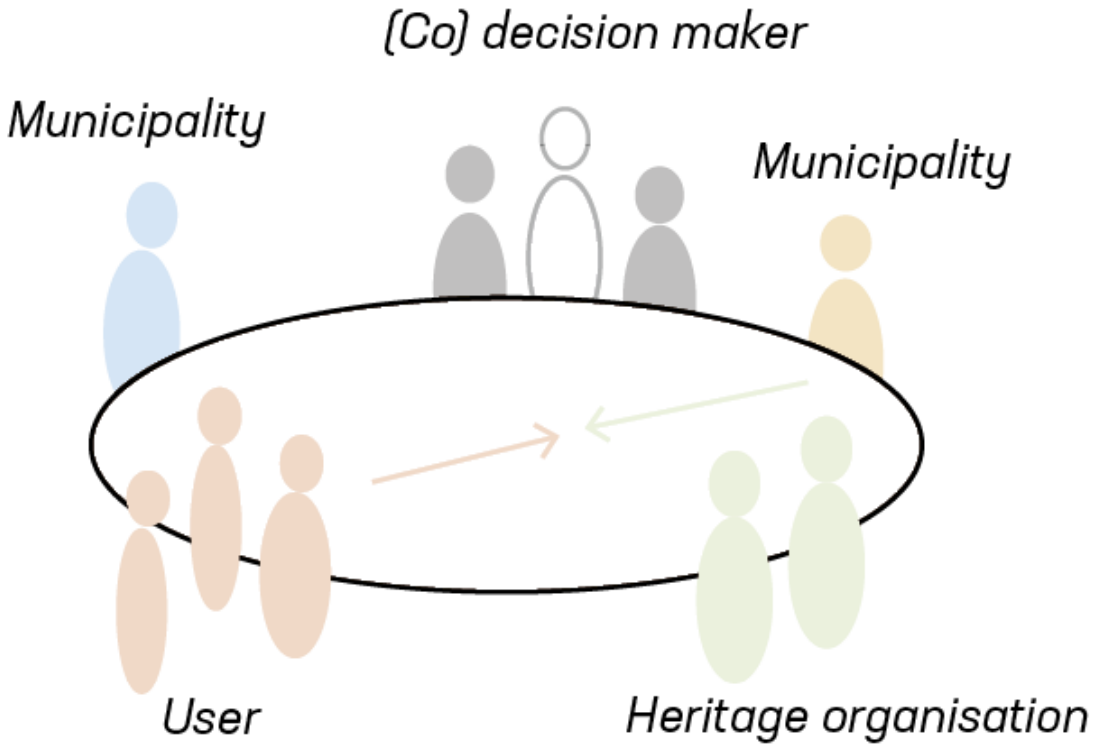


Fig. 6.16: Table of colours

In this process, BOEi functioned as the advisory body after trying to buy the church themselves. The Cooperation Esbeek were the initiators to find a new function for the church. They were the co-decision makers in this process. The RCE was involved since the church was a monument and represented the physical (green) perspective as a heritage organisation. The IKC got involved later on, since it was quite early known that this would become the new function. They were the functional (orange) perspective as the users. The municipality wanted to buy the church and had to approve the ideas, representing the financial (yellow) and organisational (blue) perspective.

Functional perspective versus financial perspective

The role in this process of BOEi became the advisory task to assess whether the plans of the Cooperation were feasible. The challenge with a school as new tenant is that they always work with a tight budget. The municipality always provides a school with a standard level of support; every pupil accounts for several thousands of euros per year and that's it. This particular school was very sharp on the energy bill. For their well-isolated former building, they paid 8000 euros per year. They did not want to exceed this amount, while a church is a high, large, non-isolated building.

The job of Van der Pijll was to find a solution between this financial and functional conflict based on physical conditions of the building. Technicians were asked to make calculations and eventually it was decided to place solar-panels on the adjacent building. This lead to higher building costs, however that is always financed by the municipality.

Eventually three scenarios were tested on feasibility and the results were send back as feedback to the Cooperation Esbeek. After convincing the municipality with a strong story, the steps could be taken to start the adaptive reuse of the church. The municipality invested a total of 3 million euros to rebuilt the church and the new function was opened in 2018.

Van der Pijll adds that one should make concessions. Also, it is important to tackle an assignment in an integrated way. Sometimes, initiators only consult an architect and let them do the whole assignment. When you approach it like that, there will always be missing parts. Sometimes installations do not work, it is financially not feasible or crazy ideas are proposed. You learn that you have to approach it integral with an architect, a structural engineer etcetera. It is important to have connections and internal knowledge. See the following example:

''In Esbeek there were bats in the church. However, the reconstruction should really start because the school had to open in August. One of the municipal civil servants figured to house the bats elsewhere, a plan we did not think of'' (1:15).

Conclusion

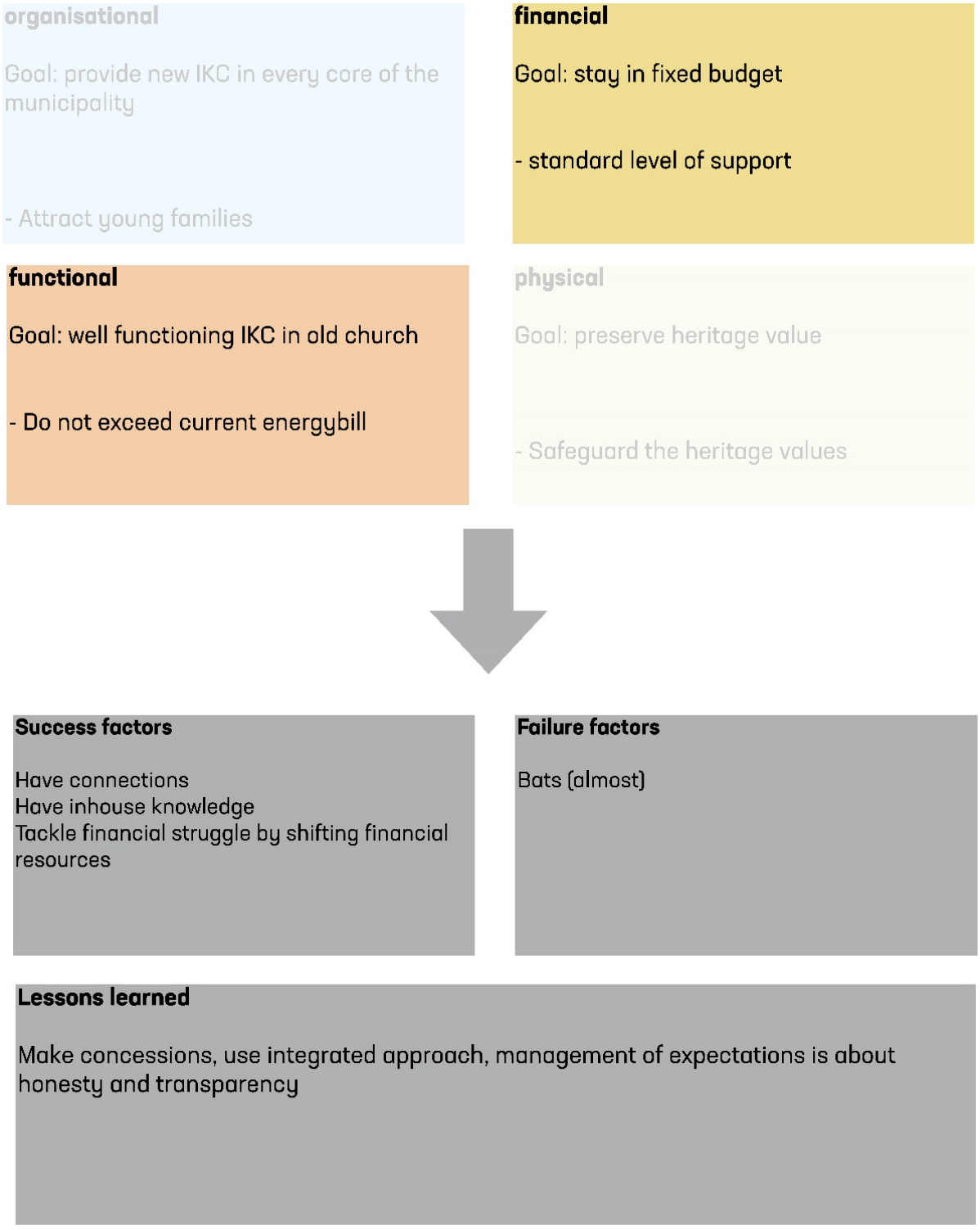


Fig. 6.17: Conclusion case 4

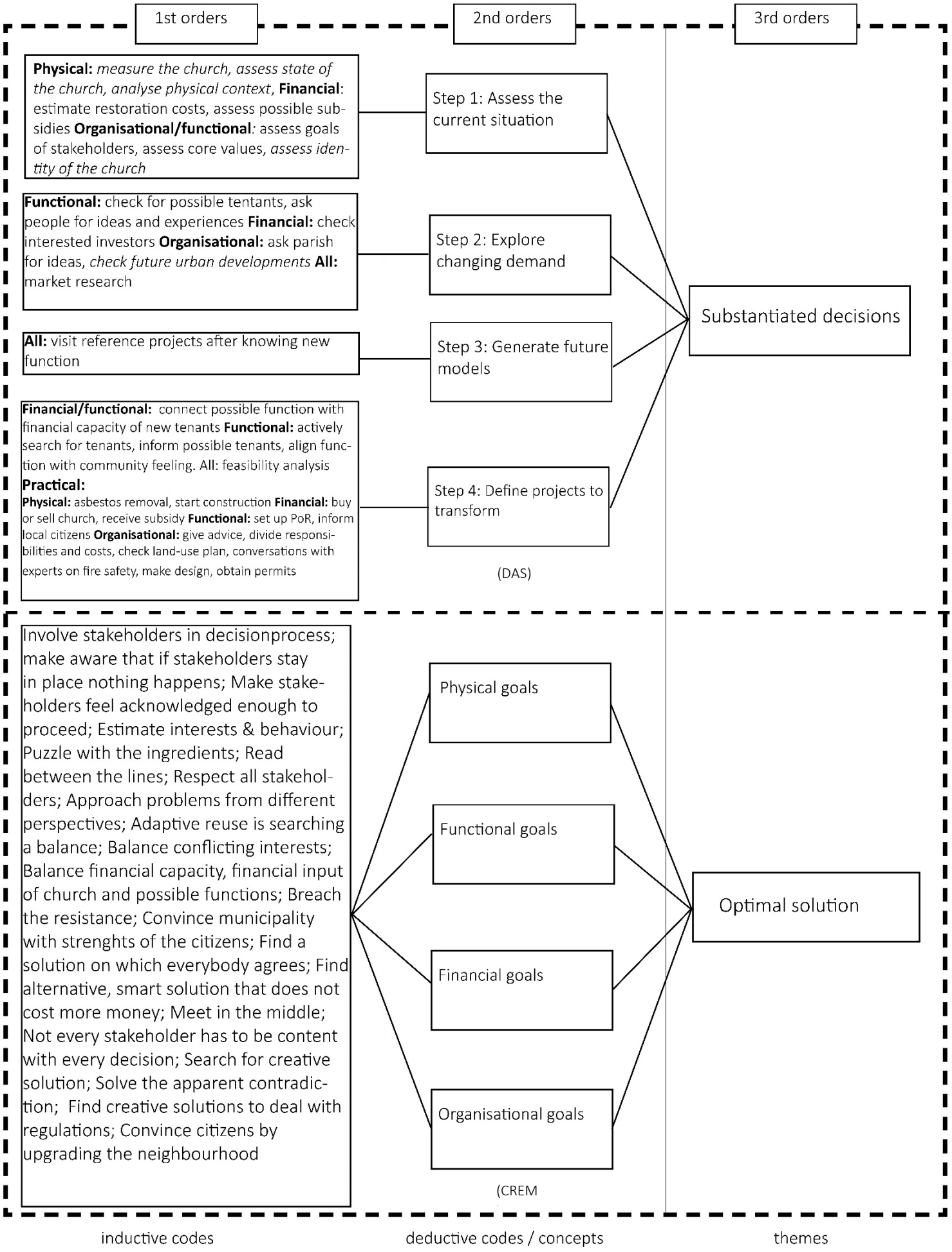


Fig. 6.18: Data structure

6.5 Findings theme 1: substantiated decisions

Figure 6.18 provides the data structure in which the data of the interviews is structured in alignment with the theoretical framework. When comparing the data from the case studies and the literature with the theory, there are some essential differences that can lead to an improvement of the current way dealing with churches.

Firstly, not every CREM-perspective is taken into account in every step of the process. Secondly, decision makers search for a new function for a church in a very early moment in the process. They do not always assess the current situation and the future developments and weigh those. Step 3 of the DAS-frame has the intention to broaden the solution framework and to prevent a tunnel vision on a certain new function. What seems to happen in practice, is that reference projects are only used when the function is already chosen. They use it to assess how others transformed the church into the specific function. That is not the aim of reference projects in the DAS-frame. Again, step 3 should be used to broaden the solution framework. The database of step 3 in this thesis should be useful for this. In step 4, the decision makers mentioned a feasibility analysis several times. Therefore, they assessed several functions on feasibility which they called ''scenarios''. Under this step, the practical steps they take to transform the current into the future situation were grouped as well. Actually, these steps are beyond step 4; the optimal solution should be found to complete the DAS-frame. Therefore additional information is needed for step 4.

According to the theoretical framework, the four steps of the DAS-frame should lead to substantiated decisions and in combination with aligning the CREM-perspectives to the optimal solution framework. Therefore, the current situation will be adjusted in line with the four steps of the DAS-frame

6.6 Findings theme 2: optimal solution

Finding the optimal solution is a matter of balance. A balance of goals in the best way possible. The optimal solution can be found by aligning the goals of the CREM-perspectives. On the one hand, this is assessed by approaching each perspectives in the steps of the DAS-frame (project management). On the other hand, the case studies assessed this by searching how the decision makers tried to align the goals of the stakeholders (process management). This lead to the lessons learned that will be put in the data structure.

These lessons learned confirm that it is indeed a matter of balancing the goals to come to a solution. However, it was not mentioned by the interviewees that this should be done in every step of the process and not every perspective was researched in every step of the process.

The list of lessons learned is extensive. Therefore, using the CREM-perspectives in every part of the process can help decision makers to find this optimal solution. Aligning the goals by using them in the steps of the DAS-frame, should lead to finding a substantiated, optimal solution; the optimal solution framework. How this can be done, can be found next.

In short, the DAS-frame and the CREM-perspectives will help the decision maker in finding a substantiated, optimal solution, in which the solution framework will be broadened. This will be done with the use of step 3 of the DAS-frame with the corresponding database and reference booklet.

6.7 Overview of stakeholders

The ''table of colours'' of Den Heijer represented the four CREM-perspectives: physical, functional, financial and organisational. In this step, the stakeholders were grouped under these perspectives as well. In the case studies, the perspectives are represented by the following stakeholders: the municipality (economic and heritage department), local residents, the (former) owner, the Cultural

Heritage Agency, heritage organisations, the National Restoration Funds, the fire department and users. Perspectives can be represented by different stakeholders, and simultaneously stakeholders can represent different perspectives. The municipality represents the physical perspective for the heritage concerns, the financial perspective for the economic concerns and the organisational perspective for the general organisation as a whole. Heritage organisations are grouped under the physical perspective, since their main concern is the building itself. Users are involved as sec users of the building. Local residents are grouped under the functional perspective as well, since they are involved in the process concerning the function of the church throughout the process (in many cases even long before the adaptive reuse process started). Lastly, the owner can be involved from all perspectives. They can be the user of the building, they want to preserve the building, they want to make some profit and they want to organise the process. Former owners have concerns on the preservation of the building and they want to sell the building in many cases. See table 6.2 for the CREM-perspectives and the stakeholders, and figure 6.19 for the table of colours in the adaptive reuse process.[10]

CREM-perspective	Stakeholder
Physical	Heritage organisations Municipality (Former) owner
Functional	Users Local residents Owner
Financial	(Former) owner Municipality
Organisational	Municipality Owner

Table 6.2: Stakeholders and CREM-perspectives

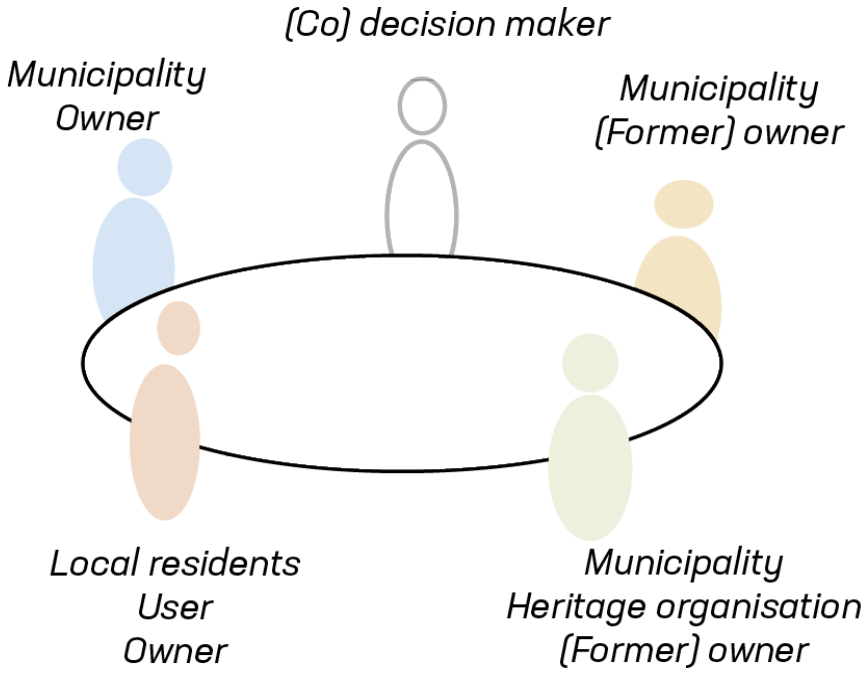


Fig. 19: new table of colours

[10] This overview is based on the four conducted case studies. Therefore it is possible that there are more or other actors involved in these processes, representing different perspectives

The decision maker was described as the person who has to decide, identifiable by many actors. As long as they need to align the goals of multiple stakeholders, and have to inform, involve and convince the other stakeholders, they can be seen as a decision maker. Whenever somebody thinks he or she is in the middle of this table, they might consider themselves as a decision maker. In the cases, the (co) decision makers were project developers, initiating citizens, a church owner and the tenant of the church.

Decision maker	Project developer Church owner Tenant (co) Initiating citizens (co)

Table 6.3: Actors as (co-) decision maker

Looking at the timelines, one can see that in each of the four cases, the local residents and the parish were involved (long) before the process of dealing with the obsolete church started. They already have a lot of history with the churches and the cases show that local residents want to be involved and heard in the process. The decision maker could use their available knowledge in the decision making process. Next to that, the table of colour shows that the municipality and (former) owners are involved from multiple perspectives in the process, sometimes even contradicting one another. These insights might open up several new opportunities in aligning their goals.

6.8 Database and reference booklet (appendix 2 and 3)

Together with over 150 adaptive reuse examples, the four cases of this thesis are put in a database and a corresponding reference booklet that can be used in the process of choosing the right future for a church.

The database gives some basic information, namely the name of the church, the city it is situated, the denomination, the type of adaptive reuse (adaptive reuse, multiple use or temporary use), the accessibility (public or private), whether the church is situated in a city with a increasing or decreasing population, the year of transformation, the new function, the function category, the exact GFA in m2, the GFA category, the transformation costs, the transformation costs category, the primary goal of the new function and the corresponding page number of the reference booklet.

The database is useful when searching for the optimal solution for a church, after deciding to adaptive reuse it. By categorising on the strategy found in step 2, one can find example projects to learn from. The reference booklet will give a short explanation on the project and will provide success factors, failure factors and lessons learned. The reference booklet is designed in a way that the visualisation of the projects stands out. 75% Of the booklet contains pictures to draw visual attention. In practice, the booklet might be used in a meeting in order to exchange information and ideas.

The information of the database and the booklet is for a large part based on information of the websites of www.silasgroep.nl and www.herbestemming.nu. These two websites already contain a lot of information on the adaptive reuse of churches, however this thesis required some extra information including the process management side and other aspects derived from theory. Therefore this information is combined with new information, for instance the increasing or decreasing population of the cities, the accessibility and the categories of function, GFA and transformation costs. The corresponding reference booklet provides extra information on the basics of the church and additions on success factors, failure factors and lessons learned. It can be seen as a gathering of all

required information, put in a database and reference booklet, made possible in part by the two websites.

6.9 Conclusion step 3

After assessing and researching on national level in step 1 and 2, this chapter zoomed in on the building level for required information on future models. This information is provided by studying four different case studies that are adaptively reused. Comparing their approaches with the theory, step 1 and 2 can be found in their strategy, however step 3 is not used. By incorporating this step in the new strategy, value can be added to the current process. Also, incorporating all four perspectives throughout the process is of new added value. Step 4 of the decision makers contained a feasibility analysis, however additional information is needed in order to finish the DAS-frame. Erfgoedlabbrabant (n.d.) requires the following additional aspects:

- Concept design
- Business case

Additionally, the case studies resulted in a new overview of the stakeholders around the table. Each CREM-perspective is represented, in many cases by multiple stakeholders. Also, stakeholders can represent multiple CREM-perspectives. As regards the (co) decision makers, this function can be represented by different actors as well. This step only researched four cases, therefore more actors and stakeholders can be represented by the (co) decision maker and the CREM-perspectives.

Lastly, the timelines of the cases showed that local residents and the parish are involved in the process of making decisions for the church a long time before other stakeholders and the decision makers got involved. Therefore, they might have more knowledge on the specific cases that the ''younger'' actors.

Chapter 7. Defining projects to transform (step 4)

This chapter is focused on the fourth management step: defining projects to transform the current situation into the future situation. For this, the following research question will be answered:

''What management information is required, what management information is available and what is the demand for additional information for defining projects to transform the current supply?''

This chapter will provide a step-by-step plan for decisionmakers to design an accommodation strategy for churches within their portfolio (fig. 7.1). This portfolio can be one church or a group of churches. In essence, this will be the same as this thesis does for the portfolio of the Netherlands, but specified to a smaller portfolio or even one church. This step combines step 1, 2 and 3 into a step-by-step plan to make the necessary arbitrage. Step 4 will add a feasibility analysis, concept design and business case to complete the DAS-frame.

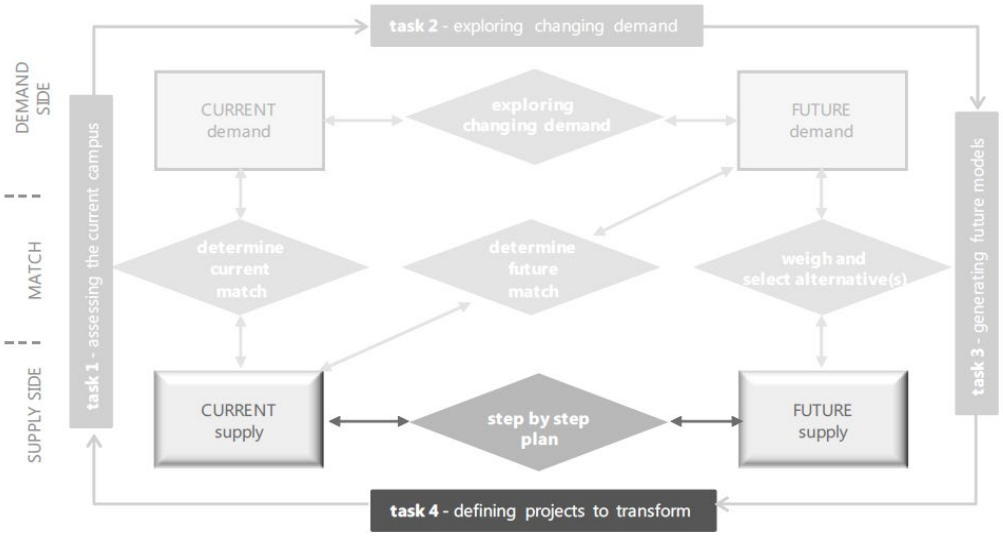


Fig. 7.1: Management step 4 (Den Heijer, 2011, p. 20)

This chapter will combine the outcomes of the interviews and the literature research with the themes and concepts of the theoretical framework. Therefore, the interviews are already analysed on the DAS-frame steps and the alignment of the CREM-perspectives. Everything a decision maker mentions on these concepts, is put in a large table as ''inductive codes'', see chapter 6. By doing that, an ultimate step-by-step plan can be provided in which the solution framework will be extended and the search for the optimal solution will be supported.

7.1 Step-by-step plan: description

In the initiative phase, many projects turn out to fail, therefore step 1, 2 and 3 provide well substantiated steps to search for a supported optimal solution. The search for the supported optimal solution will be completed in step 4: a feasibility analysis will help to find the function with the highest potential. This function will then be concretely elaborated by developing a concept. Eventually, a business case will weigh the costs and benefits, which will lead to the decision to continue the process or to stop (erfgoedlabbrabant, n.d.). This is where the DAS-frame is completed.

Step 1 Assess the current situation

Combining the theory with the literature studies and case studies, the decision maker should assess the current situation from the four CREM-perspectives. Firstly, the stakeholders who play a role in the process should be assessed. It is important to involve them from the beginning of the process. What is

the plan of approach? The decision maker should estimate the interests and goals of the stakeholders, make them aware of the consequences of keeping the church empty, puzzle with the ingredients, read between the lines and have respect for the stakeholders. Additionally, the physical context and the church itself should be assessed; what are the quantitative (m2, state of church) and qualitative (surroundings, proximity of basic services) aspects of the church? Or on the portfolio level: how many churches are there and what is their state? Building archaeological research, architectural research and structural research is needed. Next, the current function of the church is of importance; is it still in use as a church, is it empty, is it already adaptively reused? The same counts for the portfolio level. Also, a cultural historical research is required. After that, the users need to be assessed. Additionally, the identity of the churches and the core values need to be assessed. For the fourth perspective, the costs, value and available resources need to be assessed. See figure 7.2 for the visualisation of step 1.

After assessing all these perspectives on the current situation of the church(es) and involving the stakeholders, the strengths and weaknesses of each perspective need to be extracted and written down to use in step 2.

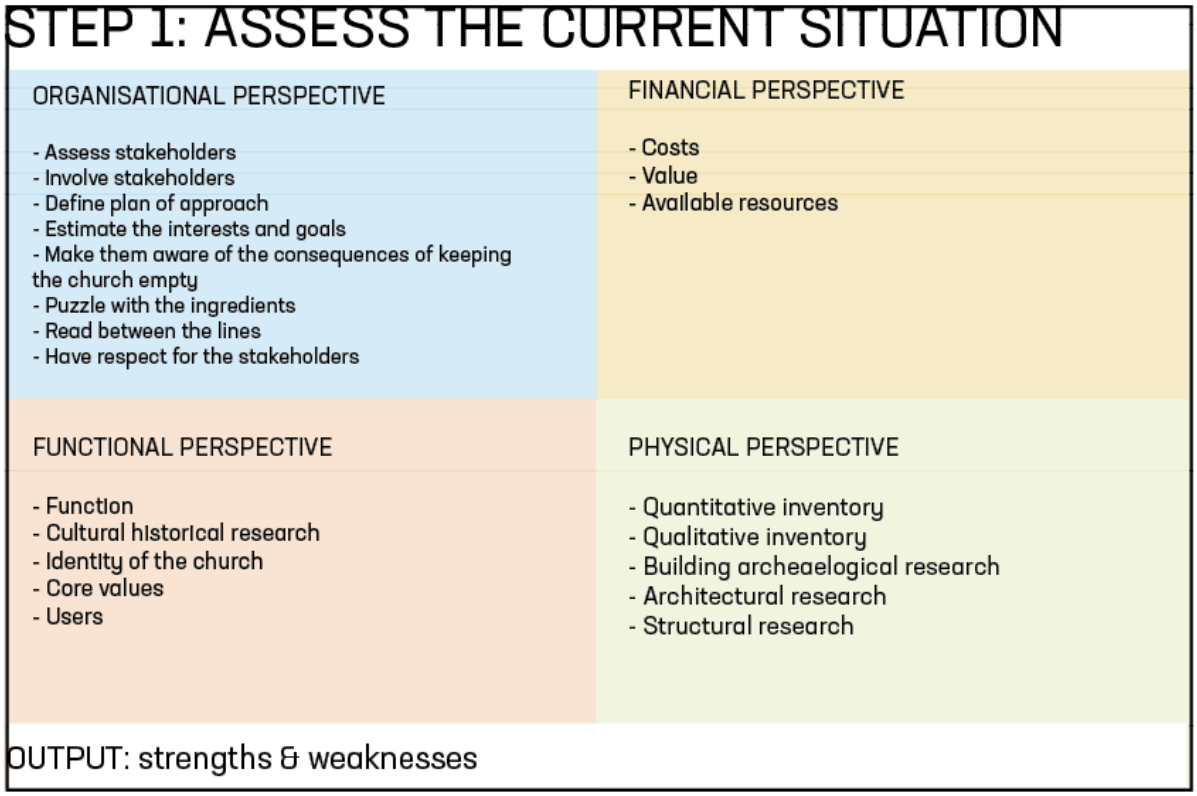


Fig. 7.2: Step 1

Step 2 Explore the changing context and demand

For step two, the future developments need to be explored using the four perspectives again. First, the goals of the stakeholders need to be found for the organisational perspective. It is important here to get support from all stakeholders. Next to that, one should gather information of the possibilities to change the church and land-use plan at the municipality and RCE. For each church, it needs to be assessed what the quantitative demand will be in the future, what the qualitative demands are for the physical surroundings and what the sustainability requirements and possibilities are. Also, the possibilities on vacancy and temporary use need to be assessed. Additionally, the trends in working, living and leisure need to be assessed in the municipality; what kind of functions are needed? This also

depends on the trends of the population. Costs that come with complying with climate goals need to be explored, as well as revenues and the expected value of the church.

After exploring these developments, for instance during brainstorm sessions, the developments with a high impact on the future of churches and that are influenceable by the decision maker need to be gathered. These will be part of the strategy. When there is a development with a high impact on the future of churches, but it is not predicable , it is a scenario. A scenario is a possible future that needs to be taken into account when designing the strategy. For this, the scenario planning tool can be used.

The parts of the strategy have to be grouped into a strategy (housing, preserving religious function, preserving societal function, transform into multiple-use building etcetera). Finally, the strategies have to be weighed against the alternatives that are provided by the Dutch Agency of Cultural Heritage: keep the church in use as a church, adaptive reuse, on-hold or demolition. The right alternative, or in other words assessing the opportunities and threats, can be chosen by using the strengths and weaknesses of the specific church. See figure 7.3 for the visualisation of step 2.

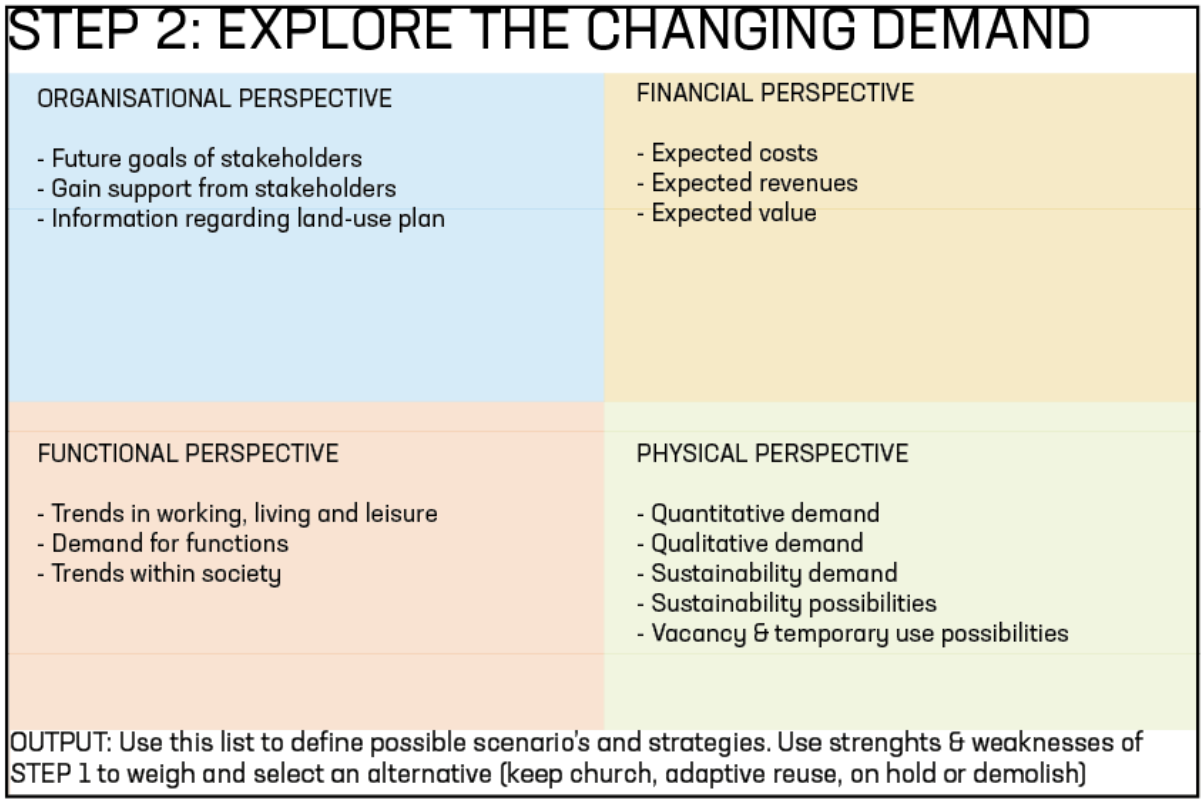


Fig. 7.3:Step 2

Step 3 Generate future models

Step 2 made the division between churches to adaptive reuse and churches not to adaptive reuse. When it is decided to adaptively reuse a church, the database can broaden the solution framework. The strategy can be to give it a societal function, to partly remain the religious function, to transform it into a multiple-use building, to realise houses in it et cetera. The database can be categorised in these function types, and will provide an overview with possible functions. By assessing these functions, the solution framework can be broadened. Each solution will provide an overview of how this was

assessed and what the success factors, failure factors and lessons learned were. When choosing three to five models, step 4 will assess which function will fit best.

See figure 7.4 for the visualisation of step 3.

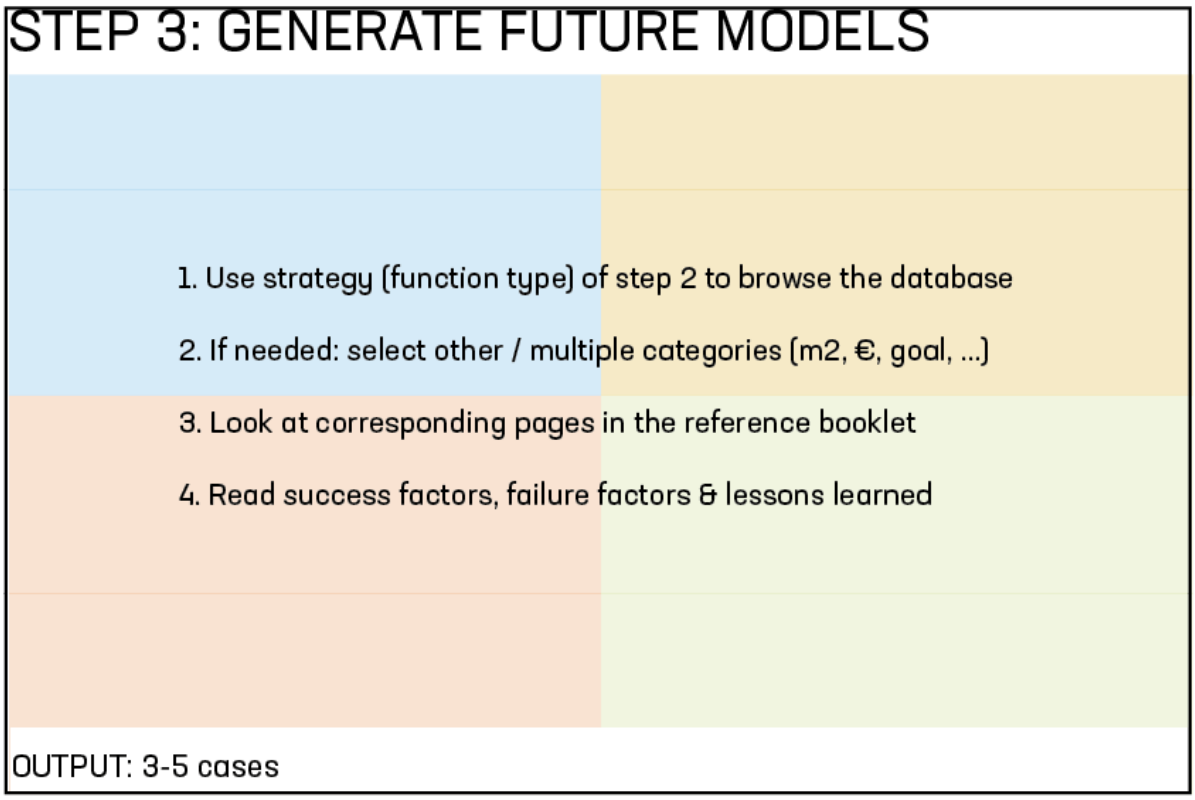


Fig. 7.4: Step 3

Step 4 Define projects to transform

Feasibility analysis

After broadening the solution framework by assessing steps 1, 2 and the database and reference booklet of step 3, the most fitting function of the 3-5 selected functions has to be found for each church. According to the case studies and Erfgoedlabbrabant, a feasibility analysis is needed to assess what function will fit best out of the chosen functions. This can be done by a SWOT analysis. This can be done together with experts and a subsidy available from the Cultural Heritage Agency (erfgoedlabbrabant, n.d.)

Concept design

After finding a specific function, a concept can be developed. This will transform the chosen idea into a substantiated story. The substantiation will be the basis for making decisions and to implement them. In this story, the historical value and the future users will be the centre point of attention. The concept includes aspects like the design, the business case, the new function. They can all be traced back to the concept. A collateral benefit means that the concept can inform the other stakeholders and even convince them to collaborate in the realisation of the adaptive reuse. To realise the concept, a concept developer can be deployed (erfgoedlabbranant, n.d.). To realise a concept, erfgoedlabbrabant (n.d) provides nine steps (table 7.1):

1. Description	A general description of the ideas, the concept and the plan
2. Goal	A SMART goal of what one wants to achieve with this concept
3. Design	An impression of what the concept should look like
4. Process	The steps to implement the concept & who to involve
5. Planning	When tot take which actions to achieve good results
6. Costs	The total costs to realise this concept
7. Risks	Assess the risks for realising this concept
8. Result	Expected result and relation to the costs
9. Pitch	Initiator will make a strong story from aspects 1-8 with the right audience, at the right time and with the right content

Table 7.1:. Steps to realise a concept, translated (erfgoedlabbrabant, n.d.)

Business case

The next step is to make a business case. This will weigh up costs and benefits. A business case will describe the historical background and the concept, including the financial plan, taking into account the changing context and demand.

The purpose of a business case is to assess the feasibility of the adaptive reuse. It will weigh the strategic goals, the reasons for the initiator to do this and the financial investments in an integrated manner. A business case can create support for the decision to invest. On top of that, a business case can provide a clear basis for further decision making.

When there is no in house expertise on finance and entrepreneurship, an expert can be consulted who is familiar with adaptively reusing this type of real estate. In the business case, some extra information on investment costs and exploitation costs can be required. Lastly, the revenues can be mapped if not already done. The financing budget should state how the investments are payed (own equity, subsidies or loans). It is essential to have a well substantiated exploitation model. This will give insight in the annual revenues and costs and is a prerequisite for success. Namely, it will provide an overview of what revenues are needed to cover the costs and to make a profit (erfgoedlabbrabant, n.d.). See figure 7.5 for the visualisation of step 4, resulting in the optimal solution.

The feasibility analysis, concept and business case complete the initiation phase of the adaptive reuse process and that is where the DAS-frame ends. After this, steps can be taken for the (1) design phase; translating the business case into a design, (2) realisation phase; practical actions, and (3) exploitation phase; start with using the new function and operating.

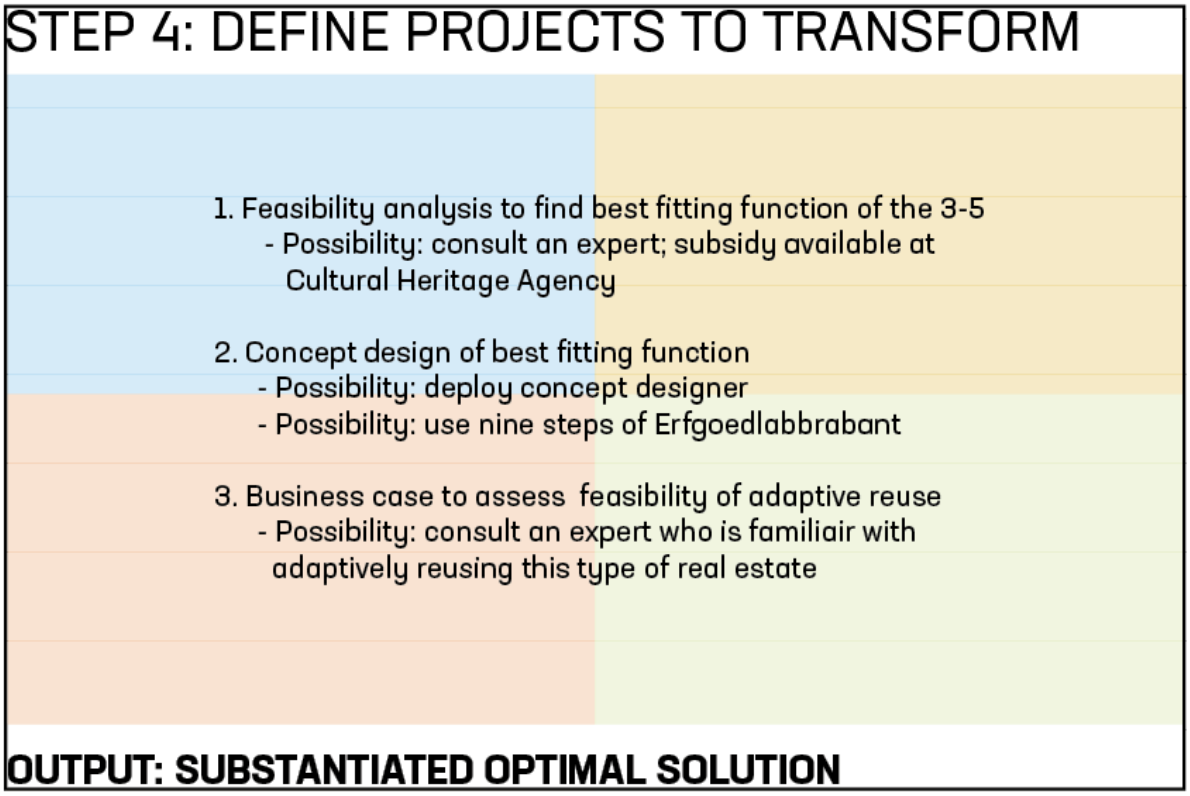
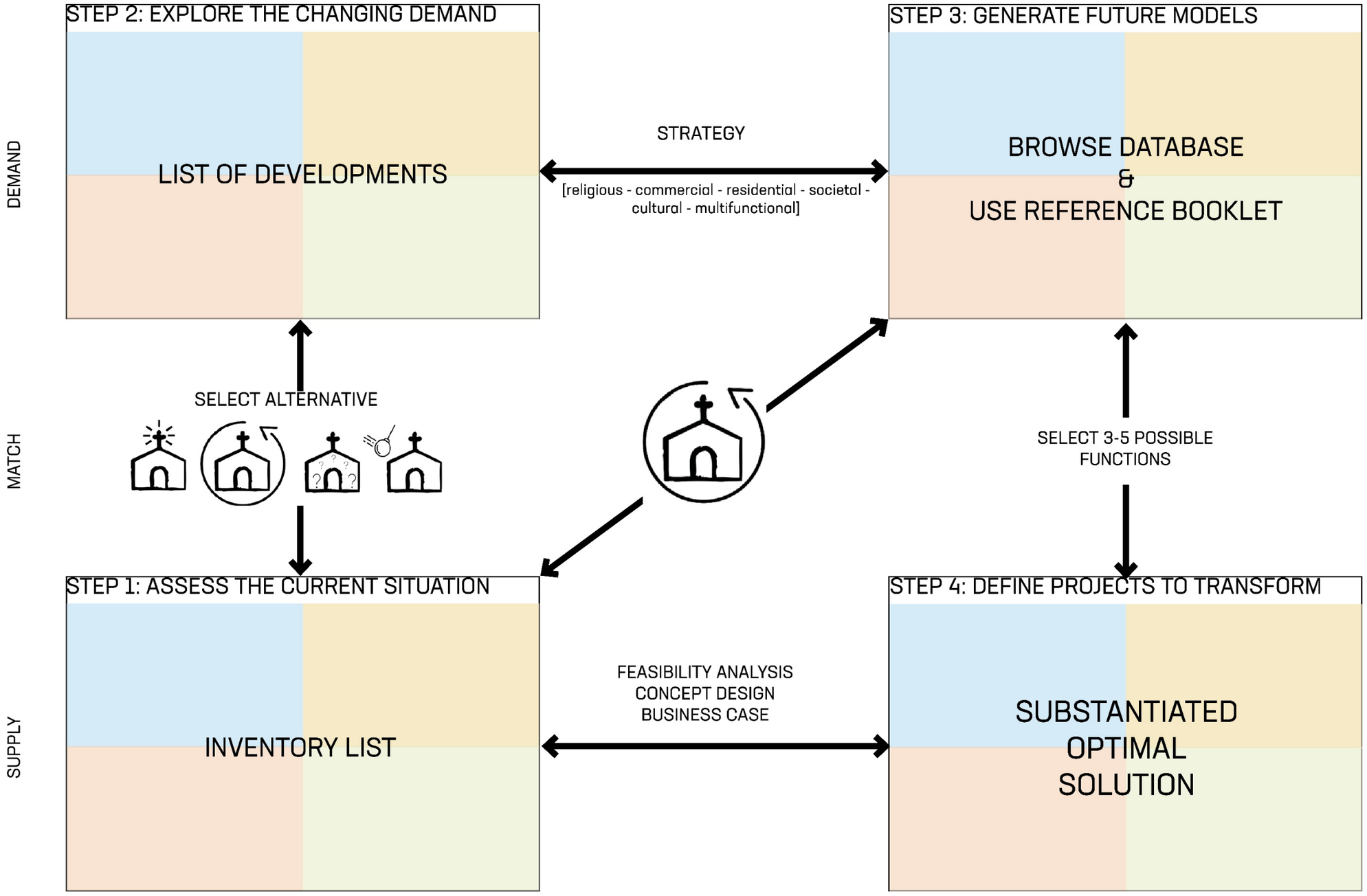

STEP 4: DEFINE PROJECTS TO TRANSFORM
1. Feasibility analysis to find best fitting function of the 3-5
- Possibility: consult an expert; subsidy available at Cultural Heritage Agency
2. Concept design of best fitting function
- Possibility: deploy concept designer
- Possibility: use nine steps of Erfgoedlabbrabant
3. Business case to assess feasibility of adaptive reuse
- Possibility: consult an expert who is familiair with adaptively reusing this type of real estate
OUTPUT: SUBSTANTIATED OPTIMAL SOLUTION

Fig. 7.5: Step 4

7.2 Step-by-step plan: visualisation[11]



[11] For the extended and Dutch version, see appendix 4

7.3 Step-by-step plan: implementation

The step-by-step plan provides the answer on the research question:

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

The step-by-step plan raises the question who should use it in which stage of the process. To enable an open mind about the possible and most suitable functions, a pro-active approach is required. It is essential to not limit the possibilities, or to only apply the method when the problem became urgent or when there is a possible operator or buyer for the church. Together with the database and the reference booklet, the step-by-step plan forms a *toolbox* for decision makers.

Private decision makers

At the beginning of this thesis, it is stated that anyone who identifies him or herself as a decision maker, can be seen as a decision maker. Case studies showed this can be a tenant, a buyer, initiating citizens or a project developer. This is a non-exhaustive list. Anyone who feels like he or she needs the step-by-step plan, is free to use it. The precondition is that they should be capable of taking a central role, without diving too much into one perspective. By following the step-by-step plan and keeping into mind the CREM-perspectives, they should be able to come to a substantiated optimal solution with use of the available tools.

Public decision makers

The case studies also showed that the municipality is a multi-headed stakeholder, involved in every process representing multiple goals. Since the municipality represents a broad societal role, in which many perspectives come together (social, cultural, spatial, economical and societal), they should facilitate the decision making process around the future of churches. Ideally, they could assign a project manager within the municipality who has a proper amount of experience in solving conflicting interests to take on this role. This can provide the solution for the conflicts within the municipality. Part of their role is arranging the communication with the private stakeholder and organising the process around the possible sale of the church. The decentralisation payment of the Church Vision could be used for this.

The case studies showed that local residents and the parish have been involved in the church for many years. For one person the church is a place of worship, for another the appearance of the church is a feeling coming home and for the third it is a place of baptizing, marrying and mourning. Therefore, involving them from the beginning of such a decision making process can be of huge value. On the one hand, they want to be involved since it is 'their' church, and on the other hand they have important church specific knowledge.

The toolbox can be used as tools during conversations between municipalities and church owners, local residents, concerned citizens and (former) church goers. The step-by-step plan can be used in topics like what churches do we have in a municipality, what is the cultural historical value, how are they being used, what are the future expectations? With the use of the step-by-step plan, these topics can be explored and mapped, and together with the database and reference booklet they can help finding a sustainable future for the churches. Important are conversations between different stakeholders, in which the consequences of secularisation and vacancy and the possibilities for preservation are discussed.

This approach will be a combination of a top-down and bottom-up approach. In essence, the initiatives that arise around the churches (bottom up) should be deployed and the top down approach of the municipality can create the framework to invite the other stakeholders to use their knowledge,

experience, expertise and strengths. The municipality can facilitate them in the process. An important benefit of involving the citizens in this process, is that municipalities often seem to have lack of monumental knowledge(A. Moons, personal communication, 7-6-2020; B. Pijnenborg, personal communication, 8-6-2020; C. Wijmans, personal communication, 9-6-2020). In many municipalities, there is only one person involved in the heritage department (A. Moons, personal communication, 7-6-2020; B.Wijmans, personal communication, 9-6-2020). This is partly due to cutbacks of civil servants on historic preservation (Pijnenborg, personal communication, 8-6-2020). Additionally, there is a low level of political knowledge on this subject. This leads to low priority in a considerable amount of Dutch municipalities. At the moment, the low level of priority on this topic is even strengthened by the Corona-crisis; people work from home, and possible conversations in the lobby on this topic disappeared for the last three months (Moons, personal communication, 7-6-2020).

To prioritize the challenge concerning the churches within municipalities, the stakeholders of the municipalities should be triggered into a pro-active approach. For this, for instance events can be organised like monument congresses. In such a congress, minister Van Engelshoven can trigger and activate the current alderman (so-called ''picking-order''). More awareness on this topic can be raised within municipalities. For the specific knowledge, the bottom-up approach can be used.

By involving the well-meaning laymen that are in essence the owner of the problem, who are now making decisions based on emotion, faith and financial reasons, their expertise and knowledge can complement the lack of expertise and knowledge within the municipality. On top of that, their need of feeling heard and being involved is taken care of. The top down and bottom up approach can really complement each other in this solution.

The toolbox developed in this thesis, might also contribute to the Church Vision process. By using the step-by-step plan, every CREM-perspective is assessed throughout the process. Stakeholders' goals are taken into account and are aligned from the beginning on. The database can broaden the solution framework, and the reference booklet can be used during conversations between the municipality and other stakeholders.

Higher public decision makers

The use of this step-by-step plan can even be taken to the next level by putting the political responsibility with higher governmental bodies such as Provinces, the Cultural Heritage Agency and/or the National Restoration Funds. By following the step-by-step plan and using the complementary tools, a substantiated optimal solution for each church of the Netherlands can be determined. In this case, the database could be extended and converted into an interactive church map, providing the substantiated optimal solution for *each church* in the Netherlands by clicking on it.

7.4 Conclusion step 4

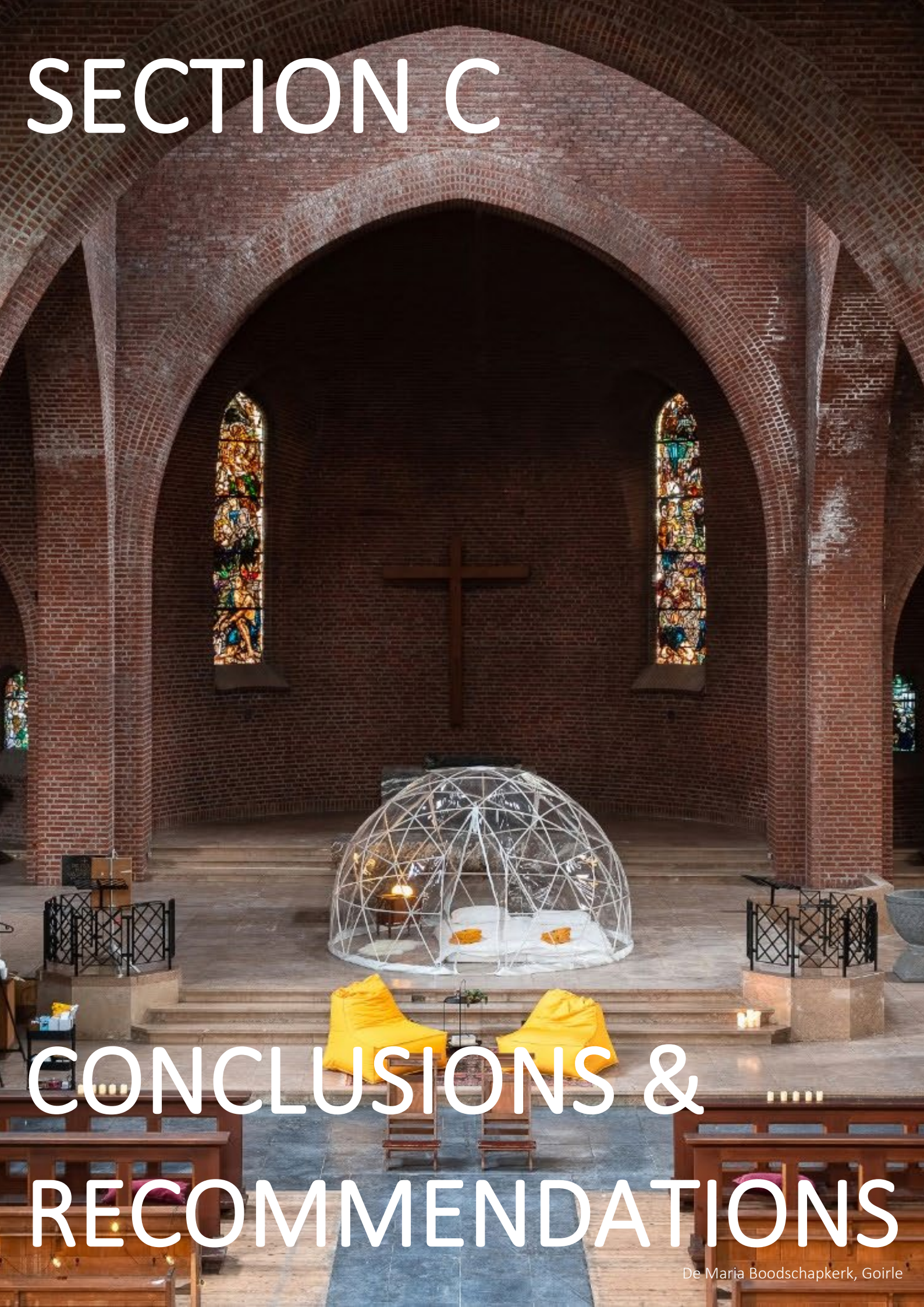
This step applied the steps of this thesis to the building and portfolio level. By adjusting the current situation of dealing with churches to the theoretical framework, the new step-by-step plan is compiled. Step 4 of step 4 added a feasibility analysis, concept design and business case to finish the DAS-frame.

The step-by-step plan can be used by decision makers on different levels. Each of these implementation techniques can accelerate the process of adaptive reusing churches. Both the owner of a church and the municipality can enjoy the benefits of a positive, pro-active, solution-oriented process, instead of a process of frustration and uncertainty. After this process, many thresholds are overcome, which enables the opportunities for approaching the right market party. For the Parish, executing this step-by-step plan and finding the right solution for their church will provide them with management information to start conversations with their constituency, whether it is to sell,

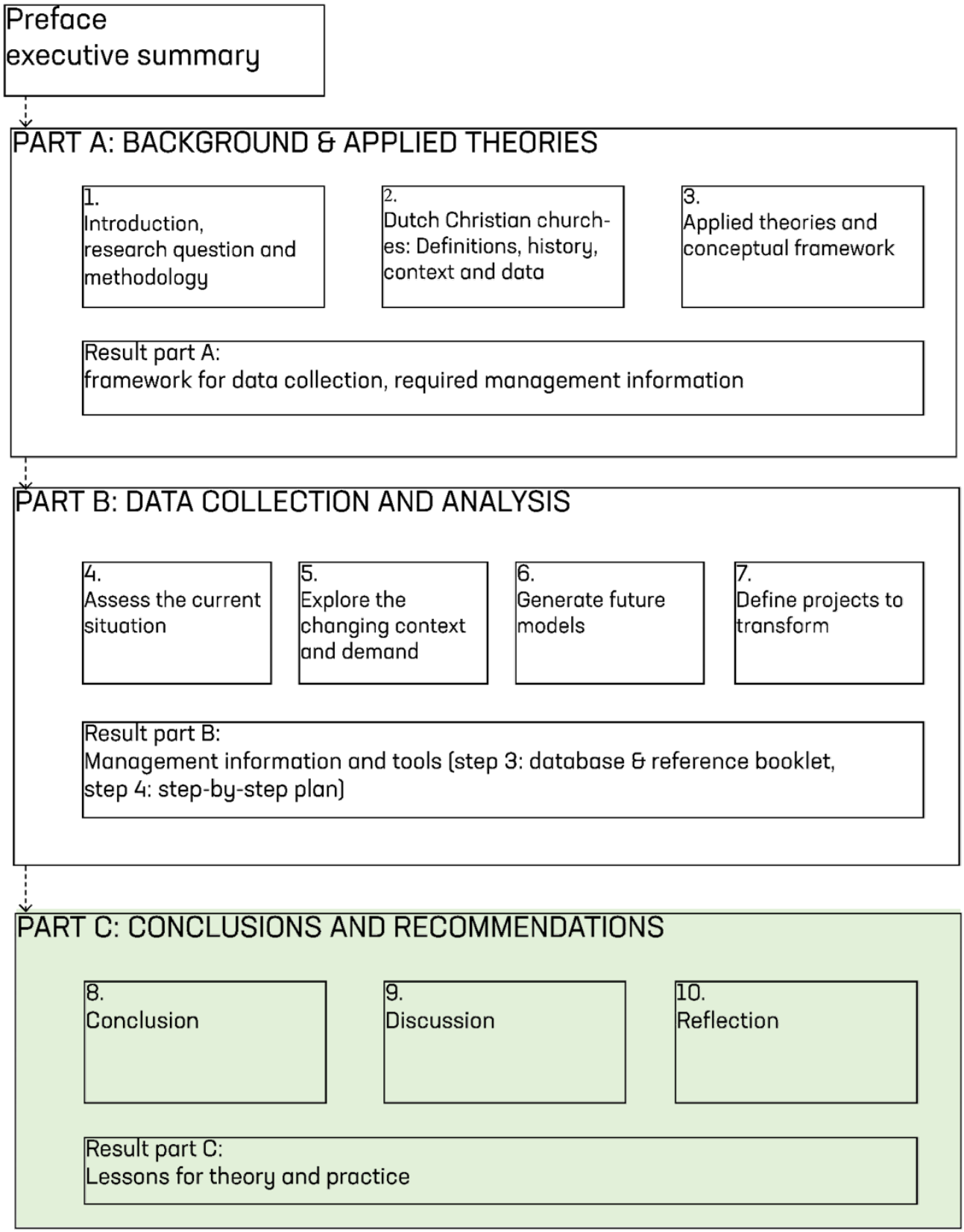
demolish, or keep their church as a church. Lastly, the interactive map can contribute to finding the right buyer for the right available churches.

SECTION C

CONCLUSIONS & RECOMMENDATIONS



De Maria Boodschapkerk, Goirle


Preface
executive summary
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

Chapter 8. Conclusion

Churches can be classified as cultural expressions from the past, and have a religious background that represent an unique value and can even contribute to the sense of identity shared by a community (Opleid, 2019). Churches can become part of an Urban identity that is established through shared stories (Verheul, 2015). And when a building is gone it is gone forever, taking with it it's history, culture and material value (Merlino, 2018). As each church provides an unique evidence of the past, it is important to preserve these buildings for future generations as physical evidence of the past (Roche, 2011).

The need for preservation of churches for future generations has become an important topic, as is evidenced by the significant interest among society and governmental involvement. This has led to initiatives such as the Church Vision, which are compiled to develop a strategic vision for a sustainable future of churches which can no longer serve their original purpose as a house of worship. Through the Church Vision plans are developed to provide church building a second life.

Unfortunately, divergent expectations, conflicts of interest and enormous maintenance costs can contribute to the failure of the developed plans. Next to this, not all churches have a feasible opportunity for preservation or transformation. Therefore, there is a strong need for substantiated decisions on which churches can be preserved and which steps need to be taken to realize this. This complex task is part of the job for decision makers in real estate. This difficult position could be supported with more empathy from stakeholders, and a better support structure.

The purpose of this thesis was to design an accommodation strategy for churches in the Netherlands. By aligning the goals of all stakeholders within this strategy, decision makes are provided with improved management information and tools. With the aim to further support their management task to involve, inform and convince all involved stakeholder. For the purpose of this thesis, the following research question is formulated:

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

The DAS-frame and CREM-perspectives are used to provide an answer on this question. Step 1 consists of reviewing the current situation, and assessing the strengths and weaknesses. In Step 2 these are weighed against future developments, leading to a decision to either continue the current use of a church, to adaptively reuse it, keep the plans on hold, or to demolish the church. In Step 3, when the decision is made to adaptively reuse a church, browsing the database on certain parts of the strategy will broaden the solution framework. In this step the decision maker can select three to five references. In Step 4 the best possible function can be selected by a feasibility analysis, a design of a concept and a business case.

The accommodation strategy (fig. 7.6) can support decision makers in making substantiated decisions on the future of churches. Since all stakeholder perspectives are assessed throughout this process, a supported optimal solution can be provided. With this strategy the right decision can be made for each individual church. The step-by-step plan can be used by decision makers on different levels; by private citizens, the municipality or even higher governmental bodies like the Cultural Heritage Agency, the National Restoration Funds and/or the Provinces. This enables a pro-active approach which opens up new feasible solutions and opportunities for churches. The research aim to improve the process of matching the empty church with the changing context and the various stakeholders' demands, by supporting the decisionmaker and the research goal to give churches a sustainable future are fulfilled by this.

Chapter 9. Discussion

For this research, a literature study and several case studies are conducted to apply the theory of the DAS-frame and CREM-perspectives on the field of RRE. The first part of the research is applied on the national level, the second part is focused on the building level.

Looking at the theoretical framework, the new step-by-step plan fits in the theories. The most important finding of the case studies might be that in practice, step 3 is hardly ever used. Decision makers start searching for a new function early on in the process, and use reference projects mainly to check how that specific function is carried out. By implementing this step in the new step-by-step plan, the solution framework will be broadened leading to better functions. On top of that, the case studies showed that private stakeholders have been involved in the process many years before the question of adaptive reuse raised. The public stakeholders got involved, from multiple perspectives, only when the problem became urgent; this is reactive.

Another interesting finding was that the DAS-frame and the CREM-perspectives were quite applicable to RRE. However, there was a very diverse group of stakeholders present in each case. It was less straight forwards than in the case of universities. Not everyone has its own defined role. Another important finding was that in this type of real estate a whole new dimension was added, namely religion with all the emotions and attachment of so many perspectives. Also, many churches are religious heritage, leading to many regulations to cooperate with. Therefore, creative solutions should be found. Additionally, this type of real estate is very incomplete concerning specific numbers like the surface, which leads to a high need for additional information. The research also supports the challenge of churches concerning the high maintenance costs. A new function should really be able to generate enough income to cover these costs. It is also interesting to note that churches differ from universities in the way of adding value. In universities, the buildings serve a goal; namely housing the students and providing a space for education. The buildings should add value to that primary goal. In churches, this is different. In many cases the added value is for the society as a whole, not for a specific group. It is purely about the buildings and its position in society and the urban landscape. In general, it seems that ‘’everybody has a say, but nobody wants to pay’’.

While conducting the interviews, it became clear that each of the decision makers entered the process in a different time. Therefore their approaches slightly differed as well. This made it difficult to analyse and compare them on the same level. To give a more reliable overview more stakeholders should be interviewed for each moment of the process. Because of the cases being in different periods in the decision making process, the theoretical framework and literature research were more guiding for the new step-by-step plan than the data derived from the interviews. By that, it was attempted to make a reliable as possible step-by-step plan with the derived data.

The research was conducted during the Corona-crisis. Therefore, there had to be worked with the data that was already available at that time, and deal with it systematically. Not enough interviews were conducted to provide reliable results. However, for a master thesis, there usually is not enough time to conduct enough case studies to make generalisations. Therefore this thesis set up a framework for which more case studies can be done. Also, the thesis made use of a systematic approach, which opens up opportunities for further research. When more case studies would be conducted, more reliable conclusions can be drawn. For instance, completed case studies can be added to the booklet.

The data of the literature research and the case studies were structured according to the theoretical framework. This lead to an accommodation strategy for Dutch churches that can be used by everyone that consider themselves as decision makers. The step-by-step plan is left quite basic, since the

processes can be really diverse. The experiences of the decision makers, which can be found in the booklet, can help new decision makers in their process. The conflicts between perspectives can help them overcoming these. Again, it is hard to make generalisations with so few cases.

Although the step-by-step plan can be used by everyone considering themselves as decision makers, in practice public bodies might be more suitable to take on this task, due to their societal role and due to available resources.

A limitation of the research might be that theory differs from practice, certainly in the adaptive reuse process of churches. A theoretical framework is controllable and provides security by following certain steps. It seems like a linear process, however the real situation is not linear. The step-by-step plan tries to organise an extensive process with many perspectives, emotions and a different history in every case. Therefore, the theoretical framework might not always be useful in practice. When a decision maker carries out such a step-by-step plan and does not take into account the former relationships between the stakeholders, a chance exists that they will not accept his role. Some research beforehand might be useful to get to know the current social situation. Therefore, everyone who uses this step-by-step plan should be aware of that.

Making a comparison with existing research, Wesselink focussed on taking well considered decisions on the future of churches that do not longer function as a church. He looks at what we still have left by making a quantitative and qualitative overview. After that, he looks as how to take decisions on which churches to preserve. This thesis has a lot of common ground with his study, however Wesselink focused on the church itself more in depth. He created a validation strategy based on the cultural-historical values, whether to preserve the building or not. He created a database, that gives information of the numbers and geographical spread of churches and their cultural-historical characteristics. Where Wesselink really got in depth in this topic, this research took it broader by also incorporating the other perspectives like financial and organisational aspect. Wesselink focused mainly on the cultural-historical values. He concludes that a considerate selection, based on stylistic and religious diversity, geographical and urban development criteria, is feasible (Wesselink, 2018). He states: ''If we succeed, the world's richest and most divers religious landscape will continue to exist, even in the twenty-first century'' (Wesselink, 2018, p. 311). This thesis adds some new management information and tools to help achieving this success. More important, this thesis provides a pro-active approach. Ideally, the step-by-step plan is used *before* the problem becomes urgent. It is more future-oriented.

There are several suggestions for further research. First, the applicability of this step-by-step plan on *every* church in the Netherlands could be researched, substantiated and perhaps carried out. Aspects like the influence of denominations and the role of the expertise within municipalities are important to take into account. Second, this thesis approached the issue from a project and process perspective. The influence of the type of decision maker (expert, layman, government) could be interesting in order to determine how the step-by-step plan can be utilized. Third, a more technical research can be conducted concerning the sustainable interventions for churches to comply with the regulations of the Climate Agreement, using the theoretical framework of this thesis. Fourth, more case studies can be conducted in order to strengthen or adjust the finding of this research.

Chapter 10. Reflection

Relation to my study

This research is conducted for the studio Real Estate Management. Together with Housing Management, Design & Construction Management and Urban Development Management, Real Estate Management forms the master track MBE. As the name shows, it is about managing the built environment. Churches are part of our built environment, and because of the secularisation in need of new management information. Unique for this master is, that it combines the built environment with management. Therefore, I believe this research can contribute to the world of (vacant) Religious Real Estate with MBE as background.

MBE is one the five tracks of the Master programme Architecture, Urbanism and Building Sciences. It is the only track that focusses on management. For the topic of vacant churches, it is important to make well managerial decisions. Where the bachelor was mainly focussed on the building itself, MBE taught to focus on more than that, what brings us back to REM and the connection of public goals, financial resources, people and buildings in every decision.

The process

At the beginning of this graduation, I knew I wanted to combine management with the preservation of preserving old buildings. After having conversations with experts on preservation, the topic eventually narrowed down to churches. After the topic was chosen, my first step was to assess the current situation concerning this topic. What were the problems and why? I heard people say that we want to preserve churches, however many problems occur that complicate this process. For that, I searched for existing material; books, newspapers, theses and dissertations to get an overview of the current research that was conducted already. My next step was to find out what the need was for new research. Apparently, decision makers were struggling with their complicated task. There was a need for new tools, for new management information. How could substantiated decisions be made, while finding the optimal solution? The third step was to choose a method to answer these questions. Several methods were assessed to do this, leading to the winners: the DAS-frame and the CREM-perspectives. Finally, the plan had to be made to answer the research question.

The research was divided into the steps of the DAS-frame; step 1 and 2 consisting of a literature study on national level and step 3 and 4 consisting of case studies on building level and the analysis of data. Feedback of Den Heijer led to the choice to only interview the decision makers. Data from other stakeholders could be found in newspapers etcetera, and the conclusion of interviewing every stakeholder would probably only have supported the findings that there are conflicts. That would have taken a lot of time, while not leading to essential new findings. Feedback of all mentors during the P2 presentation led to the choice to develop a database as a rough basis, with the four cases in which the information is researched and analysed in-depth as example projects.

This data was structured by use of the DAS-frame and the CREM-perspectives, leading to a step-by-step plan on building level for decision makers. By that, the aim to provide decision makers with management information and tools is achieved; the approach worked. However, a side note is that only four decision makers were interviewed. This choice was made in accordance with my mentors due to the Corona-crisis. To provide better and more reliable data, more decision makers should have been interviewed. Thanks to the systematic approach, in theory future research could lead to extra data to substantiate the findings.

After receiving a green-light for my graduation, I tried to bring my research to the next level by analysing the case studies more in depth, and using this new information to substantiate an

implementation strategy of the step-by-step plan. This brought the theory closer to practice, with the aim to make it useful and applicable in real life.

Success factors

I believe one of the success factors of my research was the fact that I could make use of a very successful theoretical framework. This provided a structure from the beginning, which enabled me to focus on the content of the research early on in the process. Another success factor was that I could conduct this research during an internship at a company with huge in-house knowledge, opening doors for me to experts in the field.

Failure factors

A unique factor impacting any recent research, was the Corona-crisis. Suddenly we all had to work from home, distancing me from my ''walking knowledge sources''. This resulted in the fact that less interviews could be held than expected, leading to a rather thin basis for data analysis. Additionally, conducting research from home means less sparring partners that have knowledge on your subject. Therefore, some ''eureka'' moments came relatively late, leading to some large adjustments in the research even the day before handing it in.

Lessons learned

What I have learned from my own work, is that researching is an extensive, variable process, in which new things are learned every day. So many documents came to light with every new sub-question. A lot of information is already out there. Therefore, in a new research I would put even more emphasis on the beginning of the project; assessing the current situation of available research.

With regard to the strategy of my research, the visualisation of Mintzberg represents this perfectly (fig. 10.1). It is impossible to make your strategy beforehand, however a line should be drawn as an intended strategy, and one should be alert and open to new developments along the way. What I learned is that one should be aware of the so called sunk cost fallacy, which means that one continues a endeavour or behaviour as a result of resources that are previously invested (effort, money or time) (Arkes & Blumer, 1985). Do not be afraid to kill your darlings.

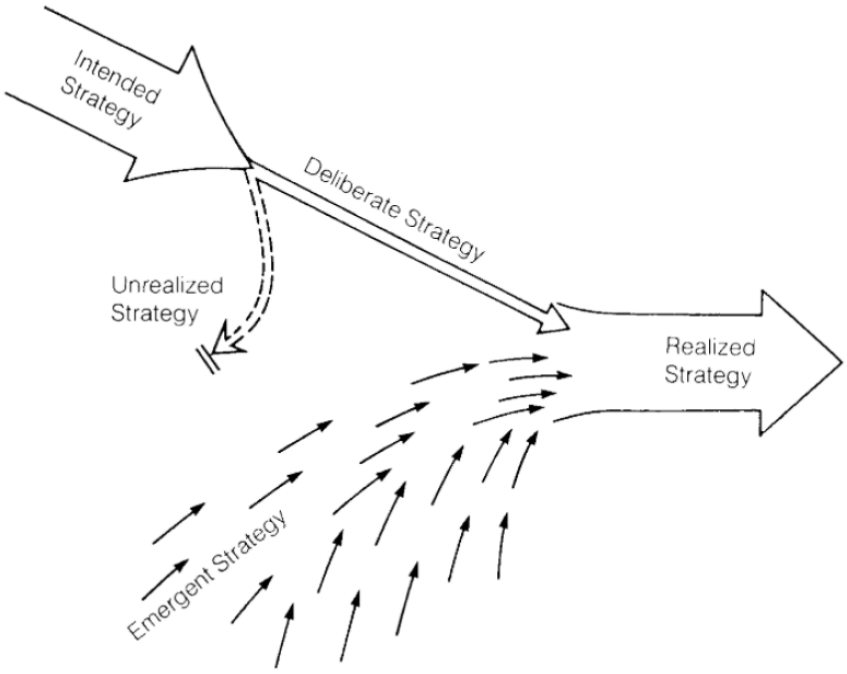


Fig 10.1: Intended and emergent strategies (Mintzberg, 1987)

Last but not least, a quote that helped me to stay sharp throughout this research was one of my dad:

'' A solution should be thrown away, because tomorrow will bring a better one''

Joop Moons Sr.†

Ruinekerk , Dongen

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Images

Frontpage:

- Michaëlkerk, Zwolle. Retrieved from www.zwolleinbeeld.nl (top left)
- Dominicanenkerk, Maastricht. Photo: Rob van Esch (top right, p. 37-40 ref. booklet)
- Petrus en Pauluskerk, Tilburg. Retrieved from www.goorsnieuw.nl (bottom left)
- Grote Kerk, Dordrecht. Photo: Henk Visscher (bottom right)

Page 5: Koninginnekerk, Rotterdam (Winner of *The most beautiful demolished church* award). Retrieved from www.rd.nl
Page 13: Woonkerk XL, Utrecht. Retrieved from www.zecc.nl (p. 17-20 ref. booklet)
Page 28: DePetrus, Vught. Retrieved from www.zegwaard-fotografie.nl (p. 21-24 ref. booklet)
Page 94: De Maria Boodschapskerk, Goirle. Retrieved from www.heiligenachten.nl (p. 25-28 ref. booklet)
Page 101: Ruïnekerk, Dongen. Retrieved from www.bob-photos.com (p. 29-32 ref. booklet)

Appendix 1: Interview protocol

Interview protocol

Geïnterviewde: ……
Project:……
Onderwerp: Herbestemmingsproces kerken
Doel: Oplossingskader verruimen (project) & optimale oplossing vinden (proces)
Interviewer: Iris Moons

Formaliteiten

- Bedankt dat u deel wilt nemen aan dit interview. Mijn naam is Iris Moons en ik ben bezig met mijn laatste jaar van de studie Bouwmanagement. In het kader van mijn afstuderen neem ik een aantal interviews af over interessante herbestemmingsprojecten.

- Als u het goed vindt, zal ik de informatie van dit gesprek zal gaan gebruiken voor mijn onderzoek , daarbij zal ik vertrouwelijk omgaan met uw naam en identiteit . Als u ermee instemt, zal dit gesprek worden opgenomen, zodat ik het kan terugluisteren en me nu kan focussen op het gesprek. Informatie uit dit gesprek kan worden gebruikt voor mijn onderzoek, wat na afronding openbaar wordt gemaakt. Indient u wenst, kunt u anoniem deelnemen aan dit interview.

- Kunt u daarnaast een formulier ondertekenen dat gaat over de ''Human Subject Requirements''. Hierin staat dat al de informatie die uit dit interview volgt, vertrouwelijk zal worden behandeld; uw deelname is vrijwillig en u mag ten alle tijden stoppen met het interview. Bij voorbaat dank voor uw deelname

- Dit interview zal ongeveer 1 uur duren

Doel onderzoek

1. Oplossingskader verruimen leegstaande kerken
    a. Projectniveau
    b. Worden de 4 stappen doorlopen
        i. Beoordeel de huidige staat
        ii. Beoordeel trends / ontwikkelingen
        iii. Bekijk referentieprojecten
        iv. Maak een stappenplan
2. Optimale oplossing vinden
    a. Procesniveau
    b. Omgaan met stakeholders
    c. 4 perspectieven
        i. Fysiek: gebouw+omgeving
        ii. Functioneel: Gebruik + gebruikers
        iii. Financieel: kosten + subsidies
        iv. Strategisch; erfgoedorganisaties, burgers, (gelovige) gemeenten.

Achtergrondinformatie

- Wat is uw professionele achtergrond?
- Wat was uw rol in dit proces?
- Waar bent u in het proces gestapt?

Project

Taak 1: Huidige situatie (destijds)

- Wat voor informatie verzamelde u over de situatie destijds rondom de kerk? Denk aan:
  - Gebouw & gebouwde omgeving
    - M2, conditie gebouw, parkeerplaatsen,…
  - Gebruik & gebruikers
  - Kosten & subsidies/inkomsten
  - Wat wilden de omwonenden en de gemeente en de geloofsgemeenschap?

Taak 2: Ontwikkelingen & trends

- Heeft u ingespeeld op toekomstige verwachtingen? Denk aan:
  - Technische, juridische en milieuaspecten
  - De samenleving & toekomstige gebruikers
    - Vergrijzing, individualisatie/saamhorigheid, bevolkingsgroei
  - De economie
  - Keuze van herbestemmen vs. Nieuwbouw of andere strategieën

Taak 3: Toekomstige modellen

- Heeft u gebruik gemaakt van referentieprojecten?
  - Waar zocht u naar?
  - Hoe bepaalde u wat u wel en niet na wilde doen van die projecten?
  - Wat was de consequentie van leeghouden
  - Hoe gaat u om met onmogelijkheden?
    - Haakt u direct af of zoekt u naar andere wegen?

Is er een behoefte aan een database met referentieprojecten? Zo ja, wat voor informatie zou u daarin zoeken?

Taak 4: Transformatie van het project

- Kunt u de stappen omschrijven die u in dit project heeft gezet om van lege kerk tot de nieuwe functie te komen?
- Is er behoefte aan een overzicht / stappenplan wat hiermee kan helpen?

Proces

Een belangrijk deel van mijn onderzoek, zijn de verschillende perspectieven en hoe hiermee wordt omgegaan. Dat leg ik graag uit aan de hand van dit plaatje. Volgens mijn theorie bestaan die mensen uit de volgende kleuren:

- Geel = kosten & subsidies
- Groen = Gebouw & de omgeving
- Oranje = de gebruikers, human resources, functie
- Blauw = Strategie, organisaties (gemeente, omwonenden, erfgoed)
- Midden = persoon die dit samen wil brengen

Volgens de theorie krijgt de middelste persoon niet genoeg ondersteuning in de besluitvorming. Ik wil graag checken hoe dit in de praktijk is en wat we hiervan kunnen leren.

Nu wil ik het graag hebben over uw rol in het proces van de [kerk] te [plaatsnaam].

Waar denkt u dat u aan die tafel zit?

Wie denkt u dat die andere kleuren zijn bij de [kerk]?

  - *Zijn er volgens u nog andere kleuren aanwezig (zoals juristen, en waar zitten die dan?)*

Wat waren de doelen van de andere stakeholders?

- *Gaat u ook wel eens op hun stoel zitten om u zo in hun in te leven?*
  - *→ Bijvoorbeeld: bij HR (oranje): jullie zoeken naar community en identity, kerken hebben al een enorme voorsprong op nieuwbouw waardoor een community zich sneller thuis voelt. Het gebouw kan de constante factor zijn die de mensen verbindt. Dit gaat om oranje, maar bijvoorbeeld ook om blauw aangezien dit strategisch belangrijke zaken zijn.*
  - *→ Voor de financien kan je bijvoorbeeld voor je winnen door te laten weten dat men sneller akkoord gaat met minder m2s, aangezien ze in ruil daarvoor wel in een prachtige kerk zitten geel).*

Hoe ging u om met de doelen van de andere kleuren, hoe woog u die af?

Wat waren de conflicten in dit project?

Was het ingewikkeld om de conflicten die er op tafel lagen af te wegen?

Hoe managet u de verwachtingen van mensen? U kan niet overal de maximale oplossing krijgen, maar wil wel tot de optimale oplossing komen. Hoe doet dat voor die verschillende invalshoeken?

Conclusie

Merkt u vaak dat je het proces (vinden van nieuwe bestemming) meerdere keren moet herhalen om tot een goede herbestemming te komen?

- *Kijk weer naar wat je hebt, wat de toekomstverwachting is, wat referentieprojecten laten zien*

Hoe loopt de exploitatie? Is het rendabel? Hoe check je dit?

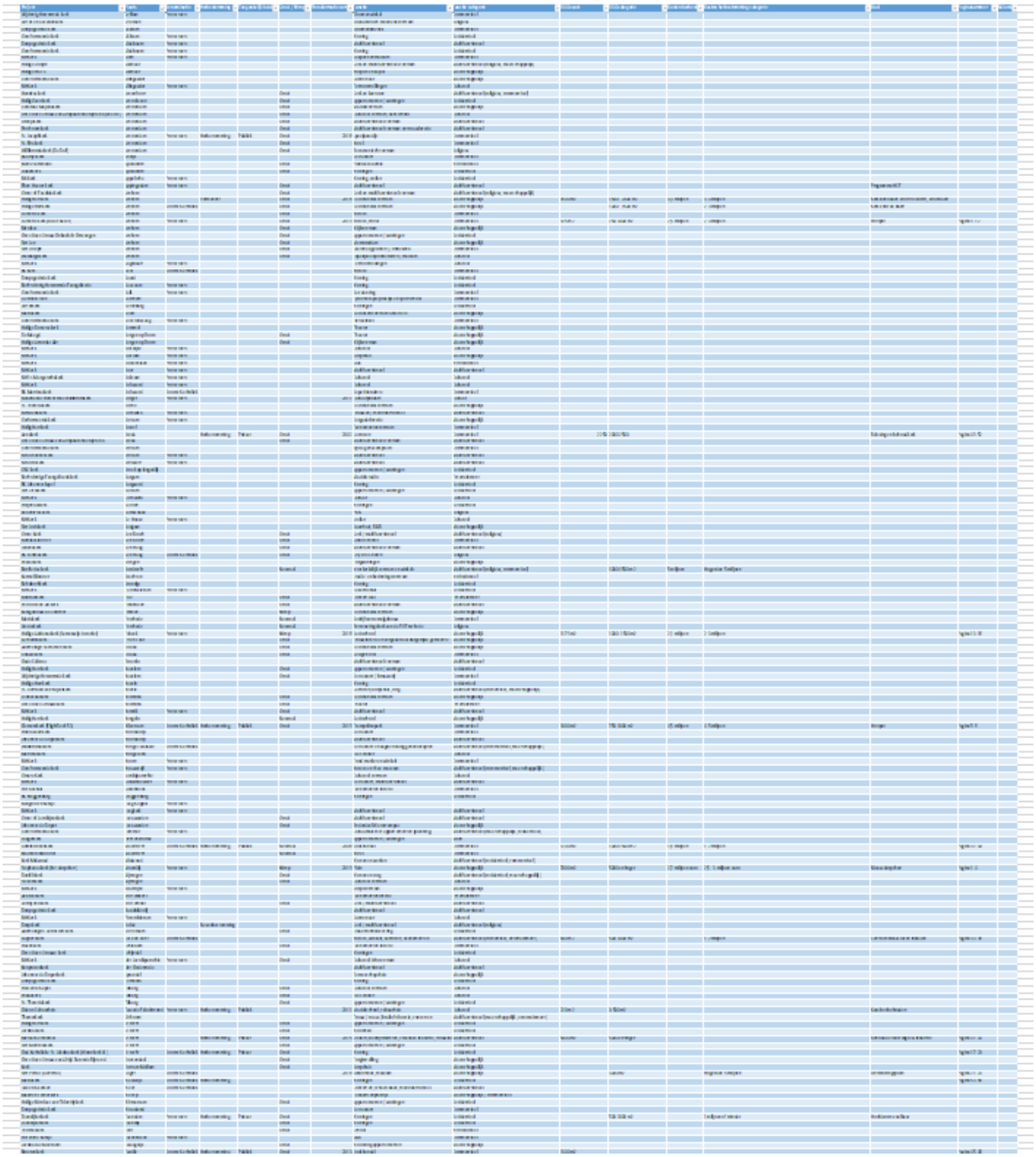
Zijn de gebruikers/klanten tevreden? Hoe check je dit? Waar gaan klachten over?

Waren er duurzaamheidsmaatregelen? Waren die nuttig? Hoe check je dit?

Hoe is de monumentale waarde in eer gebleven? Hoe check je dit?

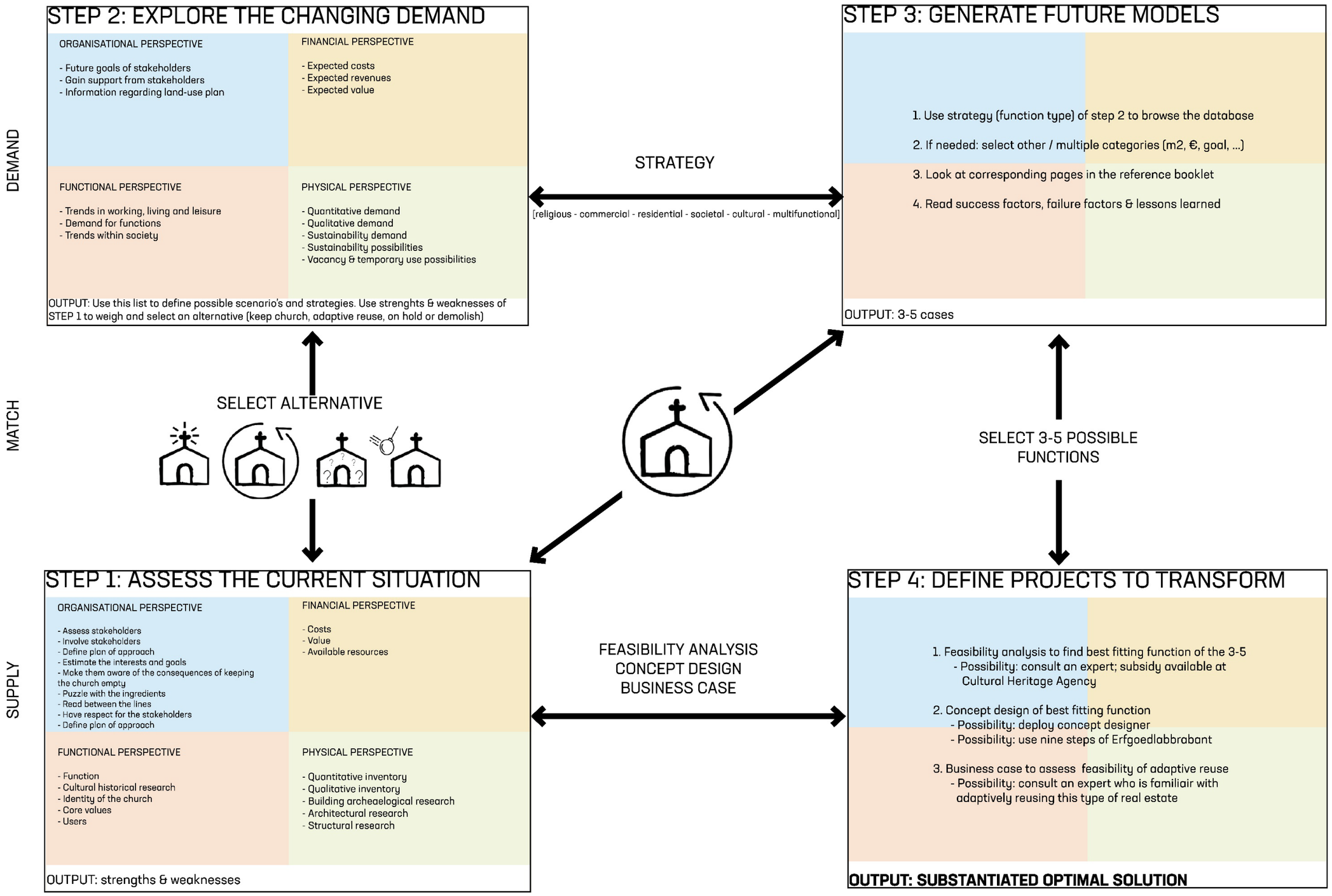
Wat zijn de lessen en tips die je mee wil geven voor mensen die een kerk willen herbestemmen?

Appendix 2: Database



Appendix 3: Reference booklet

Appendix 4: extended step-by-step plan & Dutch version



VRAAG

STAP 2: VERKEN DE VERANDERENDE VRAAG

ORGANISATORISCH PERSPECTIEF

- Toekomstige doelen van de belanghebbenden
- Informatie omtrent het bestemmingsplan
- Krijg ondersteuning van de belanghebbenden

FINANCIEEL PERSPECTIEF

- Verwachte kosten
- Verwachte waarde
- Verwachte inkomsten

FUNCTIONEEL PERSPECTIEF

- Trends in werken, wonen en recreëren
- De vraag naar functies
- Maatschappelijke trends

FYSIEK PERSPECTIEF

- Kwantitatieve vraag
- Kwalitatieve vraag
- Vraag omtrent duurzaamheid
- Mogelijkheden omtrent duurzaamheid
- Mogelijkheden omtrent leegstand en tijdelijke herbestemming

OUTPUT: Gebruik deze lijst om mogelijke scenario's en strategieën te definiëren. Gebruik de sterktes en zwaktes van STAP 1 om een gewogen alternatief te selecteren (kerk in stand houden, herbestemming, niets doen of slopen)

STRATEGIE

[religieus - commercieel - residentieel - maatschappelijk - cultureel - multifunctioneel]

STAP 3: GENEREER TOEKOMST MODELLEN

1. Gebruik de strategie (functie type) van stap 2 als input voor de database
2. Indien nodig: selecteer meerdere categorieën (m2, €, doel, ...)
3. Bekijk en bestudeer de bijbehorende projecten in het referentie boek

OUTPUT: 3-5 projecten

SELECTEER ALTERNATIEF

MATCH

SELECTEER 3-5 PROJECTEN

AANBOD

STAP 1: BEOORDEEL DE HUIDIGE SITUATIE

ORGANISATORISCH PERSPECTIEF

- Beoordeel de belanghebbenden
- Betrek de belanghebbenden
- Definieer een plan van aanpak
- Schat het belang en de doelen in van alle belanghebbenden
- Maak ze bewust van de consequenties van leegstand
- Puzzel met de ingrediënten
- Lees door de regels door
- Heb respect voor alle belanghebbenden

FINANCIEEL PERSPECTIEF

- Kosten
- Waarde
- Beschikbare financiële middelen

FUNCTIONEEL PERSPECTIEF

- Functie
- Cultuur-historisch onderzoek
- Identiteit van de kerk
- Kernwaarden
- Gebruikers

FYSIEK PERSPECTIEF

- Kwantitatieve inventarisatie
- Kwalitatieve inventarisatie
- Archeologisch onderzoek
- Architectonisch onderzoek
- Bouwkundig onderzoek

OUTPUT: sterktes & zwaktes

HAALBAARHEIDSANALYSE
CONCEPT ONTWERP
BUSINESS CASE

STAP 4: DEFINIEER PROJECTEN OM TE TRANSFORMEREN

1. Haalbaarheidsanalyse om de beste functie te kiezen uit de selectie van de 3-5 projecten
   - Eventueel: schakel een expert in. Subsidie beschikbaar bij de RCE
2. Concept ontwerp van de beste functie
   - Eventueel: schakel een concept designer in
   - Eventueel: gebruik het 9-stappenplan van Erfgoedlabbrabant
3. Business case om de haalbaarheid van de herbestemming te beoordelen

OUTPUT: ONDERBOUWDE OPTIMALE OPLOSSING