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Towards a Circular Regenerative Urban Model

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RETURN ON HERITAGE INVESTMENTS: MEASURABLE ECONOMIC RESULTS OF THE CONSERVATION OF ROSSARED MANOR HOUSE

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Abstract

This paper presents an application-oriented theoretical platform and a new model, providing adequate approaches to solving boundary-spanning challenges for regional growth, strengthening competitiveness, sustainability and development of building conservation. In the Halland Model, building construction workers and apprentices were trained in traditional building techniques and then operated on historic buildings at risk under the supervision of skilled craftsmen and conservation officers. In this paper two of the most comprehensive conservation projects within the Halland Model are analyzed. The conservation of Rossared Manor House and a villa at Olsztyn in Poland showed how the historic environment sector could be prepared for a major conservation initiative within a too-weak legal system, how to treat principles of conservation in such projects as well as return on heritage investments.

Keywords: trading zone, integrated conservation, sustainable development

LA REDDITIVITÀ DEGLI INVESTMENTI SUL PATRIMONIO: RISULTATI ECONOMICI DELLA CONSERVAZIONE DELLA ROSSARED MANOR HOUSE

Sommario

In questo articolo viene presentato un programma teorico finalizzato all'applicazione ed un nuovo modello, i quali forniscono un approccio atto a risolvere le sfide trasversali della crescita territoriale, rafforzando competitività, sostenibilità e sviluppo della conservazione del costruito. Nel Modello Halland, gli operai e gli apprendisti del settore vengono formati nelle tecniche di costruzione tradizionali per lavorare in seguito sugli edifici storici a rischio, sotto la supervisione di esperti artigiani e di funzionari preposti alla conservazione. Nell'articolo si analizzano due dei progetti di conservazione più esaustivi nell'ambito del Modello Halland. La conservazione della Rossared Manor House e quella di una villa a Olsztyn in Polonia sono la dimostrazione di come il settore del patrimonio storico potrebbe essere pronto per importanti iniziative di conservazione nel quadro di un sistema legale troppo debole, di come i principî della conservazione debbano essere considerati in questo tipo di progetti così come la redditività degli investimenti sul patrimonio.

Parole chiave: zona commerciale, conservazione integrata, sviluppo sostenibile

1. Geography and History

The "Halland Model" started in 1993, as a regional cooperation project between the cultural heritage bodies and the labour market sector, jointly with the private construction industry, during the worst recession in Sweden for decades. The author was initiating founder of the Halland Model and member of its steering committee.

In Halland situated in the Swedish west coast area, massive unemployment was especially affecting the construction industry. The model for political action from the side of Swedish government in periods of recession, all since WW2 in general has been to increase funding for ventures in labour market policy such as relief work, training programmes, and subsidies. In Halland, the historic environment sector at the beginning of the 1990s understood that this situation opened for an opportunity to formulate a pressure for change. The Regional Museums of Halland prepared an initiative and presented a list of historic buildings at risk, that were suitable for labour market policy measures (Gustafsson, 2009).

The idea of the Halland Model at that time was to train construction workers in traditional building techniques by practicing such skills on historic buildings at risk. County Labour Market Board, County Administrative Board, Regional Museums of Halland and Halland Vocational Committee of the Construction Industry composed jointly the cross-sectoral network.

The Region Halland and County Halland have the same geographical borders: "county" is in this paper used for the administrative body in Halland representing national Government of Sweden; similarly "region" is used for the regional parliament's administration but also the geographical territory. The Swedish Construction Industry Training Board (*Byggnadsindustrins Yrkesnämnd*, BYN) is organised jointly by the Swedish Construction Federation (*Sveriges Byggindustrier*, BI) and the Swedish Building Workers' Union (*Svenska Byggnadsarbetareförbundet*). BI represents the interests of the construction industry in Sweden, being the trade and employers' association of the private construction companies. The Swedish Building Workers' Union is the trade union organization for all construction workers. Annual agreements are settled to prepare the contents in training programmes for construction workers. A three-year upper secondary school programme is followed by a period of almost three years of apprenticeship before the apprentices become skilled workers and fully paid. BI represents the interests of the construction industry in Sweden, being the trade and employers' association of the private construction companies. The Swedish Building Workers' Union is the trade union organization for all construction workers.

The motto of the Halland Model was to:

- save the jobs;
- save the craftsmanship;
- save the buildings.

After a while a fourth motto was added:

- to find activities or businesses for improved premises, contributing to regional sustainable development.

A decade later almost 90 historic buildings had been saved and conserved within the Halland Model (Gustafsson, 2009). Almost one third (1,100) of the region's 3,600 construction workers had been employed in the conservation projects and were trained in traditional building techniques. In the businesses that took place in the conserved buildings 235 new jobs had been created.

2. Aims and objectives

The objective of this paper is to describe one of the Halland Model conservation projects and to evaluate its impact on job creation, establishment of new functions, estate economy and as a knowledge conveyor. The paper presents various investors' contributions and their returns. Another aspect to be discussed in this context is the estimated impact of conservation measures on values of built cultural heritage. This analysis starts describing the selection of conservation objects and the problems of preservation initially faced, relating to the Rossared Manor and the villa at *ulici Metalowa* (Metal Street) at Olsztyn town (northeast Poland) that were chosen as cases for this paper, since they provide conspicuous returns on heritage investments, and have shown clearly measurable results among the Halland Model conservation projects. However, conservation and preservation cannot be seen as processes where something has been taken out from economic realities. The decision to preserve and conserve a historic building is a complex process based on economic, cultural, historic and political aspects. The process leading to a decision may be described as a successfully concluded articulation of meanings and values.

The focus of this analysis is discussions of preserving the Rossared Manor house and the villa at Olsztyn, with their actual qualities and intended new functions, the investment return in building conservation projects and further the difference between existing resources before starting actual conservation processes, and after their conclusion, with new functions of the buildings. The buildings, the financial means, and the professionals of labour market and historic environment sectors together with construction industry – including their knowledge and strategies as well as their organizations – constituted these kinds of resources. The results of this kind of processes can therefore be observed in increasing value of existing buildings and new knowledge acquired among the participants.

Further, it is of vital importance to study adjustments between the interests of various groups, and to describe decisive choices and factors that made conservation possible to accomplish. On the agenda of the historic environment sector in the process of the Halland Model a first priority was to protect the buildings from demolition, next to conserve them with as high an ambition as possible, and ultimately to increase the skillfulness in traditional building techniques among construction workers. For the County Labour Market Board it was important promptly to stop increasing unemployment, but also to create new niches for construction workers in the labour market.

Even if the value concept has a core position in this paper that does not imply pretending to establish an all-embracing framework. The focus rather concerns identifying the value of cultural heritage, to stipulate place and to establish function for the return on investments in conservation. The Rossared Manor was found in a given location in the region and its cultural landscape, in its actual condition. Conservation officers prepared a preliminary conservation study that was presented to the cooperating partners, representing other interests. This paper is investigating and discussing how the aims of conservation developed together with the other interests during the procedure of the feasibility study.

To claim funding for projects from the labour market sector projects, the historic environment sector had to find a way to express its needs and objectives so that decision-makers within the County Labour Market Board understood them as well as their resources. This development of establishing a productive working climate is described in the paper. The cooperating partners were able to communicate and to establish common agreements based on the descriptions of aims for the Halland Model to interpret essential notions and

concepts as well as to understand each participant's specific field of responsibility.

3. Problem formulation

The overall issue in any conservation project is whether to intervene with full responsibility or just to leave the object of concern in its actual state. Before making investments in conservation of any historic building, the first issue to deal with is the question whether to demolish it and to erect something else or to conserve the actual structure. Such values might be elucidated by means of calculation. This paper discusses and presents values from such a calculation of a set of selected conservation projects in Sweden and Poland.

In such comprehensive consortia as within the Halland Model, several performers generally are driven by various and different agendas, objectives and strategies. The historic environment sector and the labour market sector represent different background political priorities and have different objectives and missions. These sectors however, also have different traditions and cultures and use different professional languages and have completely different kinds of resources available for fulfilling their missions. This paper elucidates the different roles of various involved performers and participants in the Halland Model, and the composition of their resources, what risks they took, and the resulting returns on their various investments. All members of the steering committee had made the agreement, that if public society financially contributed with such resources to the Halland Model conservation projects, the return to the public should be equivalent. This paper describes implications from principles into practice, as well as discussions and negotiations in the trade between various interests.

Being able to achieve targets agreed upon in the steering committee, a common language had to be developed. All team members of the comprehensive Halland Model consortium would have to understand and agree, that historic buildings at risk are potential conservation objects, and as such they are conveyors of intended and desirable meanings. In this new situation it is of interest to study how the way of communication affected the results. This paper also examines what stakeholders that took the initiative to act during different phases of the conservation projects. The paper also presents considerations on the impact of this approach in relation with the quality of the conservation results.

4. Political judgment and trading zone

The integrated conservation processes applied in the Halland Model implied that groups of professionals and citizens were affected in various ways. It also resulted in a flexible and transparent attitude among its participants, as well as in the choice of methods of operations that were used (Gustafsson and Rosvall, 2008). Of decisive importance was the involvement of participants in finding common objectives for collaboration, and how to communicate together, but also with politicians and other kinds of decision makers. In the Halland Model a large number of actors entered the conservation arena, representing various types of power structures (e.g., County Administrative Board, County Labour Market Board, and various municipal administrative bodies), commerce and trades (e.g., Swedish Constructors' Federation, and the Swedish Building Workers' Union), and knowledge-oriented mechanisms (museums and universities), as well as citizens and their NGOs (e.g. local folklore associations).

In the Halland Model, each of the various cooperating public sectors had their own planning instruments, differing political perspectives and priorities. The planning

instruments of these various sectors were joined in a "trading zone", or "feasibility study" as it was called, in a process where it was of great importance that the conservationists were able to make themselves understood. These kinds of meanings might be described as desirable, social, private or scholarly meanings. Conservation projects are often "experts-only" zones, but the Halland Model, with its broad approach, implied that it was possible to invite representatives from other public sectors to joint cooperation, resulting in what Muñoz Viñas (2005) calls conservation "affected-people zones".

The decisions made within the Halland Model can be compared to what Sörlin (2001) regards as a trading zone where different actors present their values and goods to achieve them in various goals. The trading zone is a manifold commercial, scientific and political marketplace where various traditions, methods and languages, related to the actual stakeholders involved, have to be understood and combined. The trade within the Halland Model can be regarded at least at two levels. First, there were strategic decisions made within the cross-sectoral network's steering committee at the regional level, and furthermore, there were decisions made within each individual conservation project. The steering committee decided on selection of conservation objects and gave priority to realizations. The decisions were based on the need for ventures regarding labour market policy aspects, such as where within the region unemployment struck hardest at the moment; what categories of labour force that were most exposed, and when the measures prepared might be realized. The decisions also were based on what kinds of craftsmanship or other skills that required support. These requirements then were adapted to a historic building at risk of demolition. Further, the functions of the conserved building – including its improved premises – were decided together with the other cooperating bodies.

Depending on a considerable amount of buildings, in combination with many training programmes and people that were handled in the decision-making process, the trading zone needed to be elastic. The keywords used for this process were flexibility and transparency. The partners in the Halland Model could be confident depending on that they knew that if a project under discussion in this process did not suit their demands, then anticipated objects in the "pipe-line" possibly would be "theirs". If, for instance, a building of less historic value was needed to be conserved in a part of the region with high unemployment, or if it needed to be repainted, then it could be prioritized instead of a listed building of a higher grade, however located in a part of the region with less unemployment, and therefore was conserved in return. The members of the steering committee acted sincerely and the conservation budgets, as well as the project planning, were adapted according to constraints from regulation of the other sectors. For the negotiating process, it was understood, that the County Labour Market Board's resources for investments consisted of financial resources, training programmes and unemployed people. The resources of the historic environment sector had buildings in need of maintenance and conservation as its contributing assets and required work was labour-intensive, and the buildings had historic values. Altogether this was a win-win-situation for the participants.

5. Resource-based economic studies

The empirical material of this paper consists mainly of the author's observations during the conservation process, the various written reports on the Halland Model from the management process, and technical conservation reports from the planning process (Gustafsson, 1992, 2000, 2003, 2004; Reit, 1998). The completed conservation of the

historic buildings and their new functions is here analyzed with accumulated experience, of relevance has been added a decade later. In this analysis methods developed for purposes of conservation, sustainable development, and estate-management have been used.

Nowadays, there are several surveys compiled presenting ways to calculate the economic impact of conservation projects. Manson (2007) has outlined the significance and scope of value-centred conservation theories, and according to him, the two main points are that buildings have a number of different kinds of value, and reckoning with a broader range of values will result in better conservation decisions and outcome. Beside the historic characteristics or qualities of buildings, there are numbers of contemporary values, including economic, social and environmental values. In economic impact studies the total contribution of conservation to the economy is calculated, and contingent valuations, e.g. "willingness-to-pay" studies, and other stated-preference methods address non-use values of conservation.

This paper is referring to resource-based economic methods where calculations are based upon the resources, to understand economic dimensions of conservation. This includes both qualitative and quantitative methods that are used in combination. The prerequisite of conservation projects is the existing historic buildings with their surroundings, financial resources, as well as performers with their available knowledge, strategies and organizations. In this case, calculation will not estimate values expressed in monetary terms. With reference to the estate of concern, its location determines its general value, and in this context a building certainly is impossible to move. All historic buildings – with a few exceptions – are objects for alterations, especially concerning function. A new function affects the value and therefore it is of interest in the calculation to take possible future needs into account. Time spent on conservation work is in the calculation understood to be the contractors' and construction workers' investments in the conservation projects.

The interaction between involved performers and increased knowledge among the participants are subject matters to be documented. New knowledge and skills achieved by participants in the training programmes and also through experience from their apprenticeship periods are regarded as resources contributing to higher quality of conservation in the actually conserved building.

Resource-based economic study is a method developed at School of Business, Economics and Law at University of Gothenburg to investigate urban development in a broad perspective, focused on economic impact (Polesie, 1995; Berglund and Blume, 1999; Johansson *et al*., 2002). Return on investments consists of results, increase in value, and dividend. In various research projects, inquiries have investigated how infrastructure has developed in various businesses such as real-estate business, energy supply, transport, and financing companies. The results have been linked to historic and geographic perspectives. The basic theme of these studies is how owners differently create increased values in their estates, and how they deal with existing buildings and construction of new buildings.

In the municipality of Mölndal, in Göteborg region, this group of researchers has investigated a specific case of the decision-making process, the realization, and the economy and housing (the results of what was coming into being of the housing area of Eklanda) (Johansson *et al*., 2002). Cooperation between various actors and economic impact for the municipality has been closely investigated. The same method was used to make calculations for the purchase of a major bank as well as an electricity company (Berglund and Blume, 1999; Spens, 2005). Nordsten and Olsson (1995) have investigated

an industrial site and used historic and experience-based values that were compared with future potential economic value, when discussing the industrial site's operation after conservation measures had been completed.
Depending on EU regulations and international accounting standards, several real-estate companies nowadays are accounting for investment property values in their balance sheets as real value instead of purchase value (Bengtsson, 2006). The positivistic idea that the purchase value is "objective", and that this would be possible to verify, has been abandoned. When estimating the value to the market value, relevance has become more important than verification.

6. The Halland Model: a cross-sectoral and multi problem-oriented network

The majority of the almost ninety historic buildings that were conserved within the Halland Model had a significant historic value and were protected by means of various legislations. The selection of conservation objects was based on the planning documents of the historic environment sector, together with wishes and needs of the cooperating bodies (Gustafsson, 2003). Most of these buildings were threatened by demolition. The selection was based on available resources, values and needs of the participating sectors, as well as possible opportunities in the region. Further, the decisions were rested upon locations and points of time with greatest demands for labour market policy initiatives, what kinds of skills that were available among the construction workers on the building market, and what kinds of buildings and functions that was required for regional needs (e.g. ventures in tourism, culture, or the arts).
The functional views opened up the interpretation from the side of the conservationists, not limiting themselves only to artistic or historic dimensions of historic buildings. In value-driven conservation – as within the Halland Model – decision-making is based on analysis of the values possessed by the actual buildings, related to different groups of sectors, but also to the resources allocated to the projects (Muñoz Viñas, 2005; Gustafsson and Rosvall 2008). These resources consist of the buildings, the funding made available, and the actors' strategies and organizations. The result of the conservation projects, or the return on the investments, implied that consensus had to be reached within the conservation team.
The Halland Model was organized so that specific meanings and needs were prioritized – such as cultural and local identity, cultural history, employment, training needs and the overall importance of sustainable development. These meanings were discussed and negotiated within the consortium during the feasibility studies of each conservation project, where key words for the success of conservation projects, as well as cross-sector and multi-problem-oriented approaches were formulated as «flexibility among stake holders, trust for the partners, and transparent methods» (Gustafsson and Rosvall, 2008).
One example of these types of buildings was the Grimeton Radio Transmitter Station, which after conservation was completed within the Halland Model, it was inscribed in UNESCO's World Heritage List (in reality only two of the six towers were conserved within the scheme). The estate owner was the former state-owned telecom monopoly company Telia, which after reorganization of the company had accepted a new business plan implying that all buildings owned by the company were supposed to bring in a profit. A minor group within Telia wanted to preserve the antenna with its six towers at Grimeton. The historic technology with long-wave transmitters had not anymore a commercial value and the site therefore only was to be regarded as a museum. The National Act first

protected the site for Cultural Heritage and later by UNESCO's World Heritage List. The site has partly the same function as before conservation, but the station building now is open to the public.
The National Act protected Tjolöholm Manor for Culture Heritage. Since maintenance had been neglected for a long period, the main building at this estate was heavily affected by fungus and dry rot. Conservation of the building was regarded as too expensive for the estate owner, and demolition was considered as the only relevant solution, for the long-term planning. After the conservation project within the Halland Model, the site was saved and is now a conference centre.
The public open bathhouse in Varberg Township was protected as a Cultural Heritage National Interest. This complex had lost its splendid early twentieth century characteristics after being repaired and changed several times. The structure of this building was in a poor technical condition, and a proposal to be demolished was the predominant opinion for decision-makers about its future, especially among leading local politicians. This bathhouse however became conserved within the Halland Model, and as a result received an award as best conservation project in Sweden for 1998. Its original function hereby continues, and after conservation was completed it has received an increased number of visitors.

7. Save the craftsmanship

The motto of the Halland Model was to "save craftsmanship, jobs, and buildings", and to find new activities to take place in the conserved buildings and their improved premises. In the first category of these three, conservation projects are to be found that have had the greatest impact for passing on traditional construction techniques and to develop craftsmanship. In the case of Harplinge village comprehensive conservation measures were carried out on a windmill conservation project (Gustafsson and Polesie, 2007). This is an important representative of the peak-era of the technically most sophisticated windmills in Sweden. Originally, it required a great number of advanced measures of craftsmanship. Another conservation project within the Halland Model based on advanced original craftsmanship is the Tjolöholm Manor House, which required the highest quality in conservation skills as well as in the management of project designing, planning and team work.

8. Job creation

The County Labour Market Board was the major financing partner of the Halland Model, and therefore labour market policy aspects was a top priority for various decisions made within the joint venture. The Spenshult Hospital was conserved as a result of a massive joint-venture action aimed at rescuing the hospital and hundreds of jobs in the Halland region. The Halland Model played an important role in taking the first initiative to this broad cooperation. After having conserved a couple of its buildings, the hospital management decided to stay within Halland and the site therefore further developed into a significant research centre for rheumatism. In the same period, the Kuggavik summer camp in the northern part of the region operated as a conference centre for the Temperance movement. It was under threat of closure since its board of directors planned to move the activities of this facility to another region. The Halland Model conserved the buildings and the conference centre, leading to job opportunities remaining in Halland as well as establishing an important training-course for youngsters' abuse of drugs, tobacco and

alcohol.

9. New activities in the improved premises

Most of the conserved buildings referred to in this study, have gained a new function after completed conservation (Gustafsson, 2003). The activities in the improved premises became increasingly important for the selection of conservation projects within the Halland Model. The closed-down industrial site at Rydöbruk – as an example – was turned into "the Artists' Village" with studios, an art gallery, a restaurant, and apartments. Further, the farm *Lilla Böslid* close to Halmstad was organized as a new centre for the Rural Economy and Agricultural Society in Halland with a research and training centre for ecological cultivation. Indeed, the Rural Economy and Agricultural Society (*Hushållningssällskapet*) is an independent members' organization (NGO), dedicated to enhancing an enterprising spirit in rural areas and promoting a healthy environment in the country-side as well as in the towns. The very first Swedish agricultural society was formed in Gotland 1791, and since 1850 there are agricultural societies organized in every county. They were the very first agricultural organizations in Sweden, thus they been involved in most issues relating to rural development in the country.

At Laholm municipality the theatre was reopened after completed conservation, and later a fire brigade station was turned a museum of graphic art.

10. The Rossared Manor

The history of Rossared Manor Farm goes back to the Middle Ages. The present manor house was built in 1919 as an extension to the existing timber framework structure, with an addition of two and a half storeys (Fig. 1). The building proprietor was a ship owner from Göteborg, Lars Göran Dalman, and the architect was Arvid Bierke (1880-1952) who designed several buildings in Göteborg (e.g. Götaplatsen with the City art gallery, theatre, and concert hall). The farmyard consisted of the manor house with two wings, another two separate wings (a stable and a cowshed), and a number of workers' dwellings. The stable was burnt down in 1991, and all of the buildings were in great need of maintenance.

11. Cultural heritage legislation

In 1986, two new acts were adopted in Sweden of great importance for the protection of cultural heritage: the Act for Preserving the Natural Resources and the Act for Building and Planning (Sweden has one of the oldest legislations for heritage protection in the world, the first act dates back to 1666). A legislative innovation was the formal possibility to protect entire environments of historic value, and not only isolated monuments. The Rossared Manor Farm before the Halland Model interventions was well protected by the Act for Preserving the Natural Resources by three separate reasons: as a national interest for nature conservation; for the mobile outdoor life; as well as for the cultural heritage. Further, the manor house, together with its wings, was protected by local planning regulations, while the surrounding cultural landscape was protected by the act for nature conservation. After a decision by the municipal council, also the conservation programme of Kungsbacka municipality protected the environment. The legal protection of Rossared was – in other words – very strong.

Fig. 1 – The Rossared Manor

Photo: Christer Gustafsson

During the 1980s the interest for golf rapidly increased in Sweden and several new clubs were established. One idea that was suggested was to lay out a golf course on the Rossared estate. The manor building was planned to become the clubhouse. The property owner, the Rural Economy and Agricultural Society, and the golf club agreed that the latter was to be responsible for maintenance (the Rural Economy and Agricultural Society had been the owner of the property since the 1940s). Simultaneously, there were lots of protests against the plans from the locals as well as from the heritage and nature conservation sectors. This was the first juncture when the new legislation was put to the test. In the Halland County it became apparent that legislation was not as strong as it was supposed to be. The result was that the plans came to a standstill and the manor therefore was not used from the 1980s on, nor was it maintained.

Meanwhile, the Rural Economy and Agricultural Society had made considerable investments in a new milking establishment, at a distance of a couple of hundred metres from the manor house. The purpose of the society in retaining the ownership of Rossared mainly was to develop the milking production. For that reason it became not obvious that there was no need the manor house.

In 1993, Sweden was found to be in the worst recession for decades. Unemployment, especially among construction workers, was considerable and constantly increasing. In Sweden the Labour Market Board had the capacity to offer relief work or training programmes for unemployed workers. Otherwise these unemployed workers were obliged

to use allowances from the unemployment benefit fund. Since there was a lack of temporary employments within the construction industry, there was a risk that individual unemployed construction workers' periods of unemployment benefits were about to expire. Therefore, it was important for the County Labour Market Board to set up projects where unemployed construction workers could be offered temporary employments, and apprentices could get trainee jobs. The aim and the ambitions of the Vocational Committee of the Construction Industry was to create opportunities for apprentices to be offered their initial job and then to establish themselves in the labour market.

12. Preparation for conservation

In 1992, a survey of historic buildings at risk was compiled by the Regional Museums of Halland, in which Rossared Manor was evaluated as an interesting complex to be preserved (Gustafsson, 1992). An inspection of the condition of the manor house was carried out in 1992, showing that the building suffered from subsidence and that the façades had big cracks in the plaster. It also showed damage due to damp on the ceiling of the garrets. Some roofing tiles were in disorder and rain gutters and drainpipes were in need of cleaning from waste and to be adjusted and repaired (Reit, 1998). A survey from the year after showed that the artificial mound that the manor was erected upon, was constructed in terraces with retaining stonewalls. In some positions these walls had fallen down. The subsidence was visible both from outside of the building as well as from the inside. Practically all the plaster was damaged. The damage due to damp had increased and some spots had begun to rot.

The problem for the historic environment sector was that the new legislation was not sufficiently strong to protect the estate, and the historic environment sector did not have enough financial resources. In the early 1990s, the historic environment sector's budget for conservation of historic buildings in Halland was only € 7,000. After a decision at national level, the budget was increased to € 40,000, but still this was not enough for proper building conservation. Therefore, the very first objective from the historic environment sector was to protect the manor from demolition, and to preserve it.

13. The conservation process

The Halland Model and the County Labour Market Board solved the problem. In October 1993 the general outlines for the conservation project of Rossared Manor house were laid down. The conservation project was initiated after an agreement on financing principles between the Halland Model and the Agricultural society. At first project team meeting, the conservation project had already started and the scaffoldings were erected. The heavy commitment from the Halland Model implied that the level of ambition for conservation had increased. The established objective was to use traditional methods and construction materials. The valuable historic parts of the interior, such as wallpaper, furniture, and the tiled stove were to be conserved.

The original plaster with its vertical reinforcements was replaced with plaster according to the serponit-method. Here a flagstone was covered with net and then plastered with three layers of hydraulic lime; the two outermost layers were sprayed and finally the surface layer was coated with trowels. The deviation from the conservation idea of only using original materials and building techniques was decided since from a conservation point of view the use of lime plaster was the most important and that the serponit-method was in

general use in the construction market. It could be of more value for the construction workers involved in the training programmes to learn this method, and consequently to become more attractive and competitive on the rapidly demising labour market.
The surveys needed for the quantified and quality aspects were started in 1993. Various consultants and conservation officers made up operational instructions including colour schemes, and exterior building works including plastering. The conservation work became much more comprehensive than originally intended. In 1994, when the conservation work had already begun, the extent of the damages became increasingly visible. Floor joists, sills, and other timbers were considerably damaged by rot and formation of mildew. When the roofing tiles were removed it was discovered that the roof structure in some parts was completely rotten. The timber framework was also in a much worse condition than assumed from the beginning. After the roof, facades and ground stones had been removed it became evident that the sills together with huge parts of the logs in the timber framework had completely putrefied. All this was removed and repaired with new timbers.
Over 140 individual construction workers in total were employed during periods of various lengths in the conservation project. Of these sixty were apprentices who were trained by the Halland Model in traditional building techniques (Gustafsson, 2003). In the conservation project the following crafts were operating: selective demolition and recycling of used building materials; bricklaying and plastering; stucco work; masonry; timber construction; zinc, lead and galvanized sheet-metal work; restoration of windows; carpentry; reconstruction of interior fixtures; traditional painting, marbling, painting from a stencil; tiling; stone work; and cabinetmaking.
The objective of the interior conservation was to restore the building to its original state but at the same time to carefully readapt the upper floor and the attic level into guest rooms with toilets and bathroom facilities. The kitchen was carefully rebuilt to become a rational institutional kitchen. Several installations were made in the basement for air ventilation, a sewage system, and electrical cable wiring.

14. Volvo's purchase of Rossared

When the conservation almost was finished, it was announced that the property owner The Rural Economy and Agricultural Societies had sold the estate to the automobile corporation Volvo. The intention of Volvo with this purchase was to use Rossared as an international conference centre. The Halland Model had invested almost € 2 million in the conservation project and the price paid by Volvo was more than twice higher, € 4 million.
During this period it was made known that the Rural Economy and Agricultural Society had almost gone bankrupt, caused by its share of the costs for conservation. Its contribution had been almost € 500,000 (Gustafsson, 2003). In the contract between the property owner and the County Labour Market Board it was agreed that if the property was sold within a limited time after conservation was completed, a specific amount of the subsidy would be paid back. Eventually, these funds were used to finance other conservation projects within the Halland Model.
With Volvo as the owner, the Rossared Manor obtained a strong estate owner, implying that there were financial possibilities for conserving also the other historic buildings on the estate. Also the earlier burnt stable was reconstructed and the business was developed into an international conference centre. It happened, that it was just at Rossared that the executive Board of Directors of Ford group made the decision, to start production of the

Volvo new "flagship" XC90.

15. The Halland Model: return of investments

Between 1993 and 2003 approximately ninety historic buildings have been conserved within the Halland Model. The County Labour Market Board provided financial resources as well as useful contacts with political leaders and significant decision makers, knowledge about how to turn the public budgets to the best possible account, as well as to find jobs for unemployed people. The labour market policy was in acute need of work places. The restrictions posed that the public-funded ventures were not allowed to drive existing construction companies out of the market, or to generate push-aside-effects. In parallel, the general idea of the Halland Model was to increase the volume of building schemes in Halland. The historic environment sector therefore provided buildings in need of conservation or comprehensive maintenance. Common for them was their historic values, but also that the measures involved were labour intensive. Since all these potential working places required the conservation of historic buildings, the Labour Market Board found that the historic environment sector was as attractive to cooperate with, as with the six municipalities (that needed to repair school buildings and kindergartens), and the County Council (that needed to build a new hospital at Halmstad). From a labour market policy point of view the great amount of small conservation projects required in total, a couple of hundred construction workers whereas the construction of the hospital only required about fifty. The decision procedure in the local decision-making bodies had a long take-off process, which meant that the repair work could start at the earliest one-year later. The circumstances on the labour market however needed immediate measures. The risks posed by these circumstances were readily understood from the side of the historic environment sector in general, implied that this obligatory labour from the employment office to the conservation project would end up in less devotion among the craftsmen resulting in poor quality in the conservation work (Tab. 1).

Beside that all the construction workers involved became trained in traditional building techniques, the Halland Model also had a significant impact on private enterprising between 1998 and 2002, when over 1,300 contractors and suppliers were hired. For most of them the conservation project was regarded as "business as usual", i.e. they were not familiar with the specific circumstances under which the Halland Model was operating. During the recession period this was very important, though it implied that these companies did not have to give employees notice, but instead they were enabled to keep their staff, to increase their competence. These companies increased their competitiveness on a new market – the conservation industry.

The increased demand from the Halland Model for traditionally-produced building materials also had spill-over effects on the regular market, which implied that owners of historic buildings gained an increased supply of, for example, adequate windows. Approximately 235 new jobs were created in the activities that took place in the conserved buildings, for example an interior design company with approximately fifty employees moved to Rydöbruk thanks to the conservation project. The County Labour Market was the biggest financier of the Halland Model and allocated approximately € 40 million. The property owners contributed with € 6.5 million and the historic environment sector with € 4.5 million.

Altogether there were 8,580 working days carried out by 138 construction workers in the

conservation of Rossared Manor. After conservation was completed Volvo employed three people to run the international conference centre, and an additional twenty-five people were employed part-time.

Tab. 1 – Return on heritage investments for various investors

Investor	Stake	Return
Labour market sector	Funding Training programmes Contacts Knowledge	Preserved employments New jobs Trained labour force Fundings in return
Historic environment sector	Funding Knowledge	Saved building Conserved building Craftsmanship
Construction industry	Enterprises Network Experience	Trained labour force Engaged companies
Property owner	Building Funding	Saved building Increased selling price Investments in other objects
Purchaser	Purchase sum Investments in conservation and maintenance	International conference centre Additional conserved buildings
Region level of society in general	–	Regional development Increased commerce Increased attractiveness

16. The Halland Model in Poland – ulici Metalowa at Olsztyn

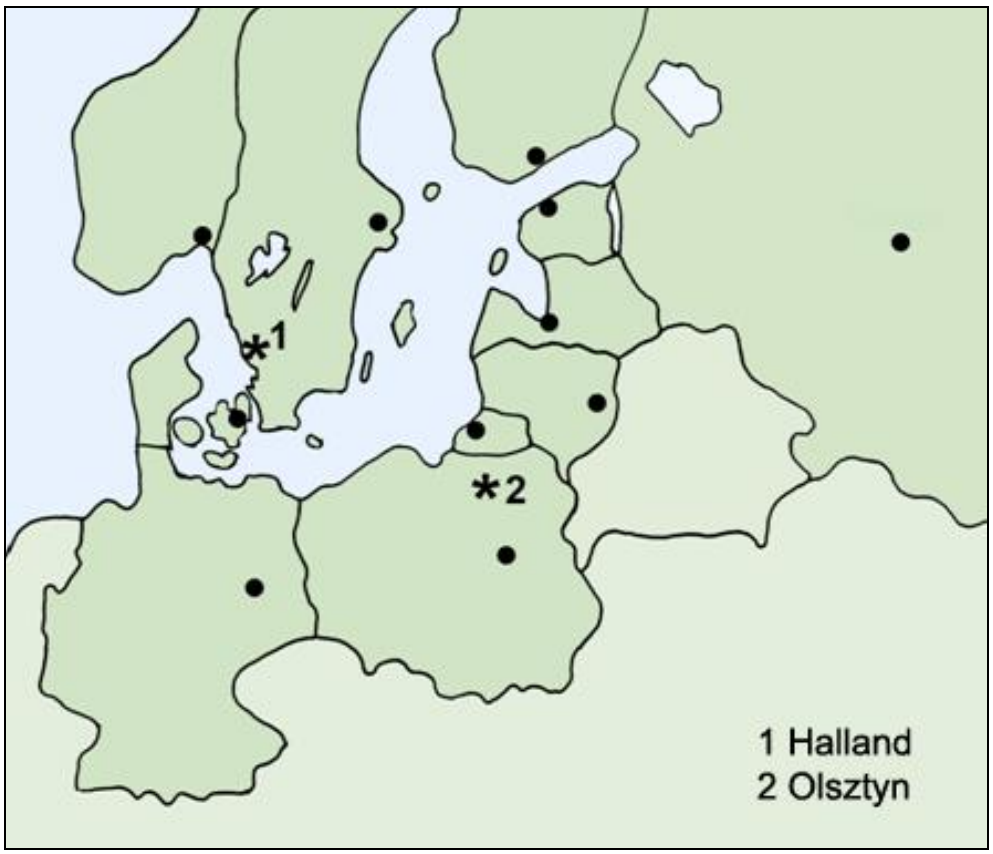
The villa at *ulici Metalowa* (Metal Street) at Olsztyn (northeast Poland, Fig. 2) was conserved within the project "Halland Model at Olsztyn" (Gustafsson, 2000). It was a pilot project, financed by the Swedish Government, aimed at exchange knowledge of and experience concerning issues such as training, cultural heritage, labour market policies, building craftsmanship, planning and building issues, as well as between the parties on the labour market. Further, the aim was to investigate the possibilities of transfer of the Halland Model to other countries.

Since 1970s, the regional museum at Olsztyn had searched for new premises for the department of history of nature. There were however no funds available for conservation purposes. During the 1990s project plans were prepared for rebuilding the villa, implying heavy measures, e.g. to replace the existing system of beams of wood with concrete and to demolish the staircase.

Within the Halland Model at Olsztyn similar groups of interest were represented in the project, as was the case in Sweden. New project plans were developed, aiming at conservation of the building. The purpose was that the museum would develop their

activities into a regional ecological centre. The villa finally was conserved and 128 construction workers were trained in traditional building techniques. The total cost for conservation of the villa was € 1.2 million, of which approximately € 500,000 was the property price.

Fig. 2 – Baltic Sea Region



17. Conclusions and recommendations

The conservation of the Rossared Manor was developed in three major stages. First, it was stated as a struggle just for survival of the building. Later, it was made clear that the funding available made it possible to conserve the manor house with highest conservation ambitions, and eventually, the takeover by Volvo implied that the rest of the buildings on the manor farm could be conserved. The case at Olsztyn had a similar development, but instead of an international centre organized by a car manufacturer, there was a Museum for history of Nature, combined with a Centre for Ecology.

The Rossared Manor was the first major and entire conservation project within the Halland

Model joint venture scheme. It was also the first conservation project in Halland run by the public sector, and with highest ambitions concerning use of historic materials and traditional building techniques. This implied that the management skills for the conservation site had to be considerably developed.

Conservation of the Rossared Manor house was started before the project planning was finished. This implied a great challenge for all involved. The historic environment sector understood, that this was an opportunity to protect the manor house threatened by demolition. The County Labour Market Board regarded the project as an important solution for their problems on the labour market, and with termination of construction workers' periods of unemployment benefits. For the Vocational Committee of the Construction Industry it was an opportunity to train apprentices. The motto for the Halland Model, was to:

- save the jobs;
- save the craftsmanship;
- save the buildings.

The cross-sectoral network of the Halland Model made it possible to conserve the Rossared Manor House with much higher ambitions than was customary at the time being, and as initially planned. There was no public, nor private funding available for conservation measures before the appearance of the Halland Model. For the historic environment sector the primary aim was just to preserve the building and to protect it from demolition. From a cultural heritage point of view it was an important step to regenerate the traditional building techniques and to hand them on for the future. This issue has been further described in a separate paper, analyzing the case of Harplinge windmill (Gustafsson and Polesie, 2007).

In such broad cooperation, as in the Halland Model, with so many participants, it is important that all involved consider themselves to be visible and important in the process, but also that they can see results and to establish a firm involvement with the project. In the trading zone an exchange occurred, and a common language of communication across the borders was developed between different disciplines and practices. Here conservation was understood as a process of articulation. For this reason it was of decisive importance that participants in a conservation project were able to find jointly accepted objectives and a common language.

Conservation of Rossared Manor house implied a new function for the building as well as for the whole manor. For security reasons the international centre was closed to public access. That meant a negative public impact of Volvo's purchase of the estate. In return such a financially strong owner had resources to conserve the rest of the buildings at the manor farm as well as to rebuild the stable, completely burnt-down. Further, the Rural Economy and Agricultural Society was saved from bankruptcy. Parts of the sum obtained from the sale had to be paid back to the Labour Market Board. This money was later reused in other Halland Model conservation projects. Other parts of the sum were invested in a farm, which was conserved within the Halland Model, and eventually became an ecology centre for the region's farmers.

The cooperation carried out with different conservation objects can be described in different ways, depending on observation angle and background of the observer. For example, the cooperation can be regarded as a cross-sectoral network aiming at conservation, cultural heritage, labour market, training, sustainable development, regional growth, environment, and tourism. Conservation of the villa at Olsztyn might be called the

first "Baltic project", since it was a cooperation project between two regions in the Baltic Sea Area and this cooperation brought its participants close to one another. Furthermore, it can be regarded as a "labour market project" since it provided job opportunities to unemployed construction workers, and also a "conservation project" since a historic building was saved and conserved, and further as a "training project" since construction workers were trained in traditional building techniques, and also an "ecological project" since the use of the villa after completed conservation was aimed at education in ecology.

Sustainable development is defined as a process, which is sustainable with economic, social and environmental circumstances. The Rossared case is based on sustainable preservation, as well as sustainable conservation. It was economic since it provided an obvious return on the investment, which moreover contributed the regional growth. Concerning social aspects, the conservation project increased regional cohesion, developed cross-sectoral networks and a multi-problem-oriented approach, strengthened local identity and created jobs. Finally, the project was sustainable from environmental aspects since the conservation hands used environmentally-friendly materials, and were used on existing resources, instead of demolishing the buildings.

It was possible to conserve Rossared Manor house with its current project planning and to enhance conservation ambitions in the conservation process. The economic value of the manor had increased, which was illustrated by the purchase of Volvo. Historic construction materials were in the 1990s a commodity generally in short supply; further there was an absence of craftsmen skilled in traditional building techniques as well. For Rossared, it was important to conserve the manor house with adequate materials and methods, corresponding to its splendid location and its actual history. In this respect, conservation officers play a crucial role and it is decisive for the quality of conservation works if they can be an active part also of the planning of the use of the building after completed conservation.

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