



Chapter 2: Policy Measures @ Heritage.Conservation

Section 3: Experiences of Adaptive Re-use in Mainland China and Overseas

Introduction

“Adaptive re-use” is not only an important concept in Hong Kong’s heritage conservation policies, but is also given due regard in the heritage conservation work of cities all over the world. The experiences of adaptively re-using historic buildings on the Mainland and overseas have their respective and distinctive characteristics and are therefore good references for Hong Kong in carrying out heritage conservation.

This chapter focuses on one Mainland case and three overseas cases, namely the Suzhou River Warehouses in China, the Tate Modern in the UK, Bushell’s Tea Warehouse in Australia and the Cheong Fatt Tze Mansion in Malaysia, to explore how the local government, organisations and the public make use of the concept of “adaptive re-use” for different types of historic buildings. These international examples reflect the importance of heritage conservation in the enhancement of both the sustainability of a city and the quality of life in the community. Here are the cases in brief:

Case 1: Suzhou River Warehouse

Location: Nansuzhou Road, Shanghai, China

Basic information

Historical background:

- It was previously a grain warehouse, built in 1933.
- In the 1920s and 1930s, Suzhou River (originally called Wusong River) was part of an important transportation and logistics network linking China and the rest of the world. As the transportation and logistics industry prospered, clusters of warehouses and factory buildings were built along the riverbanks.
- Accompanying the withdrawal of manufacturing industries from the city, the warehouse and factory buildings on the riverbanks gradually lost their original function. Therefore, the Suzhou River warehouse was vacant for many years, although at one time it became the lodging for over 100 workers.

Architectural style:

- The building is constructed with red and grey bricks with floor and columns made from pinewood. The roof is covered by red tiles. The building possesses the features of Art Déco architecture.

Institution of adaptive re-use:

- In 1992, the Shanghai Municipal Government launched a make-over plan for the Suzhou River, including cleaning up the heavily polluted river and preparing to demolish the old warehouses and factory buildings along the riverbanks.
- In 1998, Teng Kunyen (滕琨艷), a renowned architectural designer from Taiwan, looked for a place in Shanghai to set up his personal studio. Finally, he chose the Suzhou River warehouse and adaptively re-used it as his studio.

New use:

- It became Teng Kunyen's personal studio, and a publishing house and bookshop were also set up on the ground floor.

Characteristics of the adaptive re-use proposal:

- In adaptively re-using the building, the original appearance and structure of the building was preserved as much as possible. Roof windows were added to bring in natural lighting for the new use.
- After this warehouse was adaptively re-used as Teng Kunyen's studio, an urban movement started. A lot of artists began to rent vacant warehouses on the banks of Suzhou River and adaptively re-used them as studios or galleries. This aroused public attention and media coverage.
- In view of this phenomenon, the Shanghai Municipal Government in 2003 cancelled their original plan to develop the banks of Suzhou River into a residential area. Legislations were passed to preserve the warehouses along Suzhou River for its development into a cultural and leisure precinct.
- In 2004, Teng Kunyen's project was awarded an Honourable Mention for the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation. The award recognized Teng's initiative to adaptively re-use the warehouses, which reflects the historic value of Shanghai's industrial past and showcases the feasibility of re-using industrial buildings.

References:

Official Website of The UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004.

<http://www.unescobkk.org/culture/our-projects/world-heritage-and-immovable-heritage/asia-pacific-heritage-awards-for-culture-heritage-conservation/previous-heritage-awards-2000-2009/2004/award-winners/suzhou-river-warehouse-china/>

UNESCO: Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004.

<http://unesdoc.unesco.org/images/0015/001557/155754e.pdf>

Case 2: Tate Modern

Location: Bankside, London, UK

Basic information

Historical background:

- It was formerly the Bankside Power Station, built in 1947 and completed in 1952.
- The Bankside Power Station was situated in the city centre of London because at that time, most people believed that power stations should be built at the centre of the area of consumption.
- In 1981, Bankside Power Station terminated its operation and was closed down due to escalating oil prices.

Architectural style:

- The Bankside Power Station was designed by renowned British architect Giles Gilbert Scott. The architectural style was a mixture of the traditional, Modern as well as Art Déco styles.
- Its style as an industrial building was evident in its giant supports made of steel and its exterior made of brown bricks. The interior is decorated with classical pillars that subtly blend in with the industrial structure.

Institution of adaptive re-use:

- After the power station closed down, the site was regarded as a redevelopment and investment opportunity by developers.
- Civic organisations often held campaigns against its demolition, demanding that the power station be declared a national monument. They also submitted proposals for its adaptive re-use to the Government, but were turned down.
- In 1993, a private developer started to demolish the power station. In 1994, however, a charitable organisation – the Tate Gallery – announced its acquisition of the Bankside Power Station for its adaptive re-use into a museum.

New use:

- The Tate Modern mainly exhibits art works from the early 20th century to the present, including the works of leading artists such as Picasso and Warhol.

Characteristics of the adaptive re-use proposal:

- The first step to adaptively re-using the Bankside Power Station was calling for design proposals.
- The Tate Gallery held an international design competition and finally selected the submission of Swiss designers Jacques Herzog and Pierre de Meuron, who both happened to be the designers for the Beijing National Stadium.
- The original structure of the power station was preserved as much as possible and the building's interior was modified to fit the purpose of a museum. For instance, the turbine hall at the centre of the power station was converted into a grand hall that resembles a cathedral. The boiler house was removed and a 7-storey connected exhibition room was built in its place to hold large-scale performances or exhibitions of contemporary art. A 2-storey glass scaffolding was added to the top of the main building to provide adequate natural lighting to the museum.
- There were no drastic alterations to the architectural form and scale of the power station, thus the original landscape of the area has been preserved.
- The 99-metre chimney was covered by what is known as the "Swiss Light," which was designed by renowned Swiss artist Michael Craig-Martin. The top was built with translucent panels that looked like a lighthouse, contrasting with the dome of St Paul's Cathedral on the opposite side of the river.
- The construction of a new wing on the south side of the Tate Modern is now being prepared to expand the exhibition space and to link with the neighbouring community.

For the planning and design of the new building, please refer to the following website:

<http://www.tate.org.uk/modern/transformingtm/design.htm>

References:

About.com: Architecture.

http://architecture.about.com/od/museum1/ss/TateModern_6.htm

Official Website of Tate Modern.

<http://www.tate.org.uk/modern/>

Case 3: Bushell's Tea Warehouse

Location: The Rocks, Sydney, New South Wales, Australia

Basic information

Historical background:

- Bushell's Tea Warehouse was originally owned by the Bushell's Tea Company and was built in 1923.
- The warehouse was the workshop for tea sorting, storing and packaging and is a rare example of industrial architecture with a mixed-use of food production and manufacturing.
- The warehouse had provided lots of employment opportunities for the residents of The Rocks area in Sydney. It was also an important landmark for that community, witnessing the industrial development of Sydney.
- In 1974, Bushell's Tea Company sold the warehouse to the Sydney Cove Redevelopment Authority and gradually moved the production line out of the place. The Sydney Cove Redevelopment Authority was restructured as the Sydney Cove Authority in 1988 and was responsible for the conservation and adaptive re-use of the buildings of The Rocks.
- In 2002, the warehouse was listed in the State Heritage Register for protection under Australia's heritage legislature.

Architectural style:

- The façade of the building was designed in the Classical style, with a utilitarian interior of masonry walls and exposed timber ceiling beams.
- The industrial equipment used in the past is still preserved inside the warehouse as a reminder of its industrial operation.

Institution of adaptive re-use:

- The warehouse had remained vacant from 1975 to 1999 until the authorities launched the restoration project.
- All the restoration and adaptive re-use plans are carried out in compliance with the restrictions of the Sydney Cove Authority, in order to maintain the original look of the building and to preserve the manufacturing and storage facilities inside the warehouse.
- In 1999, a private company – Charter Hall Holdings Pty. Ltd. – developed the warehouse into a commercial building in accordance with the related regulations.

New use:

- It has become a commercial building, providing office space for tenants.

Characteristics of the adaptive re-use proposal:

- This adaptive re-use proposal complies with the restrictions of the Sydney Cove Authority. Apart from preserving the original look and structure of the building, it also preserves the manufacturing and storage facilities inside the warehouse.
- To avoid changing the original layout of the building, the new lifts, fresh-air ducts and power supply facilities are installed at the location where the southern light well was originally.
- The office facilities are installed around the location where the preserved industrial equipment and the original signage were placed.
- The original industrial facilities and partitions are appropriately converted into modern office space, such as small meeting rooms and storage rooms.
- After being adaptively re-used into a commercial building, the warehouse is now maintained by the rents received, providing a high degree of sustainability.
- In 2001, the project received an Award of Distinction for the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation in recognition of its innovative design for restoration and adaptive re-use by adding modern facilities to the original structure of the preserved building. Traces of Sydney's industrial development have also been preserved.

References:

UNESCO, *Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004*
<http://unesdoc.unesco.org/images/0015/001557/155754e.pdf>

Sydney Harbour Foreshore Authority, *Bushells Building*.

http://www.shfa.nsw.gov.au/sydney-About_us-Our_heritage_role-Heritage_and_Conservation_Register.htm&objectid=4500089

Heritage Branch Website, *Bushells Building*.

http://www.heritage.nsw.gov.au/07_subnav_01_2.cfm?itemid=5053149

Case 4: Cheong Fatt Tze Mansion

Location: George Town, Penang, Malaysia

Basic information

Historical background:

- It was formerly the mansion of Chinese magnate Cheong Fatt Tze.
- The mansion was built between 1896 and 1904. It is an example of one of the three existing main architectural types of traditional Chinese dwellings found outside of China.
- After the death of Cheong Fatt Tze in 1916, the mansion remained the residence of the family in accordance with his wish, which stated that the mansion could not be sold until the death of his last son.
- As Cheong Fatt Tze's descendents had insufficient funds to maintain the mansion, the building lapsed into disrepair and some of the rooms were illegally occupied and damaged by outsiders.
- In 1989, the building was publicly sold upon the death of Cheong Fatt Tze's last son.

Architectural style:

- The mansion was built by craftsmen from China and features both Chinese and Western design elements. These include exquisite Chinese sculptures, *chien nien* and Chinese lattice-work, as well as Art Nouveau stained glass, Gothic louvered windows, Stoke-on-Trent geometric floor tiles and Scottish cast-iron elements.
- The site's location and the building's layout are based on traditional Chinese geomancy.

Institution of adaptive re-use:

- In 1990, the mansion was acquired by a private buyer and managed and maintained in the name of Cheong Fatt Tze Mansion Ltd.
- The company set its own restoration principles, emphasising that the mansion should be restored to its past appearance as much as possible through research, consultation and careful ways of restoration. Take the faded frescoes as an example –the original plaster panels were not removed during restoration, but rather it was pushed back into position by traditional method which is much more difficult. New panels were paved in areas where the original one was missing. The frescoes are also renovated and repainted with traditional methods.
- Restoration started in 1991 and was completed in 1995. To enhance the integrity in restoring the building to its original appearance, Chinese artists were employed and appropriate materials were purchased from China, Europe and America. Traditional Chinese building methods and equipments were applied in the restoration.

New use:

- It has become a boutique hotel of 16 themed guestrooms, each designed by a famous local artist.
- The central ensemble of rooms and courtyard are used for exhibitions, concerts, weddings and other public events. It is also open to visitors at selected periods.

Characteristics of the adaptive re-use proposal:

- The mansion was renovated and adaptively re-used by a private institution, which self-financed the adaptive re-use project.
- In addition to the guestrooms of this boutique hotel, the other facilities include a reading room, an archives rooms, a TV room and an alfresco breakfast area in the courtyard. This is an example of putting the original residential structure to good use, preserving its original use and look.
- This project has become an important model for conservation projects in Penang. It has also successfully encouraged the adaptive re-use of other historic buildings in the community. For instance, the building adjacent to the mansion was formerly the servants' quarters, but has been adaptively re-used as restaurants and bars following the adaptive re-use of the mansion. The project has also prompted owners of neighbouring mansions to undertake refurbishments, thus setting in motion a shared commitment to the improvement of their surroundings.
- In 2000, the project was awarded the Most Excellent Project for the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation in recognition of its combined use of meticulous research and traditional artisan skills, and when necessary, importing materials and workmanship in order to ensure the authenticity and methodology of its renovation.

References:

UNESCO, *Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004*
<http://unesdoc.unesco.org/images/0015/001557/155754e.pdf>

UNESCO, *UNESCO Bangkok Newsletter (no.7, May 2006)*.
<http://unesdoc.unesco.org/images/0015/001556/155632e.pdf>

Official Website of Cheong Fatt Tze Mansion
<http://www.cheongfattzemansion.com/>

The Mainland and overseas cases demonstrate that the concept of “adaptive re-use” can be very flexible and is not confined to a certain mode. Each of these cases of adaptive re-use has its own characteristics.

For instance, in the case of the Suzhou River Warehouse, the initiative of a renowned architectural designer finally made the banks of Suzhou River a cultural and leisure precinct. In the case of the Tate Modern, the designer successfully adaptively re-used a power station into a modern art museum through preserving the form and scale of the building as well as making suitable interior modifications. In the case of the Bushell’s Tea Warehouse, the developer did not only preserve the look and structure of the building, but it also retained the industrial equipment inside and integrated it with the new office designs. In the case of the Cheong Fatt Tze Mansion in Malaysia, the developer made good use of the building’s original residential structure and adaptively re-used it into a boutique hotel, which respects its original residential use and appearance.

All of these cases can be used as references for Hong Kong to develop its own mode of adaptive re-use of historic buildings, helping to enhance the quality of life in the community.

Proposal for **Teaching** and **Learning**

Teaching Objectives

1. To learn about Mainland and overseas examples of adaptively re-using historic buildings, to broaden students’ international perspective
2. To consider the ways in which these examples can be used for Hong Kong’s reference and their suitability for the local situation

Generic Skills

1. Critical thinking skills
2. Creativity

Contemplating Issues from Multiple Perspectives

1. What references can be drawn by Hong Kong from the Mainland and overseas experience of adaptively re-using historic buildings?
2. Are these experiences suitable for Hong Kong? Can they be applied? If so, how?
3. In light of these Mainland and overseas experiences, what are your views on the ways of adaptive re-use of buildings in Hong Kong?

Values and Attitudes

1. Open-mindedness
2. Plurality

Proposed Teaching Flow

Knowledge Framework

The teacher will make reference to the Introduction and introduce the Mainland case and the three overseas cases to the students. Then, guide them to analyse the characteristics of these cases and think about areas that might be relevant for Hong Kong to reference.



Teaching Activity (1)

- Group discussion: Analysing Mainland and overseas cases of adaptive re-use
- Refer to Worksheet 1



Teaching Activity (2)

- Class sharing: Sharing personal experiences of the conservation of Mainland and overseas historic buildings
- Refer to Worksheet 2



Extended Activities 1 & 2



Enter Chapter 3

Public Participation @ Heritage Conservation

Knowledge Framework

The concept of “adaptive re-use” is often used in different parts of the world in carrying out heritage conservation. Uses of historic buildings are changed in order to promote the sustainability of cities and to enhance the quality of life in the community. In class, the teacher can explore with the students the Mainland Chinese and overseas examples in order to understand the advantages, constraints and modes of adaptive re-use and to examine their applicability to Hong Kong. The teacher can make reference to the learning and teaching tips below:

Mainland and Overseas examples:

- The teacher will play excerpts of the video “The World is Not Flat” and “Britain’s Revitalising Revolution” (《世界不是平的》〈英國的活化革命〉)(<http://www.rthk.org.hk/special/archi/epi09.htm>) to motivate students to study the overseas cases of adaptive re-use.
- The teacher will prepare a presentation based on the content of the Introduction and online information. Through this presentation, the teacher will describe the cases of the Suzhou River Warehouse in China, the Tate Modern in the UK, Bushell’s Tea Warehouse in Australia and the Cheong Fatt Tze Mansion in Malaysia.
- The teacher will guide students in discussing:
 - What people or organisations were responsible for adaptively re-using the historic buildings?
 - What are the backgrounds of these people or organisations?
 - How do they adaptive re-use the historic buildings?
 - Do you agree with these methods of adaptively re-using historic buildings? Why?
 - Do you subscribe to this method of adaptively re-using historic buildings? Why?

Integrated explanations:

The teacher will explain to students:

- Suzhou River Warehouse, China:
 - The example of Teng Kunyen’s adaptive re-use of the warehouse attracted other artists to the area and caused the government to revise its original plan and turn the banks of Suzhou River into a cultural and leisure precinct.
- Tate Modern, UK:
 - The Tate Modern, appropriately altered the original building without affecting its architectural form and scale.
 - The construction of the new wing is of innovative design that matches the original building.
- Bushell’s Tea Warehouse, Australia:
 - The scope of this heritage conservation project encompasses not only the external look and structure of the building, but also the equipment and paraphernalia left by the original building in its previous role.
 - This adaptive re-use in a commercial mode enables the sustained financial support for the building’s maintenance.
- Cheong Fatt Tze Mansion, Malaysia:
 - The private institution responsible sets its own restoration principles and pays for the entire restoration and adaptive re-use of the mansion.
 - Adaptively re-using the building into a boutique hotel not only puts its original residential structure to good use, but it also performs a role similar to the original mansion and retains its past appearance.

Teaching Activity (1)

Group discussion: Analysing Mainland and overseas cases of adaptive re-use

Introduction to the activity:

The teacher will introduce in class the one Mainland case and the three overseas cases – Suzhou River Warehouse in China, the Tate Modern in the UK, Bushell's Tea Warehouse in Australia and the Cheong Fatt Tze Mansion in Malaysia. This activity encourages students to consider what references can be made from these cases for Hong Kong and how they can promote sustainability and enhance the quality of life.

Teaching objectives:

- To understand the characteristics of the Mainland case and the three overseas cases
- To think about what references can be made for Hong Kong from these cases
- To consider whether these methods of adaptive re-use are suitable for Hong Kong

Format of the activity: Group discussion (2 sessions)

Proposed procedures:

- The teacher will explain the four adaptive re-use cases
- The teacher will divide students into 8 groups, each of which will pick a favourite case of adaptive re-use (either on the Mainland or from overseas) for analysis
- The students will conduct group discussion based on the worksheet
- A representative from each group will report the result of their discussion to the rest of the class
- The teacher will make a conclusion in class and point out that the concept of "adaptive re-use" is very flexible and is not confined to a certain mode. Students can make reference to the Mainland and overseas examples to design for Hong Kong an innovative adaptive re-use proposal

Worksheet 1: Analysing Mainland and overseas cases of adaptive re-use

Name of group members:

_____ ()	_____ ()	Class: _____
_____ ()	_____ ()	
_____ ()	_____ ()	

1. Analysing Mainland and Overseas Examples

Select either the Mainland case or one of the three overseas adaptive re-use cases as your favourite and discuss with the group based on the following questions:

My favourite overseas case of adaptive re-use is: _____

Suzhou River Warehouse, China

Reasons:

1. _____
2. _____

The example of Teng Kuyen's adaptive re-use of the warehouse attracted other artists to do so and an artists' community has formed along the banks of the Suzhou River. The Shanghai Municipal Government even decided to revise its original plan of developing the banks of Suzhou River into a residential area and instead has turned it into a cultural and leisure precinct. Do you think this development will enhance the quality of life in the neighbouring community? Can this case be a reference for Hong Kong? Why?

Tate Modern, UK

Reasons:

1. _____
2. _____

In adaptively re-using the power station into a Modern Art gallery, the designer made alterations to the historic building by adding new structures and changing the original appearance of the building. Do you agree with this mode of alteration? Can this mode be a reference for Hong Kong? Why?

Bushell's Tea Warehouse, Australia

Reasons:

1. _____
2. _____

In the case of the Bushell's Tea Warehouse, how would you evaluate the method of conservation of preserving the outlook and internal equipment of the building? Through stringent conservation requirements, the Sydney Cove Authority provides maintenance funds for the building by commercialisation. Can this mode be a reference for Hong Kong? Why?

Cheong Fatt Tze Mansion, Malaysia

Reasons:

1. _____
2. _____

The case of the Cheong Fatt Tze Mansion is an example of adaptively re-using an historic building by a private institution. How do you think Hong Kong can encourage the owners of private property to adaptively re-use their historic building? Would you propose that when adaptively reusing an historic building, the new use should be as close to the original usage as possible? Why?

Teaching Activity (2)

Class sharing: Sharing experiences on the conservation of Mainland and overseas historic buildings

Introduction to the activity:

Nowadays, students have many opportunities to visit different historic buildings and acquire related information – either through travelling to different places or surfing the Internet. This activity aims to encourage students to make use of their experiences of visiting historic buildings, supplemented by personal views, to introduce to their classmates the modes of conservation for different historic buildings. The students can make use of their travelling and study experiences on the Mainland or overseas, or read *Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004* to share their findings with their classmates.

Teaching objectives:

- To guide students to begin with their first-hand experience and, through the collection and organisation of information, to gain a deeper understanding of heritage conservation in other parts of the world
- To enhance their concern for historic buildings and heritage conservation

Format of the activity: Personal sharing (1 session)

Proposed procedures:

1. The teacher will divide the students into 8 groups
2. The teacher will then invite the students to each choose their own preferred historic building, which they will conduct research on, based on one of the following:
 - a. Travelling experience on the Mainland or overseas;
 - b. Study experience on the Mainland or overseas; or
 - c. Reading *Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004* (<http://unesdoc.unesco.org/images/0015/001557/155754e.pdf>).
3. The group members will further collect and compile materials on how heritage conservation is carried out where their chosen historic building is located
4. Each group member will report to the other members in the class on their chosen historic building, providing information about the area in which it is located and using photos taken or collected
5. After the report, the different groups can discuss how these Mainland and overseas examples can be references for Hong Kong
6. A representative from each group will report the groups' findings to the rest of the class

Worksheet 2: Sharing Overseas Travelling Experiences

Name: _____ Class: _____ ()

Name of historic building: _____

Where: _____

Year of construction: _____

Historical background of the building:

1. _____

2. _____

3. _____

Architectural features:

1. _____

2. _____

3. _____

Current usage / status:

Local means of heritage conservation:

1.

2.

3.

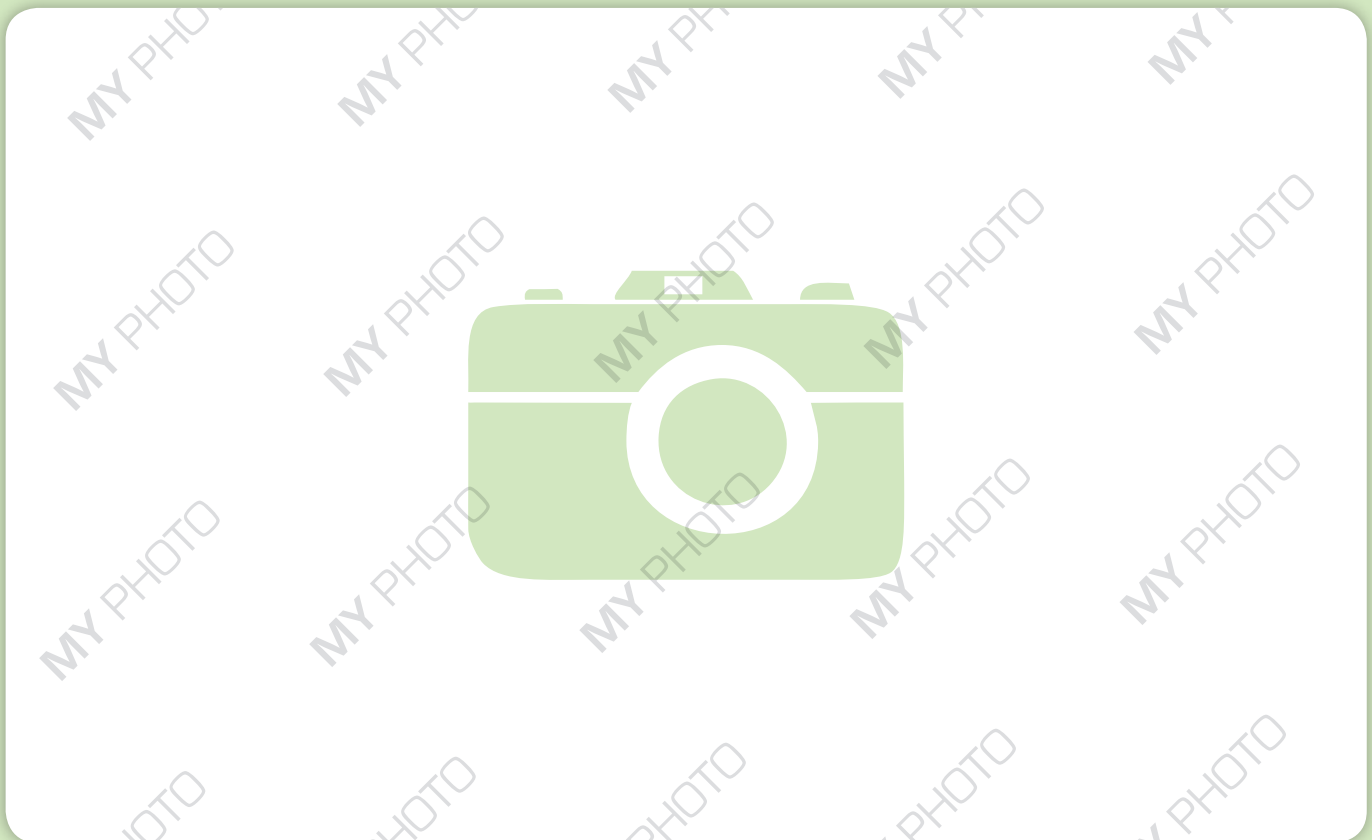
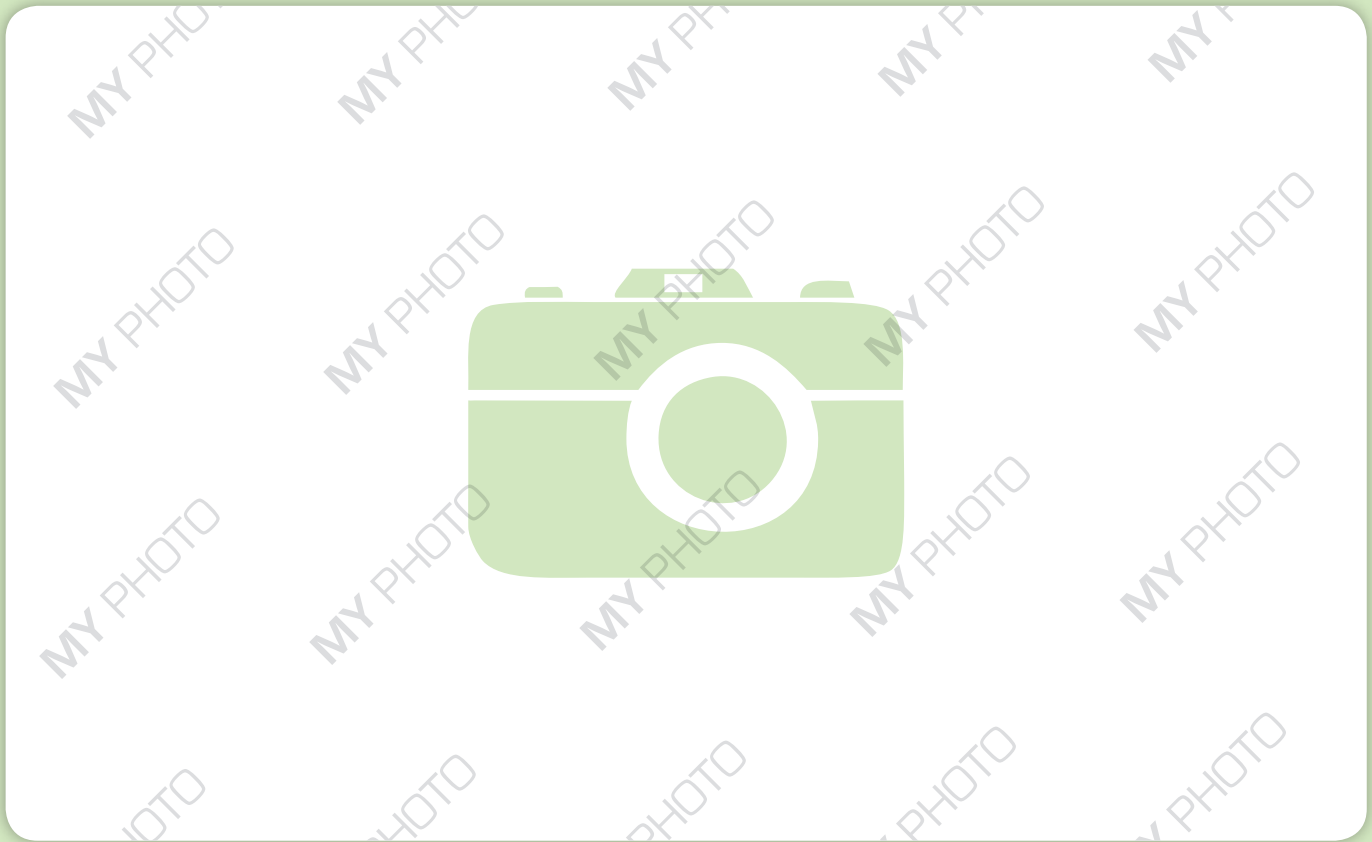
References for Hong Kong:

1.

2.

3.

Please insert your travel photos here to share with your classmates:



Extended Activities

1. Students will, outside class, research online at least one Mainland or overseas case of adaptively re-using an historic building and try to point out areas in which Hong Kong can make reference to.
2. The teacher will guide students to design a Mainland or overseas field trip of historic buildings and then make a poster on the features and contents of these trips. All students in class will vote for the field trip that they most want to participate in.

Reference:

Official Website of Cheong Fatt Tze Mansion.
<http://www.cheongfattzemansion.com/>

Official Website of The UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004.
<http://www.unescobkk.org/index.php?id=480>

Official Website of Tate Modern
<http://www.tate.org.uk/modern/>

UNESCO: Asia Conserved: Lessons Learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation 2000-2004.
<http://unesdoc.unesco.org/images/0015/001557/155754e.pdf>

Sydney Harbour Foreshore Authority, Bushells Building.
http://www.shfa.nsw.gov.au/sydney-About_us-Our_heritage_role-Heritage_and_Conservation_Register.htm&objectid=4500089

