

THE HALLAND MODEL

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A Trading Zone for Building Conservation in Concert with
Labour Market Policy and the Construction Industry,
Aiming at Regional Sustainable Development

Christer Gustafsson



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EDITOR'S PREFACE

The present publication (GSC No. 24) is prepared by its author Ph.D. Christer Gustafsson as a volume in the academic series *Gothenburg Studies in Conservation* (GSC), after having been delivered as his doctoral dissertation, defended on October 22nd in 2009 at Chalmers University of Technology in Göteborg. *Professor Dr. Luigi Fusco Girard, Dipartimento di Conservazione dei Beni Architettonici ed Ambientali at Università degli Studi di Napoli Federico II*, was appointed as *Faculty Opponent*, involving responsibility for the public examination of this doctoral research specimen. Hereby a thorough and critical scrutiny is included, by a much admired, eminent and internationally renowned expert in the comprehensive fields of sustainable architectural and planned conservation and management of historic buildings and urban ambiances.

Two publications have been issued with the same title: '*The Halland Model - A trading Zone for Building Conservation in Concert with Labour Market Policy and the Construction Industry, Aiming at Regional Sustainable Development*', with different covers and ISBN numbers. These two publications are intended for different purposes. The doctoral dissertation is the formally required specimen for earning the Doctoral degree and was issued in a restricted number of copies according to specific university regulations, while the present edition is aiming at general distribution for a larger number of readers, thus being available for wider audiences. The academic system for preparation of PhD dissertations, and their successive handling before their ultimate scrutiny during the formal examination process, ending up in the verdict of the *ad hoc* examination committee, is presented in the successive prefaces of earlier volumes of the GSC series (e.g., Birgitta Håfors' dissertation on "*Conservation of the wood of the Swedish warship Vasa of A.D. 1628. Evaluation of polyethylene glycol conservation programmes*", GSC No. 26, 2010, p.11).

Both Christer Gustafsson and I have our academic backgrounds in the

Conservation discipline – which this series is devoted to propel, since its inception two decades ago when I had the privilege to establish the complete postgraduate doctoral program and its components. The background was a gradual establishment of a comprehensive academic structure based on a set of complete graduating academic-professional programs at Bachelor's level of examination degree, in the evolving *Conservation* discipline, developing into Master's programs. After decisions by Vice Chancellor of university of Gothenburg and its leadership (in 1991), and consecutively by the Swedish Government (1993), this structure was accomplished with its own independent doctoral program, as one of the first of its kind worldwide (see GSC, No 26, pp. iv-).

After instigation of this postgraduate program it was possible to invite and accept adequate candidates for inclusion in this RTD-oriented academic mechanism. Christer Gustafsson was one of the earliest of these candidates. His progress is presented in the introductory section of his own dissertation (see below).

However, this specific publication, and the project that has enabled its realization, is based on a far wider perspective compared to traditional mono-disciplinary studies, as a target for its intended outcome. In a rapidly changing society it is now a generally accepted fact that academic researchers will have to adopt an increasingly interactive and pro-active role for multi-, trans- and cross-disciplinary problem-solving, successively inte-grating research methods and perspectives from a variety of disciplines and fields of research – leading to theory- and discourse development, as well as identifying application-oriented needs in the life-world.

In parallel, and related to Christer Gustafsson's enrolment in the conservation postgraduate program, in my position as head of discipline I have contributed to initiate considerable co-operation with other academic institutions in various national and international contexts. Consequently, even more energy was invested in preparations for multi-, inter- and trans-disciplinary joint ventures, notably with numbers of industrial and other kinds of market-based partners and public agencies (see GSC, No. 12). A condensed exposition of the background to this epistemological structure is presented in a recent key note paper (Engelbrektsson and Rosvall: *Sustainable Integrated and Planned Conservation of Built Environment and*

Architectural Heritage: Principles of dynamic management of modern assets and their care – General perspectives based on experience from Sweden. In: “*Conserving Architecture. Planned Conservation of XX Century.* Ed: Andrea Canziani. Electa Editore, Milano, 2009, pp. 172-183, 404-).

The background to this study, and the project co-operation that made this research possible, is very well presented in the volume, in all its complex and multifaceted respects. The numerous partners involved are introduced, representing a wide range of academic disciplines, highly ranked research institutions and organizations, as well as public authorities, private companies, NGO's and various stakeholders. Accordingly, conditions for a successively developed multi-problem-oriented model of sustainable development is given – i.e. the ‘*Halland Model*’ – also clarifying the interactive and participatory roles of this team of co-operating partners at local, regional and national levels, as well as internationally. Furthermore, as a basis for the modelling process, the theoretical framework and its methodology are thoroughly outlined and discussed, especially paying attention to essential perspectives, such as: *cultural heritage values; culture economy; system science* and *participatory action research* as important components of the entire R&D project and its intended outcome – besides continuing planned phases of this project.

The NMK *Postgraduate Enterprising Research School for Natural and Sustainable Conservation Materials*, affiliated to the GMV Centre for Environment and Sustainability, at Chalmers University of Technology and University of Gothenburg, has been of great importance for fulfilment of this specific project, to be delivered as a doctoral dissertation, and not merely as a standardised technical administrative report.

The NMK has been organized as a project-based higher education system at the interface between environmental sciences, technology and the evolving conservation discipline. It was founded with a considerable grant from the Swedish Knowledge Foundation (KKS) jointly financing the entire structure of a decent number of fully financed doctoral research projects, each stretching over four nominal years of study. All these projects were co-financed and sustained by its various participating partners, comprising public bodies, private companies and other organizations. Together with involved academic institutions, they have provided

highly relevant consortia and research environments, promoting development of different kinds of intellectual infrastructures, as well as generation of new models and knowledge formation in areas in need of new industrial and market based solutions, materials, specific strategies or new systems, tools and further substantial research investments. Doubtless, the entire structure of NMK, as well as each one of its various subprojects, of which the '*Halland Model*' is one valuable component, is directly related to the well-established *triple helix* model.

On an overarching level this volume is dedicated to the general issue of combining relevant perspectives within the epistemology of *sustainable integrated conservation* of built environments, merging with labour market policy measures, regional growth and development in general. As a starting point for such development, and for continuing research, Christer Gustafsson has been profoundly devoted to contribute to identify stringent and user-friendly solutions to those kinds of pressing and increasing demands, by means of establishing an application-oriented conceptual framework, and a feasible, reliable modelling. In this study, the entire NMK program and our aspirations to achieve important contributions to solve paramount problems, is at focus.

For me, as his mentoring supervisor, I would like to highlight some individuals and institutions of special importance that generously have invested much of their time and capacity in supporting Christer Gustafsson and his dissertation project. First, I should like to thank my highly admired colleague and friend *Professor Dr. Thomas Polesie, School of Business, Economics and Law, University of Gothenburg (SE)* for generously providing Christer with all kinds of mentoring and support, for which I am greatly indebted. For the same reason, I also deeply want to thank *Dean, Professor Dr. Niclas Adler, Director of International Business School, Jönköping (SE)*. In many respects, we owe both of them a great deal of thanks and profound admiration for their generous contributions, characteristic to their capacity and kindness.

Further, I deeply want to thank *Professor Dr. Pier Luigi Sacco* and *Dr. Guido Ferilli*, both today at *Libera Università di Lingue e Comunicazione IULM in Milan* - at several occasions contributing with valid and brilliant capacity to disclose the comprehensive concept of '*System-wide cultural*

district', displaying a scholarly-scientific stringency of great importance, and in this way offering a vital support. As co-writers jointly with Christer, they have also delivered a common paper accepted to be published in *International Journal of Regional Studies*. In this context, it is further relevant to pinpoint the important and generous input by my close colleague and friend since many years, *Professor Dr. Stefano Della Torre, Department of Building Environment Sciences and Technology, Politecnico di Milano*, provided at several seminars and meetings. I would like to express my sincere appreciation of his great capacity and scholarly-scientific stringency to clarify the comprehensive concept of '*planned conservation*' (i.e. '*la conservazione programmata*'), displayed at several occasions. To a high degree, this project has benefitted of an expanded conceptual framework, and an elaborated view of conservation epistemology.

The academic structure of NMK implied that the doctoral candidates continuously were supported in a highly stimulating way, inspiring high calibre interdisciplinary research, depending on the specific research environment provided by this particular constellation (NMK). These conditions, related to the research organisation offered, represent a variety of personalities and individual scholarly-scientific motivation. In this way NMK has introduced a way of establishing research in a qualified inter- and cross-disciplinary manner, and in close trans-disciplinary collaboration with relevant external partners. Thus, besides various research venues and professional organizations in Sweden, and abroad, it is appropriate to mention the inspiration and support also provided at close distance – mainly by colleagues at GMV and related university departments. Important inputs of all kinds have also been given from Christer's closest research colleagues within the NMK team, especially by *Erika Johansson Ph.D.* and *Pär Meiling Ph.D.*, as well as by other close NMK affiliates, in Sweden and abroad. There can be no doubt that Christer himself, as a committed actor within the NMK team, to a high degree has contributed substantially to all these dimensions, offering much inspiration to his colleagues, but also to various entrepreneurs and stakeholders involved in this *triple helix* project and network, as well as quite many other experienced research fellows in this still on-going RTD process.

In his professional activities, long before starting doctoral studies,

Christer Gustafsson had firmly demonstrated his great capacity to initiate, inspire and accomplish extensive and very complex scientific-professional projects – in domestic circumstances, but certainly also in several other countries. As a consequence, he was able to successively organize critical networks, composed of competent participants and actors, leading to multifarious joint ventures, enabling considerable and substantial results. In this respect, he jointly with his collaborating partners – scattered all over Europe and beyond – has reached significant and enduring results and positions, exceptional under circumstances of concern. In these respects, Gustafsson has demonstrated his admirable capacity for co-operation with a wide range of partners – individuals as well as organisations – public, private, political, business, NGO's etc, including construction workers, technicians, scientists, economists, administrators and stakeholder of many kinds, as well as top level political excellences.

The focus has constantly been nailed at elaborating his gradually expanding '*Halland Model*' and its applicability – under 'experimental circumstances' – and with respect to incurring complexity decided for testing purposes. For these reasons, it was rewarding for his developing process, to gain access to the best available offers in academic ambiances for critical scrutiny of the characteristics of the '*Halland Model*', where he was invited to discuss, comprehend and conclude his visions, empiric results and comparative analyses. Gustafsson was keen to embark on this intellectual vessel, incorporating rewarding effects for the present doctoral specimen. This approach was beneficial, not only for himself and his fellow researchers in the NMK group and its inspiring colloquies, but certainly also when entering other venues, academic or otherwise. It is evident, that these concurring contacts have resulted in important effects on his achieved repertoire of well designed theoretical modelling; in this dissertation illustrated by its main discourse; conceptual frame-work and comprehensive critical analyses; combined with a carefully elaborated analytic oscillation between a scholarly approach at one hand, and 'real life', at the other –which his research is based upon.

Finally, I want to address my sincere appreciation to my close colleague since decades, Professor *Emeritus* Oliver Lindqvist, earlier holding the Deanship of GMV, and my immediate partner as Director for the

EDITOR'S PREFACE

NMK program since the 1990's. In our continuing co-operation, he has always had a firm understanding of needs for complexity and flexibility, i.e. in planning, management and execution of specific research projects and educational mechanisms in this vast field, as well as in collaboration with external organizations within public and private sectors. Oliver Lindqvist has obviously been of special importance for this multi- and transdisciplinary outlook and search for relevant application-oriented research and results, with a firm demand on basic theoretical modelling and scholarly-scientific capacity – including various disciplines and research traditions – sometimes implying creatively contradicting paradigms and methods. In these principal respects, we are sharing many basic values, having fostered excellent opportunities for synergetic co-operation. Given this background, I want to salute Oliver for enduring and inspiring support of special importance for ambitious coming researchers – certainly a vital factor encouraging Christer in his forward looking research.

When concluding my intra-preneurial academic enterprising, it might be appropriate for me to indicate that in my responsibilities as *emeritus professor* in Conservation, the present volume (GSC No. 24) will be the ultimate dissemination in my capacity as *founding editor*. I have had the privilege to mentor and promote a considerable quantity of devoted doctoral candidates in their desire to attain a doctorate – a majority of them in conservation and architecture, also in industrial organisation at *Chalmers University of technology*, and *University of Gothenburg* (Denmark, Norway, Italy, Spain, Canada and USA, but also elsewhere). Earlier I also have promoted a number of doctors in my initial academic discipline *History of Art, architecture and urbanism* (GU). Now, all those scholars-scientists since long are recognised and respected in their adequate positions acquired – a comforting factor indeed, for their earlier supervising mentor.

*

For me it has been a great joy and inspiring period of my life – combined with profound honour – to co-operate with all of them, as well as with a great number of highly respected colleagues and Friends, in many countries and venues.

THE HALLAND MODEL

Let me salute you all, incorporating my close Friend Christer, before he will move further to new stimulating challenges, to be handled with his great creative and dynamic capacity.

Gothenburg, September, 2011

Jan Rosvall

Professor *Emeritus* in Conservation

Chalmers University of Technology and University of Gothenburg

Co-Director of ex-NMK

Co-Editor of Gothenburg Studies in Conservation

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It has been a long journey. Personally, I started working with the *Halland Model* in 1992, when I was carrying out the survey of historic buildings at risk in Halland that became the foundation of the regional collaboration when it began in February 1993. Even if I am responsible for this dissertation, it would never have been possible to produce it without help and support from a number of persons, companies and institutions. They may in principle be divided into two groups: my research colleagues and my colleagues of the Halland Model team.

First, I would like to thank Professor Emeritus Dr Jan Rosvall, co-director of NMK, who, together with Associate Professor Emerita Nanne Engelbrektsson, initiated the first interdisciplinary and cross-faculty Institute for Conservation at the University of Gothenburg (SE), where I graduated in 1984 with a B.A. as a professional architectural integrated conservator. In the late 1990s, I was approved as a doctoral candidate with Professor Dr Rosvall as my main supervisor and mentor. During all these years he has been supporting me, and I am greatly indebted to him for his great mentorship, inspiration, energy, encouragement, motivation and tireless support. I also want to thank him for introducing me to several important and fruitful international contacts, and as co-author of two of the papers in my dissertation.

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author of one of my papers.

In 2005, I moved to the NMK Postgraduate Enterprising Research School at the interfaculty centre GMV, Centre for Environment and Sustainability, Chalmers University of Technology and University of Gothenburg (SE). I thank my examiner, Dean Professor Dr Oliver Lindqvist, Director NMK, Department of Inorganic Chemistry, Chalmers University of Technology, Associate Professor Dr Britt-Marie Steenari, Dr Katarina Gårdfeldt, Charlotte Bouveng, B.A., Departmental Secretary, and Professor Dr John Andersson, as well as my colleagues at NMK: Adjunct Professor Dr Erika Johansson, Dr Pär Meiling, Dr Kristin Balksten, Dr Malin Myrin, Dr Sölve Johansson, Dr Annika Niklasson, Ph. Lic. Anna Krus, Ph. Lic. Britta Roos and NMK affiliates Doctoral Candidate Søren Vadstrup, Johanna Engman, MSc. and Anette Larsson, MSc.

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Höganäs, September 2009
Christer Gustafsson

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Chapter 1:
INTRODUCTION

1. INTRODUCTION

“No. We are not interested in history. We don’t have time for looking back. We are now creating the future Poland. The problems we are facing today are the enormous rate of inflation, high amount of unemployed people, migration: the massive amount of young people leaving the rural areas for the big cities, and the social problems bringing about there.”¹

This political priority was the comment from the political leader of Olsztyn, a region in northeast Poland.² In 1996, a delegation from Halland was visiting Poland, where the Halland Model was presented and proposed as an adequate joint action between the two regions. Funded by SIDA,³ the Association of Local Authorities in Halland had taken several initiatives to start cooperation with the region of Olsztyn.⁴ The Polish political leaders clearly expressed their unconcern for the historic and cultural aspects of this project. Following the collapse around 1990 of the political system in Eastern Europe, several development assistance programmes had been set up for the nations around the Baltic Sea.

“But, this is the reason why we are interested in the Halland Model”, the political leader quoted surprisingly continued. “With your project implemented in our region, restoration of buildings may be realized in the poor rural areas and the villages. That might be the turning point for young people to see that something is happening in the region. This might imply that they will stay at Olsztyn. The Halland Model would help us to create meaningful labour market policy measures. In total, the project might help us to combat migration, counteract fluctuation of the business cycles and eventually work anti-inflationary.”⁵

1 Leader of the Polish delegation in Olsztyn, 199

2 Olsztyn is a city in northeast Poland and capital of the Warmian–Masurian Voivodeship since 1999, previously Olsztyn Voivodeship

3 Swedish International Development Cooperation Agency

4 *Svenska Kommunförbundets avdelning i Halland*

5 Leader of the Polish delegation in Olsztyn, 1996

For the representative of the historic environment sector (KMV)⁶ in the Swedish delegation, this was the first time that a political leader had so clearly expressed a manifest opinion about investments in building conservation as a catalyst for regional development. Here, the extrinsic or instrumental values of the Halland Model and its investments in conservation projects were of interest, but not the intrinsic or cultural values of the historic buildings. Simultaneously, such a discussion was still in its initial phase in Sweden, where the emphasis was placed on the intrinsic values of cultural heritage in conservation projects. Enabled to develop the conceptual framework of building conservation in general as a driving force for regional development, and the Halland Model in particular, the representative then turned to academic society to carry out research in this field.

1.1 Background and Research Field

The crisis of the labour market at the beginning and the middle of the 1990s in Sweden was the very first time that the generation born after the Second World War had met a serious economic recession causing experiences of vast unemployment. The Swedish welfare society was shaken to its foundations by the recession, which included the whole economy: the private sector as well as the public. The crisis had several concurrent causes. To sum up, it was the result of a combination of domestic political problems and an unfavourable international development.⁷ At the end of the 1980s, there was a period of inflationary boom in Sweden; wages and prices increased more rapidly than in its most important competing countries. The boom was driven e.g. by the consumption-led domestic expansion of demands strengthened by the deregulation of the credit market in the middle of the 1980s. Deregulation measures were introduced during a period when the tax system still was characterized by high marginal rates and generous possibilities to claim tax relief on the interest of loans and mortgages. Comprehensive money-lending business from the bank system concerned the purchase of real estate based on the expected continuous increasing property prices. The increasing rate of inflation involved suc-

6 *Kulturmiljövårdssektorn*. KMV is the Swedish acronym for the historic environment sector.

7 Forslund and Holmlund 2003

cessive impairment of the Swedish level of costs for wages compared with foreign competitors. The main objective of the Swedish Central Bank was to defend the fixed exchange rate, which eliminated devaluation as a means to neutralize the negative effects of the increase in wages on competitiveness. From the peak of the economic trend in 1989-90, industry production fell by ten percentage points to 1992.

During 1990 and 1991, a comprehensive alteration was realized within the tax system, with central elements that were lower rates of marginal and reduced possibilities of deduction of interest. The tax remodelling made it considerably more expensive to borrow or raise a mortgage, involving a drop in prices of properties and an appreciable increase in households' savings. Around 1990, the priority was changed for the objectives of economic policy. The objective of full employment was replaced by the objective of low inflation. This alteration of stabilization policy occurred simultaneously with the initial phase of the international recession. During this crisis, a substantial drawing down of employment within the public sector occurred simultaneously with a reduction in employment within the private sector.

Since the Second World War, until the crisis at the beginning of the 1990s, the unemployment rates in Sweden were in the interval between 1 and 3%. Compared with other European countries, this was a remarkably low rate of unemployment.⁸ From the middle of the 1970s to the middle of the 1980s, unemployment increased in Western Europe from 3% to approximately 10%. It was not until the beginning of the 1990s that the Swedish unemployment figures were in proximity to the general European unemployment rate. The increase of open unemployment was followed by a powerful expansion of labour market policy measures. These measures made a contribution to confining the increase in open unemployment.⁹

Low employment and high unemployment were also issues for intensive discussions within the European Union. In June 1997 in Amsterdam, state and government executives took an important step toward coordinated policies and a common strategy for increased employment and they

8 Ibid.

9 It is not certain that this policy really had any direct effects on the regular labour market. The policies probably led to increased participation of the labour force.

agreed on a special department for employment, as formulated in the Amsterdam Treaty.¹⁰

Nowadays, in widely diffused political discourses, the concept of sustainable development (SD) has been widely used, although mainly in a rhetorical way. SD is often referred to as a desirable process – which might be sustainable in economic and social respects as well as with attention to environmental circumstances. A holistic view is presupposed – at the same time revealing contradictions between commitments to economic growth and the protection of the environment and social initiatives. Economic aspects have often been given priority, compared with other aspects.

In March 2000, the EU meeting in Lisbon of Heads of States and Governments agreed to make the EU by 2010 the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth – implying more and better jobs and greater social cohesion.¹¹ The Lisbon Strategy so far has concerned numerous activities of the European Union in economic, social and environmental areas, not least at the regional level.

Nowadays, all the regions in Europe are operating regional development programmes, aiming at SD, with new solutions for innovative strategies strengthening regional competitiveness. It has often been mentioned that culture, cultural heritage and creativity are important drivers of individual development, social cohesion and economic growth. In May 2007, the European Commission adopted an important strategy document on culture in the form of a “Communication” proposing a European agenda for culture in a globalizing world.¹²

This agenda has formulated three sets of objectives:

- to promote cultural diversity and intercultural dialogue in Europe,
- to promote culture as a catalyst for creativity and innovation in the context of the Lisbon Strategy for jobs and growth and
- to ensure that culture becomes a key component of the EU’s external relations to build bridges with other parts of the world.

10 Ackum Agell et al. 2002

11 Commission of the European Communities 2004

12 Commission of the European Communities 2007

In 2006, KEA European Affairs carried out a major survey in which the economy of culture in Europe was assessed.¹³ The quantifiable socio-economic impact of the cultural and creative sector is of great interest:¹⁴ its annual turnover was more than €654 billion in 2003, which can be compared with €271 billion in 2001 of the car manufacturing industry or €541 billion in 2003 of ICT manufacturers. In total, the culture and creative sector contributed 2.6% to the EU GDP in 2003. The same year, the industry of chemical, rubber and plastic products accounted for 2.3% of the contribution to the EU GDP, real estate activities for 2.1% and the food, beverage and tobacco manufacturing sector for 1.9%.

Cultural heritage is significant for other industries, especially the tourism industry, which to a great extent uses cultural heritage as a support for its backbone activities like hotel accommodation, transport and catering. According to Terje Nypan, there are clear indications that the dedicated cultural heritage tourist spends more money when travelling than other tourists.¹⁵ At the European level, Nypan estimates that the annual turnover from tourism due to cultural heritage is €338 billion.

In Europe, 5.8 million people in 2004 were occupied in the culture and creative sector, equivalent to 3.1% of the total employed population in the EU. At a general level, the overall growth of the sector's value added, during the period 1999 to 2003, was 19.7%, which was 12.3% higher than the growth of the general economy.¹⁶ Nypan estimates that 306 000 individuals are directly employed in the cultural heritage sector (administrations, research institutes and businesses executing conservation and maintenance work on historic buildings and sites) and indirectly almost 8 million jobs are sustained in the cultural heritage sector (e.g. in the tourism sector).¹⁷

13 KEA European Affairs 2006, with support from Turku School of Economics and MKW Wirtschaftsforschung Saarbrücken, Innsbruck and München, for the European Commission (Directorate-General for Education and Culture)

14 The study's scope of investigation was both the culture and creative sector. The first included non-industrial sectors producing non-reproducible goods and services (e. g. museums, heritage sites, archaeological sites) and industrial sectors producing cultural products aimed at mass reproduction, mass dissemination and exports. In the second, culture becomes a creative input in the production of non-cultural goods and thereby a source of innovation.

15 Nypan 2003

16 KEA European Affairs 2006, p. 6.

17 Nypan 2003

Recently, the expansion of multi-stakeholder projects aiming at regional SD has been massive all over Europe. One reason for this is the economic support from EU Structural Funds, with their objective, i.e. to promote economic and social cohesion within the European Union through the reduction of imbalances between regions or social groups, and to realize the strategic objectives of its employment policy. For the KMV, this is a challenging new situation, being involved in and sometimes managing projects with partners from multiple stakeholders from different sectors and disciplines, all with different expectations and driven by different logics.¹⁸

Due to the subsidiarity principle of the European Union, a considerable amount of cultural heritage matters have taken place on national, regional and local levels. As an answer to the absence of a European-wide perspective in conservation strategies, Albert Dupagne and his research team developed the SUIT model.¹⁹ The aim was to develop guidelines on the European level and then to promote these to states, regions and municipalities to produce adapted local policies. Urban projects, plans and programmes fall under the Environment Impact Assessment Directive (EIA) as well as the Strategic Environment Assessment Directive (SEA).²⁰ These instruments constitute a governance reference framework since both directives focus mainly on the decision process, rather than on the final product development. The management of cultural built heritage (CBH) complex projects involves a large number of stakeholders with very different attitudes regarding different values of urban elements. Dupagne et al. underline the essential difference in management procedures that exists between the conservation of monuments and the management of larger historic ensembles. SUIT is an active conservation strategy aiming at achieving a better integration of urban heritage within the rest of townships, enabling the generation of investments, local development and citizens' involvement needed for conservation from a sustainable perspective. This active conservation strategy consists of three different but highly in-

18 Compare with the challenge of managing boundary-spanning research activities; Adler, Elmqvist and Norrgren 2009

19 Dupagne et al. 2004

20 EIA Directive, Council Directive 85/337/EEC; SEA Directive, Directive 2001/42/EC of the European Parliament

terrelated logics that constitute the context of any conservation procedure:

- design and development activities,
- environmental control and public participation, and
- knowledge acquisition and recycling.

Still, systematic analyses of the socio-economic impact of investments in cultural heritage and CBH in Sweden are lacking. In Sweden, on a mission from the Swedish National Heritage Board (RAÄ), a research team, CERUM from Umeå University, has presented a general view of the state of the art of cultural heritage as a resource for regional development.²¹ Beside this, several separate project evaluations have been carried out and project reports have been produced, e.g. including a comprehensive analysis of ISKA, an industrial heritage programme focusing on quantitative indicators for job creation, the preservation of employment and the creation of new enterprises.²² According to this report, activities carried out within the programme have established new prerequisites for increased participation in social progress, as well as involvement in increasing regional attractiveness. Further, the programme has contributed to strengthening the capacity for research, development and education concerning industrial heritage as a resource for regional development.

February 1993 is regarded as the starting point for the Halland Model as a project directed towards building conservation and labour market measures. Unemployed construction workers were trained in traditional building techniques before practising at real conservation sites. The motto was:

- save the jobs,
- save the craftsmanship,
- save the buildings.²³

After a while, the cooperation concept was more focused on regional SD in general. For the KMV, it was important to account clearly for its contribution to regional growth and to SD, and in some cases to strength-

21 Weissglas, Paju, Westin and Danell 2002

22 FBA 2003

23 The author of this doctoral dissertation is one of the founders of the Halland Model. He also invented the name of the project, as well as the motto "save the jobs, save the craftsmanship, save the buildings".

ening democracy.

In the Swedish Government Official Report “Sustainable Organization of Society with Power for Development”,²⁴ a proposal was presented for how to organize the regional level of the public sector in Sweden. Of interest here is the discussion about the governmental subsidy for the conservation of cultural resources, which was proposed to be integrated into the overall regional sustainable development, and moreover to accompany the EU regional cohesion policy and its Structural Funds. A specific Swedish Regional Development Act was proposed, to which the Building and Planning Act was anticipated to be linked.

1.2 Objectives

Threats and challenges to tangible cultural heritage are twofold, either depending on too strong financial assets allocated in society or the opposite – a considerable lack of necessary resources at hand for specific aims. Experience related to threats of the first kind have therefore led to a widely spread opinion to be found among a majority of conservationists – that a basic objective of the cultural heritage sector has to be directed to minimizing the growth of the economy. An opinion of this kind poses an immanent and big risk that this sector has accepted the role mainly as an observer of development in a society. In this doctoral dissertation, a discussion is brought up concerning whether the SD concept may open possibilities for the KMV to develop a proactive, overviewing role and leadership in general regional policy. For this purpose, some experiences are presented in the dissertation based on case studies from Sweden and the Baltic Sea Region (BSR). These studies present how the field of conservation of CBH, within the context of an SD paradigm, has been demonstrated to enable the contribution with gathered capacity, due to broadly organized interdisciplinary analyses. Accordingly, the concept of the Halland Model can then be understood as a generic model, even if this model originally just referred to a regional consortium of private and public sectors.

The purpose of this doctoral dissertation is also to discuss potential

24 Ansvarkommittén 2007, pp. 211-214

possible contributions to SD, related to the field of conservation of the built environment. The target group is in principle members of the KMV, involved in multi-stakeholder collaboration aiming at sustainable development. Further, the objective is to examine the strategic use of investments in the conservation of CBH in an instrumental way, as a catalyst factor for SD and regional growth. This has increasingly been of importance for the KMV when competing with other sectors for funding and resources. Sometimes, the need to combine opposing logics, priorities, conceptual frameworks, terminology and perspectives in periods when multi-stakeholder initiatives of EU Structural Funds and other regional development programmes has been introduced.

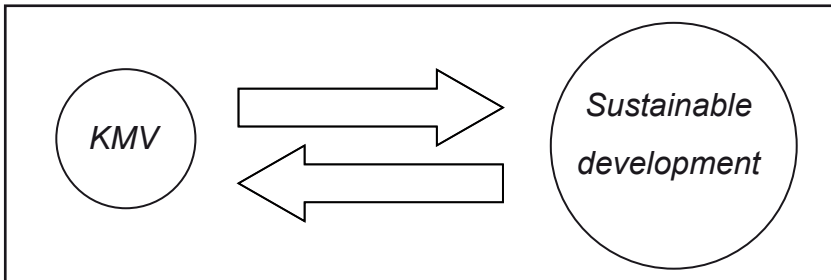


Figure 1. The historic environment sector (KMV) contributes to sustainable development in general and should be regarded as an important collaborative partner for decision-makers. Cross-sectoral cooperations also open up new opportunities for the KMV.

One particular sector of society is not in a position to define its own public mission. Its aims are matters of policy on other levels. The KMV, like other public sectors, is facing the challenges of SD in a globalized community. Another objective of this dissertation is to make it understandable to members of the sector that cultural heritage in general and especially investments in the conservation of CBH might have great importance for SD and for the strengthening of regional competitiveness. It is important for the conservation officers to be aware of the policy, structure, needs and problems of the KMV, as well as its advantages, resources and potential for SD. Here, the focus will be on explaining how it might be possible to

increase demand for CBH conservation. Simultaneously, it also has to be an objective to present this perspective to policy-makers, decision-makers and stakeholders from other parts of society. In general, it has been increasingly important to prove that the results of the activities carried out are contributions to the policy-makers and decision-makers to support them in achieving their own objectives. That has become of immediate importance since the global society is again experiencing a deep financial crisis, which for Sweden is recognized as equivalent to the situation in the early 1990s.

1.3 Research Questions

The dissertation is based on experience from the trading zone of the Halland Model. The cases presented had already been carried out when this research project was initiated to follow the process carefully and to support understanding of the trading zone. The research is based on more than 15 years of experience, which means that the author has actually been involved in more than 90 conservation projects of the Halland Model.

The actors of the Halland Model were operating simultaneously on several levels, trying to solve specific conservation matters according to conservation principles, as well as designing conservation projects according to all-embracing regional development policy. Operative issues of concern in this dissertation are related to policies, values, facts, resources and actual activities. Objects and projects can be described in terms of intrinsic as well as extrinsic values, in value-in-use as well as value-in-trade. The actors mediated between particular detailed conservation issues determined by their resources and activities, but also by their universal concept: their values and current policies. This act of mediation involved the assumption of an ultimate responsibility for judgement from the side of the participating actors. The actors had to judge within the Halland Model as well as within their own sectors. Obviously, not all the judgements within the Halland Model involved the same degree or quality of responsibility. Of interest for discussion in this context are:

- Who were the actors of the Halland Model?
- What were their objectives and policies?
- How did they fulfil these?

In the Halland Model, the actors managed to judge the different political and practical interests, in various circumstances including aspects of time, monetary assets and objects. Questions of interest in this context are:

- What has been learned from that?
- What has the historic environment sector learned from that?
- What do we need to communicate better?

Recently, interest has increased in research on how to lead and organize cross-boundary projects. How can such projects be created? In the Halland Model case, the answer to this question is that it is of interest to study the differences, mindsets, policies, resources, needs and actions of the participating sectors.

- What kinds of challenges were the participants facing?
- What were the differences between the various levels of the partners from each other: local from regional, regional from national, national from international?
- How can experience from the Halland Model contribute to increasing knowledge about designing, leading and organizing complex cross-boundary projects?
- The participating actors had their own agenda, but how was it possible to create common objectives, and how was it possible to achieve the targets set?
- How were the cross-sectoral networks organized and how was the multi-problem-oriented approach challenged?
- Why and how were specific decisions made?

1.4 Delimitations

Over fifteen years of experience in the Halland Model has resulted in comprehensive empiric material. The majority of the more than 90 historic buildings that were conserved within the Halland Model had a significant historic value and were protected through various kinds of legislation and acts. Most of these buildings were threatened with demolition. One example of this kind of building was the Grimeton Radio Transmitter Station, which, after conservation was completed within the Halland Model, was eventually inscribed in the World Heritage List of UNESCO.²⁵ The

25 In reality, only two of the six towers were conserved within the Halland Model.

Tjolöholm Manor House was protected by the National Act for Culture Heritage. Since maintenance had been neglected for a long period, the building was badly affected by fungus and dry rot. Conservation of the building was regarded as too expensive for the property owner, and demolition would be the only reasonable alternative in the long run. The public open bath house in Varberg municipality was protected as a National Interest for Cultural Heritage. The structure was in a bad technical condition, and demolition was the predominant idea, especially among leading local politicians. This bath house was conserved within the Halland Model and later received the award for the best conservation project in Sweden in 1998. Its original functions continued, but after conservation was completed, it received an increased number of visitors.

This doctoral dissertation has to be considered in the framework of the NMK research team.²⁶ Therefore, no detailed studies will be carried out here either in e.g. education and training in integrated and sustainable conservation of built environments or in the conservation and maintenance of modern multi-apartment buildings.²⁷ In this doctoral dissertation, none of the conservation projects presented are targets for observation. This investigation is neither a comparative study including similar conservation and regional development projects in other regions, nor is the objective to scrutinize in detail the projects from the perspective of conservation principles nor to carry out cost-benefit analyses (CBA) and to translate such returns of heritage investments into monetary terms.

1.5 Dissertation Structure

This doctoral dissertation is structured in four main chapters. In this first chapter, the background and research field, research questions and delimitations are presented. In chapter two, the comprehensive theoretical framework is described, including a judgement of the trading zone and theories of policy, collaboration, values, conservation, resources and activities. The latter also includes a presentation of the methodologies used

26 NMK Enterprising Research School, Natural, Sustainable and Conservation Materials at GMV Centre for Environment and Sustainability, Chalmers University of Technology and University of Gothenburg

27 Johansson 2008; Meiling 2009

in this dissertation. Chapter three constitutes the descriptive part, where the four cases presented are discussed from the perspectives of values, resources, needs, threats and possibilities, trading, outcome, results and judgement. In chapter four, conclusions and recommendations are drawn and topics for further research are proposed. Chapter four is followed by a summary and enclosed are the seven papers underpinning the dissemination.

1.6 Introduction to the Papers

During the 1990s, three all-embracing objectives were established for regional development in Halland: to decontaminate the Kattegat Sea; to establish issues of proactive labour market policy; and to increase the amount of visitors to the region. At that time, it was observed that the biocides used by farmers had poisoned the Kattegat Sea, which would consequently have a bad impact on tourists looking for a seaside holiday. The development objectives were all coherent; the regional economy of Halland was based on agriculture and tourism.

During the same period, the Rossared Manor House was threatened with demolition: even if it was protected by legal measures, they were not strong. The problem for the KMV was that the legislation was not sufficiently strong to protect the estate from demolition, and that the KMV did not have enough financial assets for protective measures. The building was rescued and conserved within the Halland Model. More than 140 construction workers in total were employed in the conservation project over 3 years of operation. When the conservation was almost finished, it was suddenly announced that the estate owner, the Rural Economy and Agricultural Society (*Hushållningsällskapet*), had sold the estate to the car producer Volvo. In Volvo, Rossared Manor obtained a strong estate owner, which implied that there were financial possibilities for conserving the rest of the historic buildings on the estate. Volvo also reconstructed the earlier burnt stable and developed the business of this estate into an international conference centre. The Halland Model had invested almost €2 million in the conservation project. The price paid by Volvo was more than twice as high: almost €4 million. The contract between the old estate owner and the County Labour Market Board (LAN) states that it was

agreed that if the estate was sold within a specified limited period of time after conservation was completed, a specific amount of the subsidy would be paid back. Parts of the sum obtained from the sale had to be paid back to the LAN. This money was later reused in other Halland Model conservation projects. Other parts of the sum were invested in a farm that was conserved by apprentices within the Halland Model, which then became a regional ecological centre for farmers in the Halland region.

The Rossared case describes sustainable preservation or sustainable conservation. The operation was economic since it resulted in an obvious return on the public investment, which moreover contributed to regional growth. The manor had increased its economic value, which was illustrated by the purchase by Volvo. Concerning the social aspects involved, it is evident that the conservation of the manor had increased regional cohesion, developed cross-sectoral networks and a multi-problem-oriented approach and, further, created new jobs. Finally, it was sustainable from an environmental perspective due to the establishment of an ecological centre, where conservation hands on existing resources instead of demolishing them, and due to environmentally friendly materials being used in the conservation.

The Rossared case shows how it is possible for a cross-sectoral network to be based on a multi-problem-oriented approach, and that the actors of the Halland Model were operating simultaneously at several levels. In this conservation project, intrinsic and extrinsic values were mediated, and this act of mediation involved the assumption of an ultimate responsibility for judgement of the participating actors. The aim of the conservation project was to face the objective for regional development. Eventually, new jobs were created, which were an important contribution to overcoming the farmers' contamination of the sea as well as to improving possibilities for tourism in Halland.

The Rossared case is just one example of the strategic and holistic approach of the Halland Model, which illustrates various judgements made by the collaborating team members. The cases presented in this doctoral dissertation have been selected from more than 90 conserved buildings. The papers have been presented in different contexts to different target groups. These seven papers have been selected from among ten papers by

the author presented in an international context. Therefore, it has been necessary to repeat some facts in the papers.

Paper 1

Gustafsson, C. and Rosvall, J. (2008a) “The Halland Model and the Gothenburg Model: A quest towards integrated sustainable conservation”. In: *City and Time*, 4 (1), pp. 15-30.

CECI, Centro de Estudos Avançados da Conservação Integrada.

This is to be regarded as the position paper of the dissertation. The authors discuss values in conservation, the development of integrated and sustainable conservation and its relation to SD and regional growth.

Paper 2

Gustafsson, C. and Rosvall, J. (2008b) “Development of management skills within cultural heritage administrations”. In: Quagliuolo, M. *Herity. Classifying Monuments Open to the Public*. Roma: DRI, Fondazione Enotaria ONLUS.

This is a position paper where the authors discuss the way in which the KMV can act for the realization of SD.

Paper 3

Gustafsson, C. and Polesie, T. (2007) *Return on Heritage Investment: Some Measurable Results of the Conservation of Harplinge Windmill and Rydöbruk Industrial Site*. Paper presented at the International Trades Education Symposium and International Preservation Trades Workshop, Tällberg, Sweden, 21-25 May 2007.

The conservation of Harplinge Windmill and Rydöbruk Industrial Site are discussed with a focus on the return on investments for capability building within the construction industry, the strengthening of regional cohesion, craftsmanship as well as ventures in culture. Of main interest is the study of what the KMV has gained from the cooperation within the trading zone of the Halland Model.

Paper 4

Gustafsson, C. and Polesie, T. (2008) *Return on Heritage Investments:*

Some Measurable Results of the Conservation of the Rossared Manor House.
Paper presented at the ESA
Conference, Venice, 4-8 November 2008.

Two of the most comprehensive conservation projects within the Halland Model are analysed. The conservation of Rossared Manor House and a villa at Olsztyn in Poland showed how the KMV 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.

Paper 5

Ferilli, G., Gustafsson, C. and Sacco, P. L. (2009) "System-wide cultural district and the Halland Model: Policy design for regional development". The paper has been accepted for publication in the *International Journal of Regional Studies*.

The Halland Model is discussed in the context of regional development perspectives. This paper also contains a comprehensive survey of literature on the cultural economy and regional development. A proposal is presented on how culture may acquire a substantially more complex and far-reaching role within local economies within a proposed model for a system-wide cultural district, partly based on experiences from the Halland Model.

Paper 6

Gustafsson, C., Adler, N. and Stymne, B. (2009) "Managing across Boundaries". This paper has been reviewed and accepted by SAGE Publications, but not yet published.

The paper discusses collaborative research and the exchange of knowledge and experience in an international environment, as well as management competences.

Paper 7

Gustafsson, C. (2009) "Modelling experiences from regional development and learning districts using built cultural heritage and collaborative management research". In: Putignano F. (ed.), *Learning Districts – Patrimonio*

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culturale, conoscenza e sviluppo locale, pp. 79-101. Maggioli Editore, Santarcangelo di Romagna. ISBN 8838743797. Milano.

This paper discusses learning processes from an all-embracing regional perspective.

THE HALLAND MODEL