SUPPORT DOCUMENT OF THE STUDY HERITAGE HOUSES FOR EUROPE

3. Illustrative Practices on the socio-economic contribution of European family-owned heritage houses
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Support documents:

1. EU Funding guide to family-owners of heritage houses
2. Illustrative Practices on innovative business model cases of European family-owned heritage houses
3. Illustrative Practices on the socio-economic contribution of European family-owned heritage houses
4. Technical Sheet on existing business models of European family-owned heritage houses
Heritage Houses for Europe. Exchange & Innovate.

This document is part of the European project “Heritage Houses for Europe. Exchange & Innovate”.

This project has been granted by the European Commission in July 2018 to the consortium European Landowners’ Organisation, the European Historic Houses Association and IDEA Consult.

The aims of the project are to:

- Highlight the impact of family-owned heritage houses in Europe;
- Analyse innovative replicable business models;
- Create tools (such as the EU funding guide) supporting private owners in the sustainable preservation of their family-owned heritage houses;
- Raise awareness on the sector of family-owned heritage houses; and
- Issue recommendations to EU institutions in order to unleash the sectors’ full potential.

About these Illustrative Practices on the Socio-Economic Contribution of European Family-Owned Heritage Houses

The illustrative practices highlighted in this support document were collected to give an image of the rich socio economic contribution of family-owned heritage houses (for examples of the most innovative business models see Support document 2). The illustrative practices were developed on the basis of desk research as well as interviews. We have included illustrative practices on family-owned heritage houses as well as specific initiatives and policy measures in the field. The full illustrative practices are described in this report. They are also included in a more condensed and schematic overview (in orange boxes) in the study “Heritage Houses for Europe” and in the EU funding guide for family-owners.

More specifically, these illustrative practices link to the following parts in the main study “Heritage Houses for Europe”:

- PART 2 - “Multi-dimensional contributions of family-owned heritage houses in European society”, where the illustrative practices serve to clarify (a) the diversity in the landscape of family-owned heritage houses and (b) the different activities as well as socio-economic contributions that family-owned heritage houses can generate as well as (c) the challenges family-owners face.

- PART 5 - “Policy Recommendations”, where the illustrative practices highlight good policy practices that can be inspirational for policymakers and other stakeholders.

Additionally, one illustrative practice (“Schloss Rotenturm”) serves as an example of the possibilities of EU funding for family-owners and is also included in a more condensed form in the EU funding guide for family-owners, which is taken up as a support document to the study “Heritage Houses for Europe”.

Credit:

Cover: European Historic Houses ©, Curraghmore House, Ireland, 2018, Source: European Historic Houses

Table of contents: European Historic Houses © Rottneros Park, Sweden, 2018, Source: European Historic Houses Photo Contest
COUNTRY: Latvia, region of Vidzeme

HISTORICAL BACKGROUND: The history of the Birini estate dates back to the sixteenth century. The estate was sold, renovated and inherited several times in the following centuries. The Birini Castle was built in 1860. The castle is surrounded by parks, lakes and castle buildings.

SOVIET RULE & OWNERSHIP EVOLUTION

The development of the Birini castle and park was started by count Mellin in the beginning of the 18th century. In 1813 the castle was granted to Aleksey von Pistohlkors - husband of the daughter of Countess Helena Auguste Mellin. His son August von Pistohlkors inherited the estate. During the time of Pistohlkors the economical bloom of Birini castle continued and most of the buildings were constructed.

During the First Latvian Independence, the castle was given a public function as the Sick-fund of Book publishers (1926) opened a sanatorium for treatment of respiratory and heart diseases in the castle.

After World War II, during Soviet rule, Birini Castle was nationalized, also functioning as a sanatorium, which was visited by visitors from all over the Soviet Union. During this period, the Castle was decorated with art work reflecting Soviet ideology. After the Latvian independency (1991) the estate was rented, and later owned by Jānis Vimba.

Jānis Vimba, as a new owner and businessman, carefully restored the palace and maintains the surrounding landscape. The Vimba family is still running Birini Castle and taking care of its conservation.

CHALLENGES OF RESTITUTION The situation in Latvia appears to be particularly complex. Latvia was ruled by Germans, Swedes, Poles and Russians from 1200 to 1918. Although the Republic of Latvia was founded in 1918, occupations and rule by the Soviet Union (1940-1941, 1945-1991) and Nazi Germany (1941-1945), suspended the restoration of its de facto independence until 1991. Instead of enacting a single restitution law that covered a wide variety of property, Latvia enacted a multitude of privatization
and denationalization laws (more than 20 between 1990 and 1992). Ownership was very difficult to demonstrate and could only be recognized if one owned both land and estate. In case of different owners of land and estate, or in case the land contained state-owned constructions as well, legally no recognition could take place. In terms of effective restitution, the country had to reform contradicting laws on ownership of land and estate. In 2006, a cadastral registration system for both land, estates and shared goods, was implemented.

There are some cases of recognition of ownership and restitution. Problems remain with regard to property restitution to Jewish heirs and communities. The past two decades, the Latvian government encouraged new private ownership of (former state) property in the light of (a) economic reform and growth and (b) conservation and maintenance of national heritage.

**ECONOMIC VALUE CREATION**

As a new owner, Jānis Vimba brought the castle back to life as a hospitality and meeting venue. Today banquets, seminars, sightseeing, tours, a restaurant, a hotel and bathhouses are offered to local and international tourists. The Bīriņi Castle employs around 60 people. The castle is also used as a backdrop for the opening credits of the Latvian TV series - UgunsGreks (Fire), where action takes place in a family-run hotel.

**Sources:**

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- [http://ncsej.org/media/59bfe9879264f.pdf](http://ncsej.org/media/59bfe9879264f.pdf)
- [https://2001-2009.state.gov/p/eur/rls/or/93062.htm](https://2001-2009.state.gov/p/eur/rls/or/93062.htm)
- [https://archive.jpr.org.uk/download?id=3274](https://archive.jpr.org.uk/download?id=3274)
COUNTRY: The Netherlands

HISTORICAL BACKGROUND: The history of Mariënwaerdt dates back to 1129 with the foundation of a Norbertine abbey. The abbey was located on the border of four provinces. It was destroyed and rebuilt several times. In 1734 count van Bylandt bought the estate and built the House Mariënwaerdt on the vaults of the former abbey. Mariënwaerdt is inherited in a straight line, with the area boundaries unchanged.

NINTH GENERATION MANAGING THE ESTATE WITH FUTURE-ORIENTED VISION

Today the ninth generation Van Verschuer family manages Mariënwaerdt with a future oriented vision rooted in sustainability, corporate social responsibility and biological farming. The estate is 963 hectares large of which 300 hectares of forest and 500 hectares of agricultural land. The family runs an organic farm, which consists of 375 hectares and 10 hectares of fruit and fields. There are another 250 buildings on the grounds, including 3 country houses and 12 farms. In total, Mariënwaerdt counts 32 national monuments, including 14 homesteads, various haystacks and flood barns.

ECOLOGICAL, ECONOMIC AND SOCIAL VALUE CREATION

Ecological: Since 2005, arable farming and cattle breeding on the estate has been completely organic. In order to ward off harmful insects from the fields, flowering field edges attract insects, so that the fields themselves are not affected. These edges also stimulate the bee population on the estate.

Economical

Income-generating activities:
- 30% from fairs with a total of yearly 80,000 visitors. The estate fairs attract more than 190 exhibitors. They offer country products, clothing, jewellery, (organic) delicacies, home accessories and garden supplies (including plants).
- 30% from catering industry (pancake house, brasserie), meetings, parties and weddings.
- 20% from renting out properties, employer subsidies and agricultural leases (10%), running a B&B and renting out 2 holiday homes.
- 20% from production of delicacies, jams, chutneys and cheese.

Expenses:
- 60% for property maintenance (250 buildings in total)
- 40% for staff: in 1995 the estate started with 1 FTE. Today 150 people are employed (80 FTE’s and on-call staff).

Entrepreneurship: bringing the outdoors into the city. In 2018 the owners started an Estate Restaurant and shop in the city of Utrecht. Organic farm products are on the menu and sold in the shop.

Social
- There are 2 health care institutions who manage the entire production of low fruit on 10 hectares. People with a (mild) intellectual disability are employed here in a friendly environment.
- The “Friends of Mariënwaerd” count 600 volunteers. Some of them take care of renovations, guided tours, workshops, forest management and other chores.
- Mariënwaerd is a recognized apprenticeship and internship company for a large number of functions, such as carpenter, mason, cook, waiter, hostesses and hosts, (livestock) cultivation, greenery, forestry...

Sources:
- https://www.marienwaerd.nl/
- https://www.grondbezit.nl/interviewfransvanverschuer.html
3 / Zámeck Žďár - a historical place managed in a contemporary and interactive way

Country: Czech Republic

Historical background: The story of the estate began in the mid-13th century when Cistercian monks founded a monastery in Žďár. In the 18th century, the architect Santini created the Pilgrimage Church of St John of Nepomuk in Zelená hora. In 1784 the monastery closed after a fire and was converted into a chateau. The church is a UNESCO-listed monument (1994).

Complete estate given back to original owners in the context of restitution

Early 19th century the monastery was secularized and sold by the Roman Emperor Joseph II. Zámeck Žďár became property of the Kinský family, one of the oldest aristocratic families in Bohemia. The Kinský family lost control of its property twice during the 20th century. First during World War II and later under Soviet rule. In the context of restitution in the Czech Republic, the whole site, including the Žďár Chateau and surrounding grounds, were returned the Kinský family in 1991. The total estate comprises 262 ha of agricultural land, 5.756 ha of forest, 750 ha of ponds and 3,5 ha of roofs, all classified as Czech cultural heritage. In 1994 the church of St John of Nepomuk, was UNESCO-listed and ten years later it was returned to the Church.

Social & Cultural value creation

Social & Educational: Hosting a school. Zámeck Žďár hosts a school inside its estate buildings by providing five classrooms for 2 kindergartens and 3 primary classes. Moreover, in 2018, a total of 3.600 pupils (180 schools), visited the site. Teachers are also welcome to use the estate’s museum as a...
‘motivation class’ for teaching history, basic sociology, math, creative arts, etc. Finally, Zámek Žďár also serves as meeting space for parents of pupils attending school in Zámek Žďár. In this way, the estate contributes to building local communities.

*Cultural: Working with artists in residence.* Zámek Žďár works with artists in residence. Around 10 to 20 artists per year stay a few days or even a few months. These are young emerging artists, in dance, music, writing, painting and photography. The purpose of the residence is not to have them leave a piece of art “behind” at Zámek Žďár but for them to find inspiration and a new energy thanks to the genius of the place and the exchange with other young artists.

*Network of cultural partners.* Zámek Žďár organises diverse visitor programs (expositions, workshops, outdoor trails and events) and the estate cooperates with other cultural museums and organisations in order to offer comprehensive visitor packages. In 2015, the New Generation Museum was opened: this museum gives exposure to Czech craftsmanship, art and architecture by using new technologies and creative digital installations. It is an interactive interpretation centre dedicated to the 800 years of history of the site. The museum won numerous prices for its innovative scenography. Additionally, the Baroque Gallery in the museum is dedicated to paintings and sculptures of the period. Also here, the museum cooperates with other organisations as the exhibited artefacts come from the Czech national collections and are on loan in Žďár.

*Economic value creation:* The site attracts yearly 70.000 visitors. Monthly events such as open garden days or a circus festival are organised by the estate. The estate also hosts business events and seminars.

**Sources:**

- Workshop + interview with Constantin Kinský 06/11/2018.
- Email interview with Constantin Kinský on 30/01/2019
- [http://www.czech.cz/en/%D0%A2%D1%83%D1%80%D0%B8%D1%81%D1%82%D1%8B/Constantin-Kinsky-We-Are-Romantic-Idiots](http://www.czech.cz/en/%D0%A2%D1%83%D1%80%D0%B8%D1%81%D1%82%D1%8B/Constantin-Kinsky-We-Are-Romantic-Idiots)
**Château de Linières - an ambitious artistic project**

**COUNTRY:** France

**HISTORICAL BACKGROUND:**

The Château de Linières was built at the beginning of the 17th century by Jacques Philippe de Girard, Marquis de Charnacé. Located on the top of a hill, near a forest, the castle was once surrounded by walls, towers and deep canals with drawbridges. Around 1848, the castle was acquired by the family of Luynes, together with the surrounding farms. For nearly a century the castle was abandoned. The castle has been listed as a historic monument since 1983.

**NEW OWNERS ON A CULTURAL MISSION**

In 2015, Julien and Véronique Ostini bought the castle. They plan to develop a museum, a theatre, a costume-making workplace, a catering room for events and workshops for children. They also want to create an artists-in-residence programme.

*Cultural and social value-creation:* Local anchoring and crowdfunding for a cultural revival. The first steps to realise the ambitious cultural project, were already successful:

- **Community building:** Inviting people from the region for a ‘meet and greet’ brought more than 100 local residents to the historical site. They were warmly welcomed and the Ostini family quickly became part of the local community.
- The project is **supported by locals as well as major institutions**: The project is supported by cultural institutions such as: Angers-Nantes Opera, the Geneva Opera, the DRAC and La Pays de la Loire region for the works, but also by local artists and artisans as well as by the inhabitants who offered to host artists.

- **Engage with arts and heritage**: For the first cultural event on the historical site, the performance of the Carmen opera, 1600 tickets were sold. Other events, like opera Aida, attracted a lot of visitors as well.

- **Crowdfunding for culture**: Through crowdfunding programs, the new owners managed to raise the financial means for step by step renovations and for setting up the above-mentioned cultural initiatives.

These initiatives demonstrate that both the **social** and **cultural dimensions of this ambitious project** are interwoven.

**Sources:**

- [https://www.ouest-france.fr/pays-de-la-loire/val-du-maine-53340/carmen-au-chateau-de-lignieres-un-pari-reussi-5154032](https://www.ouest-france.fr/pays-de-la-loire/val-du-maine-53340/carmen-au-chateau-de-lignieres-un-pari-reussi-5154032)
- [https://www.facebook.com/chateaudeliniere/](https://www.facebook.com/chateaudeliniere/)
Country: Belgium

Historical Background:
During the Middle Ages, the site was already a strategic place on the border of two counties. The Merode family gained ownership of the estate in the 1620. Inspired by French architecture, the estate and the castle were redesigned over time. On the occasion of the 100th anniversary of the independence of Belgium in 1930, all members of the Merode family were elevated to the rank of Prince de Merode.

A Prince on a Mission: a 600 Year Old Start-Up
Since 2006 the castle of Westerlo has been under the responsibility of Prince Simon de Merode. Together with his siblings, he bought the castle from his family. With 1,500 hectares of the original 1,700 hectares of land being sold to the Flemish government, the castle in urgent need of renovations and little financial resources, Prince Simon needed to set up a new type of business at the castle to generate income streams that could support the conservation of the castle. He therefore initiated “Historalia”, a musical production enterprise, which organises historical musicals around the Castle de Merode every two years.

Dimensions of Value Creation

Cultural: The musicals are original by concept, rooted in local history and conceived as magical spectacles in a historic decor. Writers, choreographers, composers, dancers, musicians and actors are all involved in the creative and production process. The aim is to reach a wide audience through a mix of arts and fun.

Economical: The Historalia-musicals attract up to 30.000 visitors each and have become an important revenue for the castle. This has had a positive effect on hotels, shops and restaurants in the region.
The concept is already being extended to other family-owned heritage houses in the region (i.e. with the Historalia-musicals being performed there) with as much success. This way the Merode family started a new business, with a spill-over to other businesses and other family-owned heritage houses as well.

Social: Community building is an important feature of the Historalia-musicals, as there are more than 100 local volunteers involved in the events. Moreover, the association ‘friends of the castle’ contributes actively to the maintenance of the castle. Relatives and children of ‘friends of the castle’ can play a role in the musicals too. This way, the Historalia-musicals and ‘friends of the castle’ activities result in the further strengthening of social and local connections.

Sources:
- http://historalia.be/
- https://www.tijd.be/nieuws/archief/simon-de-merode-33-kasteel-de-merode-westerlo/9661195.html
6 / Petre P. Carp manor - saved from ruin by a project dedicated to crafts and heritage

**Country:** Romania

**Historical Background:** In 1646, the Carp family bought the estate, a manor surrounded by a park (2500sqm.) located in the village center. By purchase and inheritance, the estate had several owners. In 1771, the estate was bought by a great-grandson of the Carp family. In the next generations, the heirs renovated and extended the estate and surrounding park. Until nationalization, the estate remained inhabited by the family. In 2005, the manor and part of the land was restituted to the original owners.

**Restitution and Ownership Evolution:** Confiscation of a Manor and Return of a Ruin

- In 1905, Petre P. Carp rebuilt the manor, adding a second floor over the two existing levels, with a large terrace overlooking the dendrological park.
- During the revolt of 1907, the peasants of Țibănești did not revolt against Petre P. Carp, because of his good relationship with and care of the peasants who worked on the land.
- During the First World War, the Carp family lived in Bucharest. The estate served as a hospital for patients. After war, the family returned to the estate.
- During the agrarian reform in 1921, the peasants of Țibănești were appropriated with over one thousand hectares of the Carp family estate.
- Following the 1945 agrarian reform, the heirs of the Carp family kept the manor and annexes and 69 hectares of land.
- In March 1949, the property of the Carp family was confiscated by the State. The estate served as headquarters of CIBA Țibănești, the local agricultural association. In the next 50 years, only minimal maintenance work was done. The estate became property of the Ministry of Education and Research and in 1960, a school for carpentry, mechanics and textiles was installed. During the communist regime and in the years following the Revolution of December 1989, the buildings were repaired without any care of the architectural style of the ensemble.
- In 2001, the restitution procedure was started by the heirs of Elisabeth Sturdza, the daughter of Petre P. Carp. In 2005, some of the land and the manor, merely a ruin without doors and windows, were returned. The dendrological park was not returned and remained in the administration of the local authorities. The heirs refused a financial compensation for the park's land and appealed against the local government's decision.
- Since 2004, the estate and annex buildings, the park, the mausoleum of the family and the All Saints Church constitute a protected historical set.
EDUCATIONAL AND SOCIAL VALUE CREATION

The owners started implementing a large long-term restoration project in collaboration with local, national and international organizations. From a deserted location, the estate is turned into a school of crafts and heritage promotion. Within this initiative, renovations at the site and the surrounding area, take place in co-creation with locals, craftsmen, (international) organizations and students.

Educational: The school of crafts is dedicated to techniques of traditional construction and crafts. The school is open to the local community, but also attracts students from across Romania and from abroad. It offers free educational programs as an alternative for local young people who dropped out of school. Since 2006, a cultural workshop program entitled Batem fierul la conac! (Hitting the iron at the manor!) is running. Through volunteer work, the following initiatives have been successfully realized:

- Construction of classrooms for the crafts school.
- Lectures, projections and exhibitions that poetically ‘map’ the activities and cultural landscape of Țibănești.
- Organization of a wrought iron festival and construction of a bus station for the commune of Țibănești.
- Restoration of the roofs of the annex buildings with an international team of carpenters.
- Organization of workshops designed to save heritage, with different themes: forged ornamental iron, frescos, bread ovens, traditional plasters, pottery.
- Production of furniture and decorative products and organization of sales at trade fairs, to fundraise for the free education initiative.
- Design of local cultural newspapers and architecture publications.
- Organisation of exhibitions: Romanian Design Week, London Design Week, Galeria Posibila, Romanian Peasant Museum.

Community building: The local community is involved in these initiatives: giving ideas, working as volunteers or participating as students. The restoration of the manor has also resulted in the opening of an open community center and the recognition of Tibanesti as ‘Cultural Village of Romania’. In order to further strengthen community building in the future, the initiators see a vital (economic) role for the park, also given its economic importance in the past. However, a large part of the park is currently damaged and disfigured due to the lack of care and obscure interests.

Network of partners: To achieve all the above-mentioned activities, the family-owners collaborate with a local, national and international network of partners, such as Maria Association, Pro Patrimonio Foundation, Les Compagnons du Devoir, Les Charpentiers sans Frontieres, French Institute of Iasi, Romanian Architects Order, Petre P. Carp Technological High School, Gaspar Association, Balthasar & Melchior, " Sona Noastra" Association, Creative Traditions Forum, DJC Iasi, the School of Fotopoetic, the Administration of the National Cultural Fund and the Town Hall Tibanesti.

Sources:

- https://asomariatib.wordpress.com/
- https://www.facebook.com/%C5%A2ib%C4%83ne%C5%9Fti-283414295150668/
- Interview Caroline D’Assay, PRO PATRIMONIO, 30/11/2018
- Email interview with Alexandra Mihaiiciuc, assistant manager of Mr. Sturdza, on 15/02/2019
7 / Knepp Castle & Park - rewilding 3,500 acres in the heart of the Sussex Weald

Wildland at Knepp Castle & Park, Source: [https://knepp.co.uk/deer](https://knepp.co.uk/deer)

**COUNTRY: UK**

**HISTORICAL BACKGROUND**

Knepp Castle dates back to the 11th century. However, the castle was demolished in 1726. The present Knepp Castle is an early 19th century house designed by John Nash for Sir Charles Merrick Burrell. Knepp Estate has been owned by the Burrell family for over 220 years. Charlie Burrell inherited the estate from his grandparents and moved into the castle in 1987.

**ECOLOGIC AND ECONOMIC VALUE CREATION**

*Transition to an ecologic business model:* Before the turn of the century, most of the land was devoted to traditional arable and dairy farming. But in 2001, a major shift was made: the driving principle was to establish a functioning ecosystem where nature was given as much freedom as possible. With regeneration and restoration projects aimed at nature conservation, the rewilding of land started to take off:

- **Wildland:** Using grazing animals as the drivers of habitat creation, and with the restoration of natural water courses of the nearby river and of the Knepp lake (which was in danger of silting up), the project has seen extraordinary increases in wildlife.

- **Organic farming:** The estate still operates as a farm, but now it is producing organic, pasture-fed meat from free-roaming herds of animals within the Wildland project.

- **Nature-based tourism:** The estate offers a safari campsite with lodges and spaces for tents. Visitors can join a vehicle-based safari or guided walking safari tours in the ‘wilderness’ of Sussex.
**Economic:** Shifting away from conventional farming towards the rewilding project and investing in the vitality of other types of related businesses - such as the creation of a glamping enterprise, the start of the 'Knepp Estate safaris' and the improvement of estate properties - shaped a new economic model for the estate:

- Knepp is an experiment in the future of livestock production and alternative food production business. The estate continues to produce food and turns over a significant amount in the meat business, selling its pasture fed beef, venison and pork through local channels.
- The hosting of guided safaris and camping and the sale of organic meat brings in revenues and creates employment: the estate employs more than 150 people.
- The estate also has a portfolio of 150 properties with a variety of cottages, houses, offices and light industrial units for rent.

**Educational:** Involvement of the local community includes volunteer days and school visits. Volunteer days engage the local community and other interested parties in data collection and recording of species. Schools and other educational groups are invited as part of specific educational programmes such as the Forest Schools programme. Knepp also hosts MA and PhD students studying a wide range of topics.

**Network of partners:** The family-owners of Knepp Castle collaborate with a large network of nature preservation organisations and research institutions, such as Natural England, Environment Agency, the Sussex Wildlife Trust, Butterfly Conservation, The Million Ponds Project, Woodland Trust, Forestry Commission, the RSPB, the National Trust, Pasture for Life, Game & Wildlife Conservancy Trust, British Trust for Ornithology, Universities (Sussex, Sheffield Hallam, Oxford and Imperial College), Centre of Ecology & Hydrology, Country Landowners Association, National Farmers Union, Forest Enterprise England and several Wildlife Trusts. Around 2,500 people are Friends of the Knepp Wildland project.

**Sources:**

- [https://knepp.co.uk/](https://knepp.co.uk/)
- [https://rewildingeurope.com/rew-project/kneppwildland/](https://rewildingeurope.com/rew-project/kneppwildland/)
- Knepp Castle Estate Wildland Project, Conservation Area Audit for VCA [https://knepp.co.uk/s/Knepp-Castle-Wildlands-VCA-audit-Report-JWS-12-12-16-2.pdf](https://knepp.co.uk/s/Knepp-Castle-Wildlands-VCA-audit-Report-JWS-12-12-16-2.pdf)
Mad'in Europe - connecting know-how to people.

Katarina Thorstensson, making Glass Jewelry; Source: https://madineurope.eu/profile/katarina-thorstensson/

**COUNTRY:** Europe

**OBJECTIVE:** To promote and support the European art-crafts community.

**BACKGROUND:** European craftsmen are the guardians of European diversity, cultural heritage and know-how. However, apprenticeship and training in traditional crafts in Europe is decreasing, as craftsmen have limited visibility and have to compete with cheaper and more accessible products. Despite an increasing interest for rare and customized services and products, many traditional crafts are disappearing, mainly due to a lack of successors. In 2013, the Mad’in Europe initiative started to actively contribute to the safeguarding of European traditional crafts as part of European intangible Heritage.

**DIMENSIONS OF VALUE CREATION**

Mad’in Europe is a European network which selects highly-qualified professional makers all over Europe and gathers them on an online portal (www.madineurope.eu). The initiative promotes the transmission of know-how proposed by craftsmen through internships and classes. It collaborates with regional, national & international institutions, such as Associazione Italiana Città della Ceramica, Swiss Arts Crafts Association, Fundesarte and Repreneurs d’Entreprises aux Savoir-Faire d’Excellence. Through these collaborations, local crafts businesses receive international visibility.

For family-owners of heritage houses, the Mad’in Europe initiative is especially relevant, as it can connect them to the skilled craftsmen they need for the conservation or restoration works to their house.

*Cultural:* Mad’in Europe contributes to the preservation of knowledge on arts and craftsmanship, in areas such as wood, metal, glass, ceramics, textile, stone crafts, music instruments and restoration. The initiative also raises public awareness through editorials, interviews and events and develops synergies between the contemporary design world and craftsmanship.
**Economical:** Mad’in Europe connects the European art-crafts community with international potential users, such as family-owned heritage houses, other private consumers, architects, contemporary designers, interior designers, musicians,… It also supports sales through the online portal and initiatives such as organising a collective stand at fairs (e.g. Mansion d’Objects, Salon du Patrimoine). Growth of the crafts sector is also stimulated through the dissemination of good practices. Finally, the initiative aims to create career opportunities within the sector. Posting vacancies and calls for collaboration will be supported through the platform.

**Technological and skills development:** The initiative aims to preserve competitiveness through excellence. Therefore, education, skills training and enhancement of technical arts skills, are on the agenda: throughout Europe, workshops and trainings are organized for professionals as well as starters. With a focus on innovation and digitalization, Mad’in Europe also supports craftsmen to use and contribute to the online platform and thus adopt digital skills.

**Sources:**
- [https://madineurope.eu/](https://madineurope.eu/)
- Interview with Madina Benvenuti on 18/02/2019
COUNTRY: Denmark

BACKGROUND: Realdania was established in 2000 when the Realkredit Danmark mortgage institute sold its mortgage-credit activities to Danske Bank. It was decided to secure the value of the company capital in a philanthropic association. Therefore, Realdania was set up to support non-profit projects within the built environment, and through this, to ensure that future generations also benefit from the funds.

PHILANTHROPY FOR HERITAGE

Realdania is a philanthropic association working to improve the quality of life and the common good by improving the built environment. Returns from non-philanthropic investment activities, form the foundation of philanthropic activities. Within these philanthropic activities, public as well as private heritage houses are renovated and made publicly accessible, with funding of Realdania. Approximately 100 privately-owned houses received funding in the past 10 years.

FREMTIDENS HERREGÅRD - HERITAGE HOUSES OF THE FUTURE

Since 2008, the ‘Fremtidens Herregård’ (heritage houses of the future) program has been supporting forward-looking initiatives and ideas that breathe new life into historical estates and help to secure and develop unique cultural values. Realdania held three idea competitions, where all heritage house owners were invited to bid. A total of 36 projects were supported to improve their concept and 24 manor houses were supported to implement it. Examples of privately-owned houses that received funding under the ‘Fremtidens Herregård’ program, are:

- **Børglum Monastery**: a horse stable and wagon port have been transformed into a café, visitor and meeting center, for the local community as well as tourists. The investment (DKK 6 million kr.) must boost tourism to become, in time, the primary source of income for the Monastery.

- **Borreby Castle**: the riding house of the castle was transformed into a theatre. The investment (DKK 14.3 million kr.) was a catalyst for the Castle to become a cultural lighthouse in the municipality.
- **Klintholm Estate**: a new building with hotel apartments, farm shop and café will be developed (2019) to link the manor farm and tourism business closer together. It will serve as a sustainable experience hub for food and arts and support local farming and tourist activities at the historical site of Klintholm Gods. The investment (DKK 9 million kr.) is focused on sustainability.

**Bygningskultur 2015: networking for heritage**

This initiative was implemented in collaboration with the Danish Agency for Culture and has created new insights and networks regarding the maintenance of Danish cultural heritage. Owners, associations and public authorities were involved in learning network initiatives where knowledge and experiences were shared and used to develop tools for preservation. Within the project a study was conducted on the value of the built heritage in Denmark. The main conclusions were:

- Built heritage is an economic resource for property owners throughout Denmark.
- Sales prices for preservation-worthy single-family houses are 30% higher than for comparable, non-preservation-worthy houses.
- House prices in areas with more than 15% preservation-worthy buildings are 13% higher than house prices in comparable areas elsewhere.

**Sources:**

- [https://realdania.dk/](https://realdania.dk/)
- [https://www.fremtidensherregaard.dk/](https://www.fremtidensherregaard.dk/)
- Email interview with: Eske Møller, Project leader architect, on 18/02/2019
**Country:** France

**Historical background**

The history of Septème starts with a Roman camp built along the road linking Vienna to Milan. A castle was built on the site of this Roman camp in the 11th century. Built by 24 families over 800 years, the Septème estate is famous for its ramparts of the 10th and 13th century, its park and gardens, its loggias, salons and its frescoes of the 16th century. The last 250 years, the estate has been owned by the Kergorlay family and transmitted by women from generation to generation. Since 2018, the estate is managed by Blandine Deron, born Kergorlay and her husband Benoît Deron.

**A family residence with a public programming**

An important challenge for the owners is to self-finance the maintenance of the estate and to organise activities that contribute to the funding of the many necessary works. The medieval castle reopened to the public on July 8th, 2018 and welcomed 3,500 visitors in the first two opening months. Visitors joined in for guided tours and family events on site, such as large fireworks, medieval meals, medieval weekends, theatrical visits and other workshops. The estate also services private and business events.

**Challenging maintenance and upcoming investments**

The maintenance of the 1,1 km of ramparts amounts to €40.000 per year and the annual operating costs are up to €110.000. The owners plan to transform 1.200 m² of stables into a 360 seats seminar space with upstairs guest rooms (15 beds). This would allow the organization of weddings, business seminars or various festivities. Furthermore, accommodation will be developed in the form of (a) a cottage with four bedrooms and (b) guest rooms (40 beds) in the castle. This represents an investment of approximately €1,5 - €2 million.

**Collaboration as a key element to success**

- Community building: In 2018 the Friends of the Castle Association was formed. The association contributes to the realization of conservation works as well as the renovation,
protection and accessibility of the castle garden and ramparts. The association unites 80 local volunteers, involved in maintenance projects and public activities on site. Members of the association also contribute to the estate through financial donations.

- **Partners in tourism:** The owners have sealed partnerships with the Vienne Tourist Board and the Departmental Tourism Committee to communicate and market their services to individual tourists but also to groups and schools.

- **Communication:** The chateau's website and social networks are valuable vectors of communication. Additionally, the family is followed at different stages of their project by journalists from the show “Zone Interdite” as part of a program dedicated to the life of Castle owners. The show is broadcasted in 2019.

**Sources:**

- [https://dartagnans.fr/en/projects/ensemble-re-armons-le-chateau-de-septeme/campaign](https://dartagnans.fr/en/projects/ensemble-re-armons-le-chateau-de-septeme/campaign)
- [https://www.chateau-septeme.com/](https://www.chateau-septeme.com/)
- [https://www.lessor38.fr/le-chateau-de-septeme-s-ouvre-aux-visiteurs-et-a-m6-22160.html](https://www.lessor38.fr/le-chateau-de-septeme-s-ouvre-aux-visiteurs-et-a-m6-22160.html)
11 / Antiga Biblioteca Almirall, transition from library to an inspirational boutique residence

COUNTRY: Catalonia Spain

HISTORICAL BACKGROUND

The history of the building is linked to the life of Valentí Almirall (1841-1904), one of Catalonia’s most important characters. A man of letters, he founded Diari Catalanà, the first newspaper published in the Catalan language in 1879. In 1924, the widow of Valentí Almirall i Llotzer constructed a library in his memory close to the top of the mountain Tibidabo in Barcelona.

In 1999, a Colombian-Norwegian family living in Barcelona became owner of the house. They renovated the former library and its garden and live there together with their four children. Their residence also serves as a venue for special events and inspirational experiences. Since 2001, the property and the building infrastructure have been upgraded in three phases, the last phase finishing in 2008, with a total investment of €945.000 including the purchase price.

A WORLD WITHOUT STRANGERS AS PART OF A BUSINESS MODEL

The owners believe in a world without strangers and as true cosmopolitans they welcome people and their ideas from all over the world.

During the period 2007–2016, the Antiga Biblioteca Almirall was gradually tested as a venue for business meetings, small concerts, family celebrations, anniversaries and celebrations of academic graduations. Over time, the business model was adjusted. The main changes were the following:

- In-house chef(s) replaced outsourced catering.

- The idea of the library as a venue is developed in the direction of a “concept house” with emphasis on an enriching the experience of the visitor.

- The segment is narrowed to a lower number of activities, but with higher margins.

- The content of key activities is outsourced to local partners, such as a young chef, florists and a photographer.
Today, chamber music concerts, gathering of yogis, and elegant corporate events for companies such as Patek Philippe and Spotify, are common practice.

**A place where creativity meets gastronomy and social causes**

Guests are offered new inspiration regarding interior design and decoration, with a social touch. An example is ‘Sobre mesa – Sunday Supper’, an event of a global community of food lovers. The owners provide the venue and the food and donate the profit – in line with the organization behind the event - to a fund for people who are struggling. The food is prepared by a local in-house chef, wine and cava is provided by a local vineyard and local artists provide hand-made cutlery and flower-decorations.

**Sources:**

- https://www.bibliotecalmirall.org/
- https://www.bibliotecalmirall.org/events.php
- Email interview with Martha Ruiz and Oyvin Kyvik on 30/05/2019
12 / Villa Reale di Marlia, celebration of creativity in a historical setting

Theatre and fountains in the estate park, source: https://villarealedimarlia.it/en/

COUNTRY: Italy

HISTORICAL BACKGROUND

The history of Villa Reale di Marlia dates back to the Middle Ages. The estate transformed and changed owners over time. From a fortress owned by the Duke of Tuscia in the early Medieval times, to a neoclassical residence of Elisa Bonaparte Baciocchi, Napoleon’s sister and Princess of Lucca, in the 19th century. In 1923, the Count and Countess Pecci-Blunt bought the estate and invested in the restoration of the Park and gardens.

The Park of Villa Reale of Marlia covers an area of 19 hectares. One part of the park has an original 17th century layout, the other was designed in line with the fashion for English landscape-gardens.

In 2015, a Swiss couple bought the by then neglected estate. Despite numerous difficulties, the owners initiated significant restoration works.

RESTORATION AS A SOURCE OF KNOWLEDGE

The restoration of Villa Reale involved dedicated architects and specialists, using the latest technology, as well as intense cooperation with highly skilled craftsman. Historical documents recovered from various archives, alongside research on site, uncovered various findings. The project gave new insights into the evolution of building and decorating over time.

The restoration project enabled a comprehensive documentation of the evolution of the estate, the main historic phases of construction and/or renovation, and revealed remarkable elements. Among these findings were artefacts from the medieval period, colour layers conserved under the top layer of the façade and a sophisticated system of rainwater collection and drainage.

The estate is an active member of several heritage preservation associations, such as Grandi Giardini Italiani, Associazione Ville e palazzi Lucchesi and Associazione Dimore Storiche Italiane.

TACKLING PRIDE AND PREJUDICE

Social value creation and building on strong partnerships is part of the owners’ focus, but this has not been an easy process. The estate employs 10 people directly, and collaborates with different associate workers and neighbours, contributing to the development of their talents while a social network is being developed along the way. The owners also cooperate with several cultural organisations.
However, there is also the very difficult relation with historic owners of other properties. As new owners, coming from abroad, efforts to connect to the “historic owners’ community” were not rewarded. Also efforts to build partnerships within this network remain in vain. Not being accepted within this community, means that the exchange of experiences and knowledge is not possible. Nevertheless, the owners are successfully developing their own network.

**Celebrating and stimulating creativity through collaboration**

Villa Reale di Marlia collaborates closely with artists and several (local) creative associations. Together they organise bigger and smaller events, stimulating and celebrating creativity. The plan is to host larger private events (1 last year) as well as up to 3 or 4 larger public (local) reoccurring events every month. Considering an 25% annual increase in visitor numbers, the potential is real. Some examples of events:

- The cultural art festival "Le Rinascenze" (2018, 2019, 2020) is co-organised by Kreativa, a Lucca association that promotes various artistic disciplines. This event offers theatrical performances, live concerts, photographic exhibitions, art workshops for adults and children, exhibitions... During two days, local and international artists and visitors as well, can interact and dwell freely in the park.

- Every Thursday in June and July (2019) painting classes take place in the gardens, under the guidance of Federica, a local painter, graduated from the academy of fine arts in Florence.

- Private and business events, video productions and other activities are organised, in an exclusive historical setting, indoors as well as outdoors.

**Developing new business to provide financial support for the cultural ambition**

The aspiration is to become a qualitative centre point for culture, music, art and education. To finance this cultural ambition, new business needs to be developed. The opening of a café and a museum is only a first step in a larger plan. In the coming years, a restaurant and a boutique hotel or guestrooms, are to be developed as well.

**Sources:**

- [https://villarealedimarlia.it/en/](https://villarealedimarlia.it/en/)
- [https://www.kreativa.name/PHONE/GO/GO/go.html#](https://www.kreativa.name/PHONE/GO/GO/go.html#)
- [https://www.lerinascenze.it/](https://www.lerinascenze.it/)
- Email interview with Henric Grönberg on 06/06/2019
13 / Las casas de la Judería, 27 historic houses and 4 palacio’s becoming one experience

COUNTRY: Spain

HISTORICAL BACKGROUND
The neighbourhood of La Judería or Jewish quarter, in the city centre of Seville, was inhabited by Jews since the reconquest of Seville by Fernando III of Castile (1248) until the expulsion under the Edict of Granada, dictated by the Catholic Monarchs (15th century). Until today, it is still known as a Jewish quarter.

Many houses, ‘casas’, in the neighbourhood were built around a communal patio. Another part of the neighbourhood was a complex of social apartments 'casa de vecinos', with a common structure, including a laundry room.

Over the centuries, these houses were owned and used as residence by many interesting figures. After coming back from America, Christopher Columbus and his men resided here in the 15th century. They were followed by the first overseas immigrants, craftsmen, musicians and noble families throughout the centuries. The Duke of Segorbe renovated and transformed his property into a hotel, revealing the history of the city by carefully respecting the pre-existing architectural diversity. A work that expanded over time and is continued by the family today.

ECONOMIC & CULTURAL VALUE CREATION
Today Las Casas de la Judería is a unique estate because it consists of 27 houses and 4 Palacios that are linked to each other. The houses were carefully restored, based on research about the original inhabitants, their houses and their individual stories. As such, every house is “a storyteller”.

Las Casas offers 134 different rooms which are linked through 40 patios, gardens and a labyrinth of small passageways. As a touristic residence with top ranked boutique hotel rooms, a rooftop swimming pool and spa, as a meeting venue for family and business events, but also as a cultural attraction in itself, las Casas de la Judería contributes to the economic life of Seville.

SOURCES:
Schloss Rotenturm, successful renovation through cooperation and European funding

**Country:** Austria

**Historical Background**

Schloss Rotenturm dates back to the 16th century. The current castle was built in the 1860s and housed a valuable art collection (of count Julius and Emilie Erdődy, previous owners of the castle) but this collection was auctioned in 1929. Moreover, in 1924, a fire destroyed most of the interior decoration, including the Erdődy family archives and the secret archives of the Hungarian freedom hero Prince Franz II Rákóczi (1676-1735). For a short time, the castle was owned by the Czech violinist Jan Kubelík. In 1971, the building came into the possession of the Land Burgenland.

In 2008, Schloss Rotenturm returned to private ownership. The Viennese insurance and real estate specialist Prof. Heinz Schinner acquired it and diligently renovated the castle and its 11 hectare park from 2009 to 2016. He uses Schloss Rotenturm as a family residence. The estate also serves as an event venue.

**Challenges of renovation**

The basic requirement to successful renovate an historic estate, is the creation of a concept including a project management plan with weekly, monthly and annual objectives. Making bold decisions, negotiating prices and being cautious about who to work with, is an important part of a successful outcome. The owner decided to fence the entire area and first build a new castle gate. Only then, the renovation of the façade and the supply of electricity, water and gas, could start. The renovation did not only involve 3 building companies but also several contractors. In total, the owner employed 300 people in the 7 years of renovating the estate.
Valorising the possibilities of European funding for family-owned heritage houses

The renovation of the castle was carried out in cooperation with the Austrian Federal Monuments Office. The project was also funded by ERDF (European Regional Development Fund). A key success factor in this application to ERDF was the involvement of a professional consultant, resulting in the approval of all projects included the application. In 2016, the renovation was completed with a total cost of 2 million euros, of which €450,000 from ERDF.

Warmly opened up to the public

Since the renovation of the castle and park, it has been opened up more and more every year. Today, for the first time in its history, visitors are welcomed to Schloss Rotenturm. There are 4 guest apartments available. The ballrooms in the castle are open for private and business events. Guided tours and castle concerts are organised at a regular basis. As a certified event planner, the daughter of the owner, is responsible for the management and marketing of the estate as an event venue. The estate is also a recent member of “Schlösserstraße“ (castle road). This partnership will help to market the estate to a wider public.

Cultural value creation

The owner is involved in many cultural projects in the wider region. As a passionate collector of art and decorative attributes, he shares his knowledge and collections with several cultural and heritage organisations and museums in the region. The shot glass museum was completed vis-à-vis the castle in the former community hall and exhibits a part of his glassware collection. The ambition is also to build a museum in the castle park, again with an EU grant, to present temporary exhibitions. Since 2017, the young talents of the Central Music School Oberwart are supported by organising their concerts in the castle. Because of the renovation of Schloss Rotenturm and the exemplary services to the community, Prof. Heinz Schinner was granted (2017) with the title ‘honorary citizen of the European Community Rotenturm’.

Sources

- https://schlossrotenturm.at/
- Email interview with Prof. Heinz Schinner on 07/06/2019
Country: Belgium

Project Background: Regional touristic valorisation of historic houses along a river through a public - private cooperation

The Scheldt river connects the cities of Ghent and Antwerp. The last 10 years, the exponential growth of tourism in Antwerp and Ghent has exceeded the capacity of the cities. To reduce the pressure of tourism in these 2 cities, the Valley of the Scheldt river offers a way out as an alternative touristic location. Furthermore, the touristic development of the Scheldt river aims at the overflow of tourists that visit both cities by offering a new and more “of the beaten track” experience.

The project idea "From Stone to Stone along the Scheldt", submitted by 28 partners in 2015, was rewarded by the Flemish government, Tourism Flanders, with a €4,3 million funding budget. In this touristic development project, there is a prominent role for 3 castles, the castle of Marnix of Sint-Aldegonde (Bornem – privately owned), the castle of Laarne (privately owned) and the castle of Wissekerke (Bazel/Kruibeke – publicly owned). Their histories tell the story of the entire region. The project partners want to bring that story to the public through experiential exhibitions and scenic routes.

Development of an unique place to live and experience.

The castles, all located in the river valley, will be developed, by 2021, as gates to the green-blue valley of the river Scheldt. Integrated experience centres on site, will welcome tourists and locals, and guide them towards cycling and walking tracks nearby the riverside, towards other heritage sites and into the picturesque villages.

Key elements of success

The following factors contribute to the leverage effect of the project:

- The creation of synergies between private owners, public authorities and many organisations: 2 provinces, 19 local municipalities, touristic partners, nature preservation organisations, regional and local organisations and the Flemish government are involved in the project.

- The organisation of events that enrich the river experience in close cooperation with local actors.
- The protection and maintenance of unique nature sites and polders.
- The opening of the 3 castles to the public with a reception and experience centre and excellent visitor services.
- The connection of the castles with each other through walking and cycling routes.
- The uniformity of signage and the design of visitor infrastructure.
- The connection to local gastronomy and cafés.
- The connection to high-quality accommodation such as heritage accommodation in the castle of Hingene.
- The expansion of the supply of small-scale and high-quality accommodation.

**FIRST BREAKTHROUGHS**

Up till now, the following project breakthroughs have been realized:

- Positive advice on urban planning applications.
- Research-based conceptualisation of the visitors’ experience centres.
- Organisation of Hoogtij (high tide), a recreational and cultural event with several local partners from the region, interlinking landscape, recreational activities, heritage and arts.
- In the castle area, an ambassadorship program in cooperation with local businesses was set up.
- Organisation of an educational programme and workshops for guides.
- Involvement of local communities and organisations in the process of developing the different sites.

**SOURCES**

- Email interview with Tom Wezenbeek on 07/06/2019