

ICOA1230: THE SUCCESSFUL BROKER FOR COMMUNITY - A STUDY OF NEW REVITALIZED MODEL OF CULTURAL HERITAGE MANAGEMENT IN TAIWAN

Subtheme 01: Integrating Heritage and Sustainable Urban Development by engaging diverse Communities for Heritage Management

Session 2: Management, Documentation

Location: Stein Auditorium, India Habitat Centre

Time: December 13, 2017, 16:00 – 16:15

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Szu-Ling Lin got the Ph.D. in the Department of Architecture, National Chen Kung University, Taiwan. Her works focus on historic conservation of cultural heritage. Szu-Ling's research interests include theory and methods of conservation planning, cultural policy, the economics of conservation, historic site management. She is also the member of several academic societies in Taiwan, such as the Architectural Institute of the Republic of China, Society of Architectural Historians of Taiwan. She also led several research projects funded by the National Science Council since 2007 and managed several investigations of historic conservation for government.

Abstract: Several cultural heritages were revitalized successfully by the private sectors recently in Taiwan. From these cases, cultural creativity has been observed in the management. Cultural heritage management with cultural creativity formed a new revitalized model. The cultural heritages management with cultural creativity not only allow cultural heritages to highlight the value in cities, but also attract more citizens to participate in the management, from which economic benefits derive.

This study discusses an important private sector “Fantasy Cultural Creativity Company (FCCC)” which revitalized several cultural heritages with cultural creativity in Taiwan. FCCC could organize the citizens to join the revitalization of cultural heritages. In these revitalization cases, FCCC build in these participants the sense of belonging for the city, and helped these citizens to manage their creative business adaptively in these cultural heritages. One famous case is a police dormitory district of the Japanese period which was legislated as cultural heritage in Yunlin, Taiwan. Before cultural heritage legislation, these dormitories became an untidy space and were discarded by the citizens in the city. FCCC revitalized this cultural heritage for Yunlin Government. Through FCCC’s transformation, this police dormitory district was being packaged into a new bright spot in the city. The FCCC used a clustering model to cooperate with nearby neighbourhoods, and planned a small number of shops to rent for community residents. The FCCC played a broker to provide community residents platform and counselling, and helped these community residents to mend this cultural heritage and reuse it. They also helped community residents to plan their management programs related to finance and marketing. These innovative management techniques were considered a cultural creative industry for the city. Moreover, this revitalized model helped the local government to solve financial burden of increasing cultural heritage.

This study discusses how the FCCC assists local government and community residents to revitalized the cultural heritage. Literature review, interviews, and first hand observations are used by this study. “A new revitalized model” with cultural creative for cultural heritage management is analyzed and concluded in this study.

Keywords: *community, cultural heritage, cultural creativity, conservation*

1. Taiwan's cultural and creative industries drive the trend of using old houses

Public participation and economic issues, has been an important topic of cultural heritage preservation. In Article 12 “Participation” of the the Burra Charter: Conservation, interpretation and management of a place should provide for the participation of people for whom the place has significant associations and meanings, or who have social, spiritual or other cultural responsibilities for the place¹. Besides this, ISCEC (Economics of Conservation), one of the International Scientific Committees of ICOMOS, its purpose of the establishment mentions that the major task of the Committee is to analyse and improve the state of the art of the Economics of Conservation of Cultural Heritage, so as to develop new guidelines and suggestions for sustainable integrated conservation plans, programs and projects. Cultural heritage has an increasing role in urban sustainable development strategies: sustainability, creativity and cultural heritage are considered to be strictly linked².

The Taiwanese do not like to use the old house, always prefer to remove the old house, build the new house to use before. Until the last decade, the rise of cultural and creative industries in Taiwan, the cultural and economic benefits, led the use of the old house of the trend. This trend of using the old house in the lower rent and the old house under the unique atmosphere attracts the young people engaged in cultural creative production into the old house to use the business.

1-1 Running business in a cultural heritage is an important incentive for young people to engage in microenterprise

In Taiwan, the term of “cultural and creative industries” is used to combine the cultural and creativity in some industries. In Taiwan, there are many cultural and creative industries are microenterprises type. Taiwan does not expressly define the distinction between microenterprises and small businesses. However, in the micro-entrepreneurial loan scheme implemented in the Republic of China in 1996, the microenterprises are defined as five or fewer employees, while the number of small businesses is less than 50. This definition is the same as in the United States, where the EU positions microenterprises under 10 employees³.

The operators of culture and creative industry, which is the microenterprise type, usually do not have much money. Cultural and creative industries often require a more special space atmosphere to operate their business. Therefore, cheaper rent for the old house as well as the special space atmosphere have become a cultural and creative industry operators to operate a suitable place for business. Therefore, cultural heritage sites become appropriate space to operate cultural and creative industries.

¹For details, please see <<http://australia.icomos.org/wp-content/uploads/The-Burra-Charter-2013-Adopted-31.10.2013.pdf>> (Retrieved at October 4, 2017).

²For details, please see <<https://australia.icomos.org/get-involved/international-scientific-committees/iscec-economics-of-conservation/>> (Retrieved at August 22, 2017).

³ According to the statistics in 2013, there were 1.33 million small and Medium Enterprises in Taiwan, employing 8.59 million employees, accounting for 78% of Taiwan's total employed population. The number of microenterprises and the number of its employment is not listed, Taiwan Small and Medium Enterprises small size, the average number of employees less than 7 people, it is estimated that Taiwan's micro-enterprise employment in the number of three to four million people . As a result, Taiwan's microenterprise employment population is very large.

It is usually used by the public sector after restoration of cultural heritage sites in Taiwan. Just few cultural heritage sites are operated by private companies or non-profit organizations. The general public rarely participates in reusing of cultural heritage sites. However, if through sub-rent spaces in cultural heritage sites, so that the operators of culture and creative industry, which is the microenterprise type, can easily participate in reusing of cultural heritage sites. This is not the same as that of the past, which required the complex government procurement process. For microenterprise operators, it is a relatively simple way to participate in the reuse of cultural heritage sites.

Moreover, the special space atmosphere in the cultural heritage sites is popular to the operators of culture and creative industries. This is reason let to the trend of reusing old houses currently in Taiwan. The old space atmosphere and the creation of heterogeneous context provide a good marketing for culture and creative industries. This reason also prompted many communities who are the operators of culture and creative industry to reuse the cultural heritage sites.

2. Cast at Yunzhong St. in Douliu City of Yunlin County

The old police dormitories in Douliu City, Yunlin County, are historic buildings in Taiwan; they are located in a block currently surrounded by Zhongshan Road and Yunlin Road. The dormitories were built in 1937 (Showa 12) when Taiwan was under Japanese rule and originally served as ancillary buildings for the then county government building and township office. After the end of World War II, the buildings were used as police dormitories. The buildings were constructed of wood and brick and consist of two-family and four-family houses. Roofs are covered with black tiles and cement tiles, and exterior walls have rain screens. The floor base is raised 60 cm to allow vent installation; tatami mats are laid on indoor floors. The original number of buildings was three times the number of buildings preserved today. Some buildings were seriously damaged before being registered as historic buildings and cannot be restored. The remaining buildings were registered in 2005, including Nos. 12, 14, 16, and 18 on Yunlin Street and Nos. 7 and 9 on Lane 75, Section 1, Yunlin Road. The preservation and restoration of this historic site started with a research project conducted by Professor Chuanchih Liu. D. Z. Architects and Associates subsequently took charge of the planning and design of the restoration. In 2012, buildings were restored by Ian Construction Co., Ltd. In 2015, after 10 years of restoration and preservation, a suitable operator was selected; the Yunlin County government signed an operation contract with Fantasy Cultural Creativity Company (FCCC) according to the Act for Promotion of Private Participation in Infrastructure Projects.

2-1 Creating Cultural Creativity Communities and Establishing the Sharing Economy in Taiwan's Cultural and Creative Industry

FCCC began its business with renewing old houses and leasing renewed spaces to small cultural creativity companies. Subsequently, FCCC established an entrepreneur incubation centre and used an online platform to assist in the development of cultural creativity companies founded by young people⁴.

⁴Small and Medium Enterprise Administration, Ministry of Economic Affairs. (2015). "Fantasy Cultural Creative Company realized the idea that life is cultural creativity". *2015 Report: Excellent Business Incubators and Successful Startup Enterprises*. Retrieved from <<http://incubator.moeasmea.gov.tw/images/File/2015/104all.pdf>> (Retrieved at August 13, 2017).

Through collaboration with villages in various cities and counties, FCCC completed its “migratory bird project” that enables resource exchange and connection between various regions. Currently, the cultural and creative villages established by FCCC are located at Wushigang in Yilan County, Guanxi in Hsinchu County, West and Central Districts of Taichung City, Yunzhong Street in Yunlin County, and Meinong District in Kaohsiung City. The villages are built based on the concept of living settlements to evoke beautiful memories about hometowns and to develop business models that strike a balance between big cities and small towns. The goal is to help people to see the possibilities of their hometowns and induce them to participate in more public affairs in local areas⁵. FCCC assisted entrepreneurs in operating business in the villages through the Green Ray Originality Integrator⁶. With FCCC’s assistance, the entrepreneurs created their unique styles. In addition, Internet resources were also used to develop the villages so that the entrepreneurs can exchange their talents and resources in both virtual and real environments.

2-2 FCCC’s Management Approach for the Police Dormitories on Yunzhong Street

FCCC rented the police dormitories on Yunzhong Street for 20 years. The length of lease was long so that the management costs can be amortized and the managing company can turn a profit. At the time the contract was signed, the Department of Cultural Affairs had repaired 80% of the buildings in the dormitory area, and FCCC was responsible for subsequent renovation. The project was commissioned to FCCC under the operate–transfer model. The contract stipulates that FCCC is responsible for restoring the remaining 20% of the buildings⁷. Currently, three buildings (designated A, B, and D, comprising six households) have been restored for use, as shown in the pictures.

The brand concept adopted by FCCC to manage the cultural heritage site is described as follows: “Based on the enthusiasm for historical memory preservation, FCCC seeks to combine local characteristics, creative ideas in daily life, community management, innovation, and entrepreneurship to help community residents to obtain a sense of happiness. The concept is to establish a place of happiness that combines local identity, local characteristics, and a concern about local development.”⁸ Regarding the management approach, FCCC defined the dormitory area as the Yunzhong Street Living Settlement to serve as the brand of this cultural heritage site, and created a logo for the brand. The management comprises the following three aspects: “travel and tours,” “online-to-offline (O2O) integration of exhibition, marketing, and sales,” and “environment, ecology, and agriculture.” The travel and tours aspect involves field research, community surveys, tours in Douliu, travel in Yunlin, and introduction of local characteristics. The other two aspects are managed from the perspective of using the methods of local products, interactive crafts, cultural transmission, social concerns, and integrated electronic commerce. This cultural heritage site consists of four parts: Yunzhong Shop, Craftsman Workshop, Yun Gallery, and Cocreation Space. Yunzhong Shop is managed “to serve as a platform of common good with a selection of produce grown in Yunlin, to address local social issues and environmental problems, and to support the beliefs and meanings behind the produce.” Craftsman Workshop “centres on traditional craftsmanship and handicrafts from Yunlin, involves handicraft exhibition and promotion, and provides craftsman experiences, interactive programs, and thematic workshops.” Yun Gallery aims to “display the

⁵For details, please see <https://fantasystory.com.tw/sv_about.php?sid=3> (Retrieved at August 15, 2017).

⁶ Small and Medium Enterprise Administration, Ministry of Economic Affairs. (2015). “Fantasy Cultural Creative Company realized the idea that life is cultural creativity”. *2015 Report: Excellent Business Incubators and Successful Startup Enterprises*. Retrieved from <<http://incubator.moeasmea.gov.tw/images/File/2015/104all.pdf>> (Retrieved at August 13, 2017).

⁷Cited from the interview with Hsuanpai Lin on August 15, 2017.

⁸For details, please see <<https://fantasystory.com.tw/storeB.php?sid=20>> (Retrieved at August 15, 2017).

ideas and stories of the Yunzhung Street Living Settlement and the current development of Yunlin County, present agricultural product traceability, introduce creators, and hold thematic exhibitions. The gallery is managed using electronic interaction mechanisms such as O2O exhibitions and sales platforms, electronic commerce, and QR codes.” The Co creation Space “organizes interactive events and workshops, integrates the functions of platform and incubation for co creation, and serves as an exchange centre for students, creators, farmers, and consumers.”



Fig.1- Appearance of Yunzhung Street (photo taken by the researcher in 2017)



Fig.2- Craftsman Workshop in the Yunzhung Street Living Settlement (photo taken by the researcher in 2017)



Fig.3- Craftsman Workshop in the Yunzhung Street Living Settlement (photo taken by the researcher in 2017)



Fig.4- Yunzhung Shop in the Yunzhung Street Living Settlement (photo taken by the researcher in 2017)

FCCC collaborates with the Yunlin County government and other governmental agencies to hold events in the Yunzhung Street Living Settlement⁹. FCCC also held “Returned Young People of Yunlin: Industrial Marketing and Development Project” in collaboration with National Kaohsiung First University of Science and Technology. This is a three-year entrepreneurship project focusing on the returned young people in Yunlin. The objective is to reduce young people’s obstacles to starting new businesses, serving as the first step to realizing their dream of entrepreneurship. Numerous young people have returned Yunlin to inherit family businesses, continuing and passing down local industries. The county government intends to help these young people to reduce the barriers they encounter when starting new business or engaging in business transformation¹⁰. FCCC provides one dormitory on Yunzhung Street for the executive team of the Returned Young People of Yunlin project, and entrepreneurs who participate in the project are introduced to the Yunzhung Street Living Settlement, where they can display and sell their products. In addition, the executive team organizes temporary markets or fairs in the Yunzhung Street Living Settlement, which provide the entrepreneurs the opportunity to set up stalls at which to sell their products.



Fig.5- Returned Young People of Yunlin: Industrial Marketing and Development Project (retrieved from the Facebook Club of “Returned Young People of Yunlin”)

⁹For details, please

see < <https://tw.news.yahoo.com/%E9%87%8D%E5%9B%9E%E6%8E%A2%E8%A8%AA%E9%9B%B2%E4%B8%AD%E8%A1%97-%E6%96%97%E5%85%AD%E8%88%8A%E8%AD%A6%E5%AF%9F%E5%AE%BF%E8%88%8D%E5%B1%95%E6%95%85%E4%BA%8B-023527717.html> > (Retrieved at September 24, 2017).

¹⁰For details, please

see < <https://tw.news.yahoo.com/%E9%9B%B2%E6%9E%97%E5%B9%B8%E7%A6%8F%E8%BF%B4%E9%9D%92%E7%94%A2%E6%A5%AD%E8%A1%8C%E9%8A%B7-%E7%B4%AE%E6%A0%B9%E7%99%BC%E5%B1%95%E8%A8%88%E7%95%AB%E5%95%9F%E5%8B%95-160830277.html> > (Retrieved at October 4, 2017).

3. Conclusion: Difficulties of Managing the Yunzhung Street Living Settlement

FCCC's management of the Yunzhung Street Living Settlement creates an opportunity for young people in cities to participate in the management of cultural heritage sites. However, during this management, FCCC has encountered three major difficulties as follows: (a) gaps in the expertise of cultural heritage preservation and restoration, (b) excessively high costs of building restoration, and (c) the rigidity of the administrative system.

According to Hsuanpai Lin, an officer in charge of the Yunzhung Street project in the Cultural Heritage Section, Cultural Affairs Bureau, Yunlin County Government, the restoration of cultural heritage buildings is difficult for FCCC. FCCC had attempted to hire five to six architects to plan the restoration, but the attempts had failed because the price of the planning and design of cultural heritage building restoration quoted by the architects was higher than the price FCCC was willing to pay. In addition, some architects lack the concept of cultural heritage preservation. Therefore, Lin said that the county government may consider changing the content of the contract in the future. Specifically, the county government may provide funds for the review of design drawings for the planning and design of building restoration, and may hire cultural heritage preservation experts to give advice on the restoration. FCCC then may renovate the buildings according to qualified design drawings. This approach can ensure that the buildings can be renovated according to the Cultural Heritage Preservation Act, and can reduce the cost of restoration. Thus, the buildings can be quickly restored for use¹¹.

Although the Cultural Affairs Bureau may possibly grant funds to FCCC for building restoration, the use of funds is highly restricted by the Government Procurement Act and may likely require the amendment of the contract. Under the inflexible cultural administration system, the time for contract amendment has not been settled. Therefore, to efficiently solve the problem within a short time may be impossible. This indicates that the rigidity of the cultural administration system must first be solved before community members' participation in cultural heritage management can be enhanced.

In the Yunzhung Street Living Settlement, the cultural value of the cultural heritage site is passed down through commercial activities. Therefore, another problem frequently faced by FCCC is how to preserve culture while obtain economic benefits.

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The Interview with Hsuanpai Lin on August 15, 2017.

List of Figures

Fig.1- Appearance of Yunzhung Street

Fig.2- Craftsman Workshop in the Yunzhung Street Living Settlement

Fig.3- Craftsman Workshop in the Yunzhung Street Living Settlement

Fig.4- Yunzhung Shop in the Yunzhung Street Living Settlement

Fig.5- Returned Young People of Yunlin: Industrial Marketing and Development Project

**ICOA1230: UN INTERMÉDIAIRE EFFICACE POUR LA COMMUNAUTÉ
– ÉTUDE D'UN NOUVEAU MODÈLE DE REVITALISATION DU
PATRIMOINE CULTUREL À TAIÛWAN**

Sous-thème 01: Intégrer le patrimoine et le développement urbain durable en engageant Diverses communautés pour la gestion du patrimoine

Session 2: Le management, documentation

Lieu: Stein Auditorium, India Habitat Centre

Date et heure: 13 Décembre, 2017, 16:00 – 16:15

Auteur: Szu-Ling Lin

Szu-Ling Lin est détentrice d'un doctorat du département d'architecture de la « National Chen Kung University » à Taïwan. Ses recherches concernent la conservation du patrimoine culturel. Elle s'intéresse particulièrement à la théorie et aux méthodes de planification de la conservation, aux politiques culturelles, aux aspects économiques de la conservation et à la gestion des sites. Elle est membre de diverses sociétés académiques taïwanaises: l'Institut des Architectes de la République de Chine et la Société taïwanaise des Historiens de l'Architecture. Depuis 2007, elle a dirigé plusieurs projets de recherche financés par le Conseil National des Sciences et elle a géré plusieurs projets de recherche historique pour le gouvernement.

Résumé: Plusieurs sites patrimoniaux ont récemment été revitalisés avec succès à Taïwan grâce au secteur privé. Ces exemples illustrent un nouveau modèle de gestion dynamisant, basé sur la *créativité culturelle*, par lequel le patrimoine contribue non seulement

à la mise en valeur de la ville mais encourage également la participation des citoyens à sa gestion, en lui offrant des bénéfices économiques.

Cet article étudie l'approche suivie par une importante compagnie privée, la "Fantasy Cultural Creativity Company (FCCC)" qui a revitalisé plusieurs sites patrimoniaux sur base de ce modèle de créativité culturelle. En intégrant et faisant participer les citoyens au processus de revitalisation, la FCCC a permis à ces projets d'apporter à la communauté un nouveau sens d'appartenance à la cité et l'a aidée à gérer avec flexibilité les activités culturelles qui s'y sont développées. Un exemple bien connu concerne un ancien district de dortoirs de la police datant de la période d'occupation japonaise. Avant leur classement comme patrimoine culturel du Comté de Yunlin, ces dortoirs étaient délabrés et délaissés par les habitants. La FCCC a revitalisé ce patrimoine culturel pour le compte du Gouvernement local et l'a ainsi transformé en un nouveau point focal de la ville. Un schéma de regroupement a été adopté pour encourager la collaboration avec les quartiers avoisinants et un petit nombre de commerces a été offert à la location. La FCCC a joué un rôle d'intermédiaire en offrant aux habitants une plate-forme, des conseils et de l'aide pour louer et investir ces lieux. Elle aide aussi la population à préparer les plans de gestion financière et de promotion. Cette gestion innovante offre à la ville un pôle d'industries de la création. En outre, ce modèle de revitalisation a aidé le gouvernement local à résoudre le problème financier créé par un patrimoine culturel en augmentation.

Cet article étudie la manière dont la FCCC assiste les gouvernements locaux et les communautés de résidents à revitaliser leur patrimoine culturel. Il se base sur un examen de la littérature existante, des interviews et sur le suivi des opérations. Il présente « un nouveau modèle de revitalisation » pour la gestion du patrimoine culturel, basé sur la créativité culturelle.

Mots-clés: *communauté, patrimoine culturel, créativité culturelle, conservation*