

## 14<sup>th</sup> International *docomomo* Conference “Adaptive Reuse. The Modern Movement Towards the Future”

Lisbon, Portugal, 2016

The 14<sup>th</sup> International *docomomo* Conference (14 IDC) was hosted by *docomomo* International, taking place in Lisbon, Portugal, at the Calouste Gulbenkian Foundation, between 6 and 9 September 2016.

The theme was “Adaptive Reuse. The Modern Movement towards the Future”.

The 14 IDC combined 7 keynote lectures, 29 paper sessions, 6 round-tables, an international workshop (1-5 September) and tours in Lisbon (5-6 September) and Porto (10-12 September).

In order to foster a transnational and interdisciplinary approach, the call for sessions, was organised around 8 subthemes: landscapes, cities, public spaces, complexes, buildings, construction & technology, interior design & furniture, theory.

The call for sessions received 76 excellent proposals, from which 29 sessions were selected to structure the 3-day conference, through 5 simultaneous sessions. The call for papers received 516 proposals, from which were selected 125 abstracts for presentation. The Proceedings, combining 125 papers and 29 session introductions, were distributed to all the participants in the first day.

Ghana, Iraq and Kosovo were accepted as new *docomomo* Working Parties and the *docomomo* International Specialist Committee on Interior Design was established.

Maija Kairamo won the *docomomo* Award 2016, for decades of commitment, hard work and intelligence in the defense and affirmation of *docomomo*.

The 15<sup>th</sup> International *docomomo* Conference will take place in Ljubljana, hosted by *docomomo* Slovenia, under the theme “Metamorphosis”.

The headquarters of *docomomo* International will remain in Lisbon, based at Técnico — University of Lisbon, in the biennium 2017–2018, chaired by Ana Tostões and secretariat by Zara Ferreira.

All national Working Parties are invited to send proposals for hosting the future headquarters of *docomomo* International for the 2019-2024 period as soon as possible, in order to ensure the continued operation of *docomomo* as an effective international organization.

- 01 Ana Tostões, the Chair, and Zara Ferreira, the Secretary General, closing the Conference. © *docomomo* International, Márcia Lessa, 2016.



02 Conference opening day. © *docomomo* International, Leandro Arez, 2016.



**03** Hubert-Jan Henket, the honorary president, presenting the recorded interview he made to Rem Koolhaas exclusively for the Conference. © **docomomo** International, Márcia Lessa, 2016.

**The conference was made into an unforgettable experience (...). As far as I am concerned this conference fits into my top 4.**

Hubert-Jan Henket, The Netherlands

**You did a Great Job!! Everything was perfect. Thank you for all those moments!**

Sonia Marques, Brazil

**Thanks to your effort the conference was a really great success. Incredible what you achieved to manage, at least this grandiose book with all the conference papers. Also the Gulbenkain Foundation with its special atmosphere and spatial possibilities was a great pleasure – and of course Lissabon itself is a fantastic place! We also like to thank you very much for your willingness to continue the chairmanship of docomomo International for two more years. It was also very nice to hear that you got the support of the city of Lissabon to be able to maintain the international secretariat in Lissabon until 2018.**

Franz Jaschke, Germany



**04** Roundtable Docomomo's 25th+1 Anniversary, Time for Adaptive Re-thinking? © **docomomo** International, Leandro Arez, 2016.

**In addition to the thematic choice, the form of participation was excellent in allowing a greater range and connection with research developed in all the continents, it was excellent. I'm sure that the coordination by this team for another two years will bring even greater accomplishments.**

Ana Amora, Brazil

**I am on my flight back to Amsterdam looking back on very intensive and interesting days in Lisbon. Thank you so much for this so well-organized conference and for the opportunity to host the session on Intangible heritage and re-design. We had a vivid and fruitful debate on the topic – to be continued in the future...**

Sara Stroux, The Netherlands

**It was not only well organised, but the venue was great and the proceedings volume was an enormous work that delivered the best Docomomo proceedings I've seen so far.**

Petros Phokaides, Cyprus



**05** Council Meeting. © **docomomo** International, Leandro Arez, 2016.

**The organisation of the Conference was meticulous and the venue superb – I offer congratulations to you and all your colleagues for such a splendid and successful event which will be “a bard act to follow”! I am still working through the stupendous tome of collected papers with the greatest of interest and catching up with the various sessions I was unable to attend personally. It represents an enormous investment of intellectual capital.**

John Allan, UK

**El alto nivel académico de las conferencias y el selecto grupo de colegas asistentes, nos dieron una importante visión del patrimonio del siglo XX en el mundo. Además, vuestro diligente staff de jóvenes estudiantes, facilitaron en todo momento, el normal desarrollo de las actividades en el Calouste Gulbenkian Foundation. Cabe destacar el oportuno y variado catering en breaks y almuerzos programados. Por último, habiendo participado de los tour junto a los profesionales João Belo Rodeia y Bárbara Coutinho, logré valorar la riquísima herencia del movimiento moderno en vuestra bella Lisboa.**

Leonel Sandoval Huth, Chile

**Obrigada pelo trabalho fantástico que tem desenvolvido na Docomomo! A si, e a toda a equipa, os meus parabéns!**

Margarida Quintã, Portugal



**06** Morning keynote lectures, auditorium 2.  
© **docomomo** International, Leandro Arez, 2016.

**Just to say a huge thank you for the conference in Lisbon. I know everyone from Australia really enjoyed it too. It was really terrific, and I especially valued some of the keynote contemporary practitioners, who were so refreshing in their work with adaptive reuse. They will make great exemplars in my teaching.**

Hanna Lewi, Australia

**07** Maija Kairamo receiving the **docomomo** Award 2016. © **docomomo** International, Leandro Arez, 2016.



**I would like to thank you and your team very much for the organisation of a splendid and inspiring event! Besides the intellectual content I was particularly touched by the sympathy and loyalty which was expressed in two sessions where invited colleagues from Turkey were not able to attend but their paper was read by the session chair.**

Eva Eylers, Germany

**The grand event (...) came off in splendid form. You and your group are to be congratulated.**

Marc Dubois, Belgium

**Many thanks to the organization and your personal commitment to make the event a success. The conference was intense and impressive. Amazing to receive the proceedings. We thoroughly enjoyed the Gulbenkian premises of course, such a beautiful space. And heart-warming to see so many old friends, and encountering new ones.**

Dirk van den Heuvel, The Netherlands



**09** Closing party, Alcântara maritime station.  
© **docomomo** International, Leandro Arez, 2016.



**08** Tour to Calouste Gulbenkian Foundation. © **docomomo** International, Leandro Arez, 2016.

**It was my first participation in the Docomomo conference and to me it was an honour and pleasure to be at this event. (...) I could learn a lot from all the morning and afternoon lectures (the choice of lecturers and topics was absolutely fantastic) as well as from the presentations at the panel sessions. (...) Last but not the least - the venue of the conference i.e. the Gulbenkian Foundation is great and your tour gave a chance to see more of that!**

Maciej Motak, Poland

**El congreso ha sido extraordinario, tanto los contenidos como la organización, y somos muy conscientes del gran esfuerzo que hay detrás.**

Carmen Medina, Spain

**It was a great pleasure to be with all of you those days in Lisbon. The organization was perfect, kind and efficient, and it was really a lot of fun.**

Ruth Verde Zein, Brazil



**10** Keynote lecture by Gonçalo Byrne.  
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*Quero congratular-te e à tua belíssima e eficiente equipa alargada, o louvável, estimável e bem sucedido trabalho de produção, coordenação e organização da XIV conferência do docomomo internacional e demais ações acopladas. As sessões em que participei foram todas de grande interesse e apreciei muito o rigor técnico e específico com que todas as equipas/mesas geriram os trabalhos.*

Rui Leão, Macao



11 Morning keynote lectures, auditorium 2. © docomomo International, Leandro Arez, 2016.

*We would like to thank you and congratulate you for organizing a fabulous intellectual and social event in Lisbon. We enjoyed stimulating papers and discussions, and of course your great hospitality and lovely city.*

Yael Allweil & Inbal Gietler, Israel

*My heartiest congratulations for the wonderful conference. (...) A lot of discussion / discourses were on and the energy was indeed positive and invigorating.*

Sangeeta Bagga, India

*Creo, y es una opinión que he escuchado de muchas personas, que estuvo en un muy buen nivel de discusión, bien organizada y sobre todo, en un lugar fantástico.*

Andrés Téllez Tavera, Chile

**GRACIAS!!!  
GRACIAS!!!  
El congreso fue un éxito, lo que ha sido fantástico.**

Louise Noelle, Mexico

13 © docomomo International, Ana Beatriz, 2016.



14 Ana Tostões, the Chair, opening the Conference. © docomomo International, Márcia Lessa, 2016.

*It was a great topic with an opportunity to link theory and practice, a gorgeous venue, a vibrant and exciting list of themes, interesting keynotes and smooth organization.*

Susan McDonald, USA

15 Main auditorium. © docomomo International, Márcia Lessa, 2016.



12 Group photo, closing session, main auditorium. © docomomo International, Márcia Lessa, 2016.

## International docomomo Workshop “The Adaptive Reuse of the Lisbon Riverside Area: the MMC Case Study”

Lisbon, Portugal, 2016

Within the theme of the 14<sup>th</sup> *International docomomo Conference*, the *International docomomo Workshop* took place in Portugal, Lisbon, between 1 and 5 September 2016, under the theme “The Adaptive Reuse of the Lisbon Riverside Area: the MMC Case Study”.

This edition, developed in collaboration with the Municipality of Lisbon (CML), at Técnico — University of Lisbon, established as a goal to make a significant contribution to the future development of the old *Manutenção Militar Complex* [Military Maintenance (MMC)], focusing on the south area currently known as the future *Beato Creative Hub*.

Looking at MMC as a future new centrality able to regenerate the oriental riverside strip, and by clarifying the MMC identity within contemporary Lisbon urban context, the aim of the workshop was to diagnose key issues and opportunities in order to conceive strategies of symbiosis between past values, current conditions and future possibilities, presenting it to the stakeholders and to the general public. By this, **docomomo** called public attention to the fact that sustainability can be reached through architectural heritage conservation, based on its documentation and knowledge. With an emphasis on reuse and respect for the past, through intelligent re-development and community awareness, the workshop intended to be one of the first steps for the sustainable future of the MMC.

The MMC was an industrial facility that produced food, uniforms and other goods for the Portuguese Army. The first bakery was accommodated in a former Convent — *Convento das Grilas* — by the end of the 19<sup>th</sup> century. During the 20<sup>th</sup> century, due to the needs during the WWI and, in particular, during the *Ultramar War* (Portuguese Colonial War) in the 1960s, the complex was expanded.

Whilst the Portuguese Army reached 200,000 men in the 1960s, it is now reduced to 20,000 active soldiers. This has led to a reduction of the investment in the factories to the point that they were found to be obsolete and that it would be more advantageous to outsource the supply of military food. Grad-

ually the factories closed and *Manutenção Militar* was finally replaced by a public enterprise *MM-Gestão Partilhada* in 2015. On June 2016, the Municipality of Lisbon signed a protocol with the Portuguese Army in order to manage for 50 years the South area of the old MMC. This area will be the stage of the *Beato Creative Hub* where national and international startups, companies, business incubators, associations, among other entities will be placed according to a masterplan. The expectations are to locate 3 thousand people working and living in this area, replacing the old industrial areas by the 21<sup>st</sup> century industries of knowledge, creativity and innovation. The Web Summit, taking place in Lisbon between 7 and 10 of November 2016, will contribute to achieve the Municipality of Lisbon's aim of bringing the 21<sup>st</sup> century industries to the old MMC.

The workshop consisted of 11 teams formed by international PhD and Master's degree students, working with two experi-

enced tutors, teachers and architects from different nationalities and backgrounds, developing analytical skills and working methods<sup>1</sup>. The workshop provided a forum where students, researchers and practitioners from different backgrounds discussed, during 5 days, diverse aspects of the reuse of vacant Modern Movement buildings.

Several activities were arranged to wider the debate such as site visits, visionary documentaries<sup>2</sup> such as *After the Factory* (dir. Philip Lauri, 44', 2012 [US]), *Precise Poetry/Lina Bo Bardi's Architecture* (dir. Belinda Rukschcio, 55', 2014 [BR]) and *Haus Tugendhat* (dir. Dieter Reifarth, 112', 2013, [GE]) followed by collective discussions, and special lectures given by the tutors such as “SESC Pompeia” by Ruth Verde Zein, “Reuse of a factory: Concepts and Methods” by Graça Correia, and “Riverside Industrial Spaces” by Nuno Grande.



01 Manutenção Militar Complex (MMC), Lisbon, Portugal. © **docomomo** International, Leandro Arez, 2016.



02 Workshop group photo. © **docomomo** International, 2016.



04 Workshop presentations and debates, Técnico – University of Lisbon. © **docomomo** International, Leandro Arez, 2016.



The workshop was organized in two main phases: in the 1<sup>st</sup> phase an overall analysis of all of the *Manutenção Militar* Complex and surroundings, based on the available documentation and fieldwork survey, was undertaken in order to build a collective and multidisciplinary knowledge. This was achieved by the definition of 11 pre-identified themes distributed among the 11 groups: the development of the urban context; landscape systems; urban context characteristics; the borders/limits; the relation with the river; mobility; building typologies; main construction characteristics; the role of the covers; social and economic challenges within the neighbourhood and the city; and similar cases all around the world. This methodology produced a systematic information for the 2<sup>nd</sup> phase development of synthesis and a strategic masterplan proposal for the MMC South area focused on theoretical principles and intervention guidelines for future interventions. The proposals were required to respect the industrial heritage and to innovate in terms of new uses and functions.

The results included some common strategies came out among the groups, such as establishing masterplans along time and



05 Opening session of the Workshop at MMC. © **docomomo** International, Leandro Arez, 2016.

addressing different strategies to each period, designing conversions meaningful to the neighbourhood, addressing mobility issues and establishing transport, functional and leisure connections with the city and the river, identifying landmarks within the MMC, recognizing key public spaces and green areas, and integrating the industrial heritage as part of the strategy of intervention.

**docomomo** believes that the *International docomomo Workshop* is a tool contributing to a strategy for the future development of Lisbon's urban fabric and, as Hubert-Jan Henket stated at the 5<sup>th</sup> roundtable "**docomomo's** 25<sup>th</sup>+1 Anniversary, Time for Adaptive Re-thinking?", during the 14<sup>th</sup> *International*



06 Workshop group site visit. © **docomomo** International, Leandro Arez, 2016.

*docomomo Conference*, as one more "step to move outside ourselves".

**docomomo** is grateful to all the supporters, tutors, participants and volunteers for the commitment, rigor and professionalism while attending the *International docomomo Workshop*.

Daniela Arnaut  
Workshop Executive Coordinator

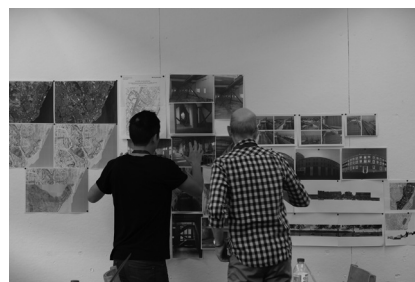
#### Notes

More info: Official website  
<http://www.docomomo2016.com/workshop>  
CML movie report:  
<https://vimeo.com/181969432>

- 1 All the necessary documentation from urban development maps survey, to Lisbon Masterplan framework, AutoCAD drawings, table of areas and number of floors per building, archive and actual photographic survey, socio-economic characterization of the area, bibliography and a website list were provided in advance so the workshop could develop efficiently.
- 2 Generously enabled by the project *Do You Mean Architecture*.



07 Workshop group work, Técnico - University of Lisbon. © **docomomo** International, Rita Amado, 2016.



08 Workshop group work, Técnico - University of Lisbon. © **docomomo** International, Leandro Arez, 2016.