

出國報告（出國類別：實習）

參加歐盟執委會文教總署
「國家專家專業訓練」報告

服務機關：國家發展委員會

姓名職稱：李昱緯專員

派赴國家：比利時

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摘要

本次獲歐盟執委會「國家專家專業訓練計畫」(National Experts in Professional Training, NEPT)核錄，於 106 年 10 月 16 日至 107 年 1 月 15 日至歐盟比利時總部進行見習，並分發至 Directorate-General Education, Youth, Sport and Culture (DG EAC, D2) 進行服務。期間共參與了包含文化遺產再利用計畫 (New uses for heritage) 資源平台建置、歐洲文化遺產獎 (EU heritage prize) 案例分析與現地座談、參與再利用計畫相關會議 (2nd Chance - Waking up the sleeping giants) 及討論，同時協助文教總署進行亞洲文化交流事務。

有關文化遺產再利用計畫 (New uses for heritage) 資源平台建置，清查盤整了來自歐盟不同總署間之相關計畫，計有 INTERREG、URBACK、H2020、EUROPA NOSTRA、EU MIES AWARD、MS EXAMPLE 等主要計畫，依產業、宗教及軍事等類別彙總分類共計 105 案補助計畫，以利 2018 歐洲文化遺產年推動時，可供歐盟成員國以及相關專家作為文化資產再利用之重要參考資訊平台。

為實際了解文化資產再利用之案例，透過歐盟文教總署官員的安排，選擇 2017 年保存類得獎作品 De hoorn: turning a former brewery into a creative hub 進行現場實際參訪，為一比利時舊釀酒廠改造為創新基地的成功案例，並與該創新基地之專案經理進行經驗交流與座談，擷取學習其創新之商業運作模式 (WIN WIN LOAN)。

本次亦參與 URBACT 計畫項下之老舊大樓再利用之座談與交流，並實際參訪歐盟辦公區域廢棄大樓，瞭解其活用策略。短期內為歐盟辦公區域的居民、日常用戶和觀光客等創造創新的創意和臨時用途。從長遠來看，將引入住宅、社交、商業和文化功能。這樣，建築物的命運將根據該地區的共同利益來決定，而非一味地由市場及資本主義進行導向。

除了完成歐盟文教總署所交付之任務，亦與歐盟同事進行東西方文化交流，成功將”Asian wave”帶入歐盟，並期盼未來雙方能夠擁有持續長遠之交流互動。

壹、歐盟組織及見習計畫介紹

一、NEPTS 計畫介紹

歐盟執委會「國家專家專業訓練計畫」(National Experts in Professional Training, NEPT)，旨在藉由歐盟會員國政府派員至歐盟相關總署短期見習工作，促使參訓官員瞭解執委會之政策、運作方式及各單位日常工作，獲取實務工作經驗，同時運用自身專業知識及工作經驗，與見習單位進行交流。我國在「臺歐盟雙邊諮商會議」架構下，洽獲歐方同意接受我派員，為少數獲得參訓名額之非歐盟會員國。自 95 年起，我經濟部、交通部、文化部、衛生署(現更名為衛生福利部)、行政院農業委員會、行政院主計總處、國家發展委員會及行政院公平交易委員會迄已派有 20 人參與該項訓練計畫。

鑒於歐盟係一具有 28 個會員國之組織，在國際間扮演重要角色，其政策制定及會員國間協調頗值我參考，我參訓官員亦可實地深入瞭解執委會運作與專業領域，同時建立友我人脈，並深化、廣化台歐盟實質合作關係。我國官員於 NEPT 之參訓期間為 3 個月，歐盟執委會總署是否核錄申請者仍視其每年業務需求及機關見習員額而定。

查歐盟執委會係歐盟主要之執行機構，下轄 33 個政務總署 (Directorate-General) 及 12 個事務總署 (Service)，前者專責推動相關政策，後者提供行政服務或具特定任務，本次即獲 Directorate-General Education, Youth, Sport and Culture (DG EAC) 錄取，進行三個月見習。

二、服務單位 Directorate-General Education, Youth, Sport and Culture (DG EAC) 介紹

本次見習單位為文教總署 (DG EAC)，其主要任務為加強和促進終身學習、語言和文化多樣性及流動性，及鼓勵歐洲公民參與，特別是年輕人。

文教總署對於歐盟委員會的政治指導方針及總體目標之施行扮演重要角色，並強化包容性社會，主要組織任務如下：

(一) 促進現代學校之教育體系的公平性和推廣卓越高等教育，同時促進研究人員的職業發展和多元跨域教育、研究和創新，包括透過歐洲創新發展與技術研

究。

(二) 藉由促進產業的發展，誘發文化作為創新的催化劑，期望對工作成長產生助益，特別是年輕人族群和引導文化多樣性。

(三) 發揮年輕人的積極性和潛力，鼓勵其參與社會和工作生活，並發展歐洲各項體育活動。

(四) 強化政策與行動計劃間之相互作用，促進政策進行系統性施行。

在這些領域中，DG EAC 旨在激發能力的發展、個人的流動性、跨境合作、利益相關者的參與及政策之改革。

DIRECTORATE-GENERAL EDUCATION, YOUTH, SPORT AND CULTURE (01.01.2017)

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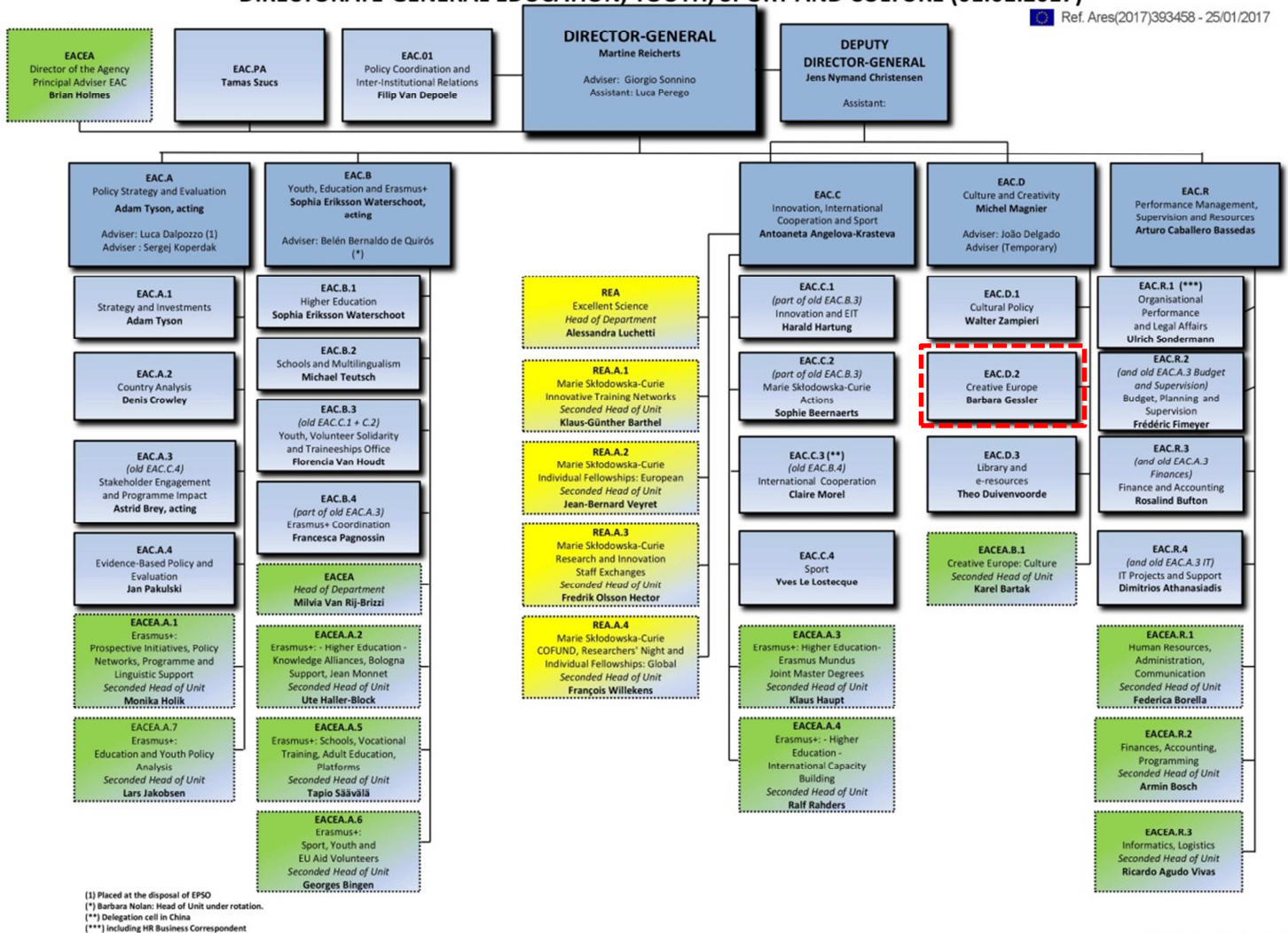


圖 1 歐盟文教總署組織圖

本次分發之見習單位為 D 部門第 2 處，主要執行創意歐洲計劃(Creative Europe)，

包含文化、媒體及跨部門發展等主要工作項目。

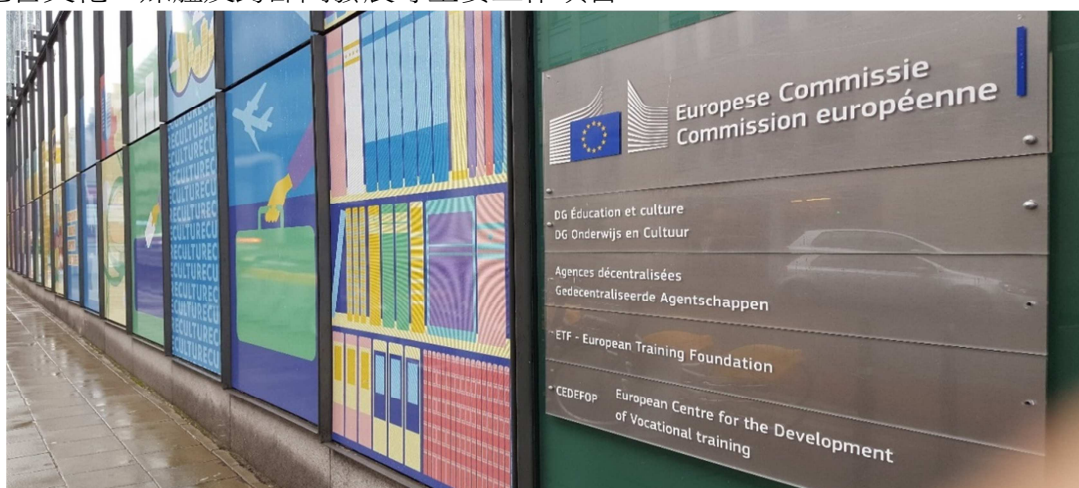


圖 2 文教總署辦公場所外觀

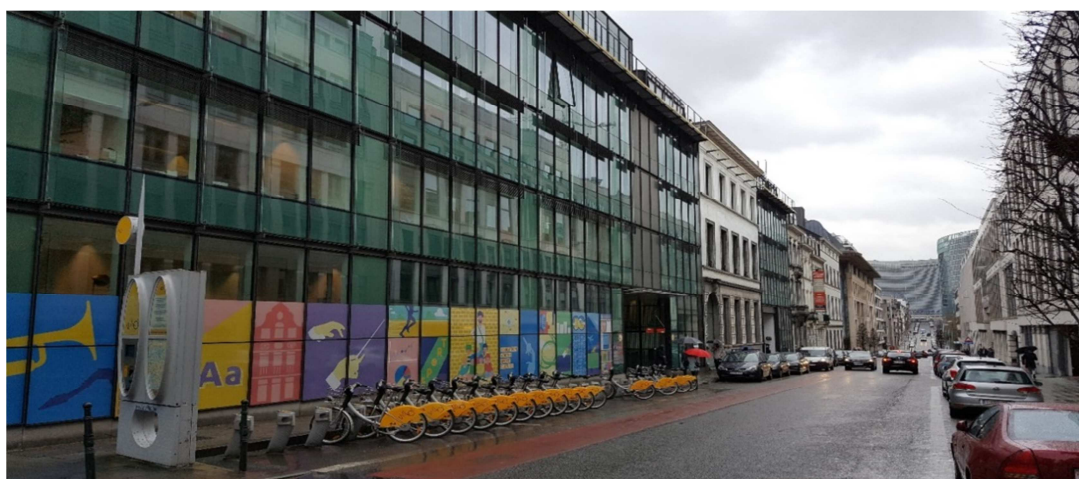


圖 3 文教總署辦公場所外觀

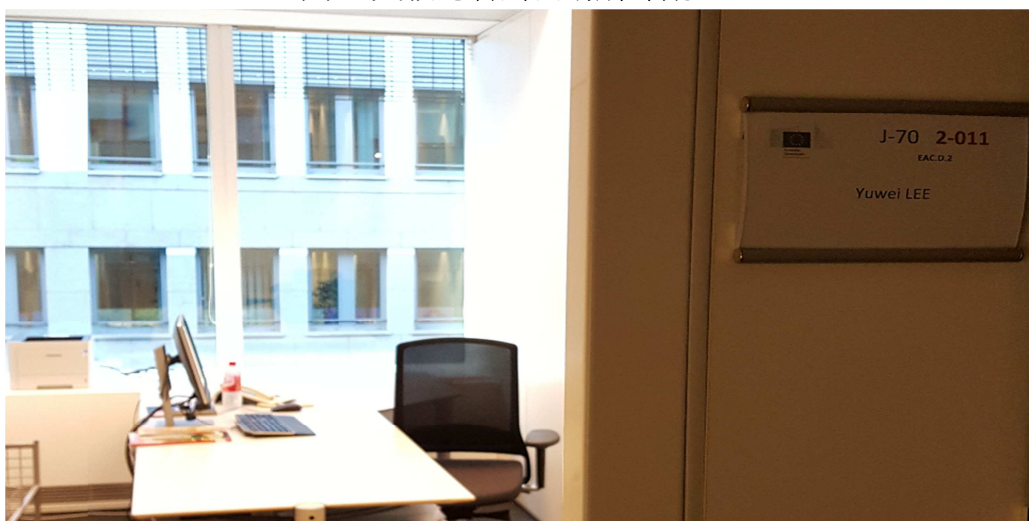


圖 4 辦公室空間

三、創意歐洲內容



圖 5 創意歐洲官方意象圖

創意歐洲是歐盟委員會支持文化和音像領域的框架計劃。在繼之前的文化計劃和媒體計劃之後，Creative Europe（2014-2020 年）的預算為 14.6 億歐元，將支持歐洲的文化和創意部門。

（一）主要辦理類別

- 1.文化（**culture**）：包含如促進跨境合作、平台、網絡和文學翻譯等。
- 2.媒體（**media**）：包含如促進發展，傳播或獲取影音、影像作品等。
- 3.跨部門（**cross-sector**）：跨部門合作夥伴，包含擔保機構和跨國政策合作。

（二）重要獎項

- 1.歐盟文化遺產獎（**The EU Prize for Cultural Heritage**）：該獎項彰顯了歐洲在遺產保護方面的最佳成就，並展示了提高人們對文化遺產的認識方面所做出的卓越努力。
- 2.歐盟當代建築獎（**The EU Prize for Contemporary Architecture**）：歐盟當代建築獎是一個兩年一次的獎項，旨在表彰和獎勵建築作品的優秀範例，並得到新興建築師獎的支持，授予單一建築作品。
- 3.歐洲文化遺產標章（**The European Heritage Label**）：文化遺產是創建今日歐洲的里程碑，歐盟精心挑選並就具象徵性價值之遺產賦予標章。
- 4.歐洲文化首都（**European Capitals of Culture**）：藉由文化首都之選定，彰顯歐洲文化的豐富性和多樣性，慶祝歐洲人共享的文化特徵，並增加歐洲公民對共同文化領域的歸屬感，同時培養文化對城市發展的貢獻。

四、2018 歐洲文化遺產年

OUR HERITAGE:
WHERE THE PAST
MEETS THE FUTURE



圖 6 2018 歐洲文化遺產年官方標語與 LOGO

整個 2018 年，歐盟將在歐洲中央、國家、地區和地方區域共同慶祝歐洲的多元文化遺產。歐洲文化遺產年的目的是鼓勵更多的人發現和參與歐洲的文化遺產，並加強對歐洲共同空間的歸屬感。今年歐盟所創造的口號的口號是：我們的文化遺產，過去遇見未來。(Our heritage: where the past meets the future.)。

今年將在歐洲各地看到一系列舉措和活動，使人們能夠更接近並更多地參與其文化遺產。文化遺產塑造我們的身份和日常生活。它圍繞著我們在歐洲的城鎮，自然景觀和考古遺址。它不僅出現在文學，藝術和物品中，而且還出現在我們從祖先學到的工藝品，我們告訴我們的孩子的故事，我們在公司裡享受的食物以及我們觀看和認識自己的電影中。

文化遺產作為個人，社區和社會對人民具有普遍的價值。保存並傳給子孫後代非常重要。普遍的人或許認為遺產是過去的，或靜態的，但它實際上是透過人民的參與而發展的。更重要的是，人民的傳統在建設歐洲的未來方面扮演著重要的角色。這就是為何歐盟希望在歐洲年特別希望年輕人能參與的主要原因之一。

歐盟對於文化遺產的定義，認為文化遺產具有許多形式，包含有形、無形、自然及數位等面向：

1. 有形的 (**tangible**): 例如建築物、紀念碑、工藝品、服裝、藝術品、書籍、機器、歷史古鎮及考古遺址等。
2. 無形的 (**intangible**): 實踐、陳述、表達、知識、技能以及相關的工具物品和文化空間。這包括語言和口頭傳統、表演藝術、社會實踐和傳統工藝等。
3. 自然 (**natural**): 景觀及動植物等。

4. **數位 (digital)**：以數字形式創建的數字資源（例如數字藝術或動畫），或以數字化方式保存它們（包括文本，圖像，視頻，記錄）等之數字資源。

在 2018 年中，歐盟將規劃一系列的策略活動，這一年係屬於所有人的年，每個人都可進行體驗、欣賞和享受文化遺產。每個人都被邀請參加在歐洲舉行的數千項活動，讓人們更加密切地參與文化遺產。每個會員國都任命了一名國家協調員來執行這一年相關策略活動，並協調地方、地區和國家層級的活動和項目。

文化部門的主要利益攸關方以及民間社會組織都密切參與了這一年的活動。在歐洲中央等級，所有歐盟機構都致力於使這一年獲得卓越的績效。歐盟委員會（European Commission,）、歐洲議會（European Parliament）和歐盟理事會（Council of the European Union）以及地區委員會（Council of the European Union）和歐洲經濟和社會委員會（European Economic and Social Committee）將組織慶祝這一年的活動，並開展以文化遺產為重點的活動。

此外，歐盟將資助支持文化遺產的項目。在創意歐洲計劃（Creative Europe）下啟動了與年度有關的合作項目。

為確保歐盟的努力可在 2018 年以後留下紀錄，歐盟委員會將與歐洲理事會、聯合國教科文組織和其他合作夥伴合作開展相關長期影響項目。這些活動將包括與學校合作的活動、研究重建遺產建築的創新解決方案，或打擊非法販運文化產品的活動等。歐盟的目標是幫助、引發人民享受、保護和促進遺產的真正改變，確保歐洲文化遺產年對公民有長期性的利益。



圖 7 2018 文化遺產年相關系列活動與論壇之宣傳

貳、見習工作內容

本次歐盟見習期間，共參與了包含文化遺產再利用計畫（New uses for heritage）資源平台建置、歐洲文化遺產獎（EU heritage prize）案例分析與現地座談、參與再利用計畫相關會議及討論，同時協助文教總署之相關亞洲文化交流事務。以下就各項工作內容逐一說明：

一、盤點歐盟總署間文化遺產再利用計畫資源成果

歐盟見習期間，適逢文教總署刻正針對 2018 年歐盟文化遺產年進行各項籌備工作，爰在該總署處長的指示下參與文化遺產再利用小組的相關工作。該小組主要執掌係針對歐洲境內各會員國之產業、宗教以及軍事等各類文化遺產之再利用策略進行重新架構與規劃。在 2018 年歐盟文化遺產年之前，歐盟內相關總署即已針對不同的設施主題及區域進行相關文化遺產之計畫補助，協助會員國就其境內的文化遺產再利用進行相關研究、規劃及更新等作業。然而，資源分散補助的狀況下，難以窺見歐盟整體之文化資源挹注、運用與效益，所以為了能讓各會員國以及相關專業人士在 2018 年歐盟文化遺產年中，能清楚獲悉各執行計畫之內容以及成效，以供未來從事相關文化遺產再利用時得以互相觀摩以及溝通交流，歐盟文化遺產再利用小組即開始跨越不同的總署間，蒐集各歐盟補助會員國執行的相關計畫資料，依據類型、期間、補助金額、執行狀況等各項重要資訊進行資料平台的建置。經實際參與該平台資料之建置作業，清查盤整了來自歐盟不同總署間之相關計畫，計有 INTERREG、URBACK、H2020、EUROPA NOSTRA、EU MIES AWARD、MS EXAMPLE 等主要計畫，依產業、宗教及軍事類別共計 105 案補助計畫，（詳細資料請詳參附錄）。以下即針對上述各項重要文化遺產再利用計畫進行概述，以此瞭解歐洲計畫研擬以及執行架構各面向：

（一）INTERREG



圖 8 INTERREG 計畫 LOGO

該計畫係由歐盟區域發展基金（ERDF）進行補助，該計畫主要係幫助整個歐洲地區和地方政府制定及實施更好的政策。藉由創造與共享解決方案，該計畫旨在確保政府之投資、創新和實施工作，都能夠為人員和場所帶來綜合和可持續的影響，預計從 2014-2020 年間，由歐洲區域發展基金（ERDF）資助 3.59 億歐元，補助包含研發創新、中小企業競爭力、低碳經濟、環境資源效率等各類性計 130 項專案計畫。歐盟執行該計畫之重點，在於為各地區之潛力進行激發，協助各地區利用其先天優勢，為其未來之經濟、社會和環境進步提供可能性的機會。

Interreg Europe 計畫，旨在協助三類受益者：

1. 公共當局（Public authorities）：包含地方、區域和國家。
2. 管理當局/中間機構（Managing authorities/intermediate bodies）：包含負責促進歐洲領土合作及就業投資計劃。
3. 各機構、研究機構、主題組織和非營利組織（Agencies, research institutes, thematic and non-profit organisations）：雖然此部分非主要目標群體，但這些類型的組織可以透過與 Interreg Europe 計畫，與當地政策制定者合作，以確定與 Interreg Europe 競合關係。

（二）URBACT



圖 9 URBACT 計畫 LOGO

URBACT 是促進永續城市發展的歐洲交流和學習計劃。該計畫係促使城市間能夠共同努力，制定對重大城市挑戰的解決方案，彰顯它們在面對日益複雜的社會變革中得以發揮之關鍵作用，同時也引用開發新的和可持續之實用解決方案，並將經濟、社會和環境與治理等各面向結合起來，使參與歐洲城市政策的所有專業人士得以分享良好實踐之經驗與教訓。



圖 10 URBACT 計畫執行架構

URBACT 是 550 個城市，30 個國家和 7,000 個當地活躍的利益相關者共同推動。URBACT 亦是由歐盟（歐洲區域發展基金 ERDF）和成員國共同出資。

（三）H2020



圖 11 H2020 計畫 LOGO

Horizon 2020（簡稱 H2020）是迄今為止最大的歐盟研究和創新計劃，在 7 年（2014 年至 2020 年）期間投入 800 億歐元的資金，除了這筆資金外，也將吸引私人投資。該計畫透過實驗室至市場，提供出色的創新想法，以期實現了更多

突破的發現。

(四) EUROPA NOSTRA



圖 12 EUROPA NOSTRA 計畫 LOGO

歐盟認為作為歐洲人，在這裡世世代代居住的人以及未來的人，都必須承擔將文化遺產良好地傳遞給後代的全部責任。Europa Nostra 遂於 1963 年 11 月 29 日在巴黎成立。50 多年來，該組織一直為文化遺產進行慶祝、保護和遊說。Europa Nostra 今天已經被公認為歐洲最具代表性的遺產組織，會員來自 40 多個國家。Europa Nostra 作為歐洲領先的遺產組織，致力於製定和實施與遺產有關的歐洲政策和戰略，透過最瀕危計劃開展拯救受威脅遺址的活動，並通過歐盟文化遺產獎 / Europa Nostra 獎表彰具有傑出貢獻的作為。

每年 Europa Nostra 都會在不同的城市舉辦一次重要的歐洲遺產代表大會，發布致力於關鍵遺產主題的出版物，與各種組織建立合作夥伴關係，並為遍布歐洲的迷人景點提供遺產之旅。

(五) EU MIES AWARD



圖 13 EU MIES AWARD LOGO

MP Xavier Rubert de Ventós 向歐洲議會提出了一個獎項，旨在表彰和讚揚歐洲建築的卓越性。2000 年，Fundació Mies van der Rohe 進一步提交了 Mies van der Rohe 獎的建議，增加了新興建築師特別提名，該提名對於新興職涯的年輕專業者進行表揚，2001 年，Mies van der Rohe 獎成為歐盟的官方建築獎。

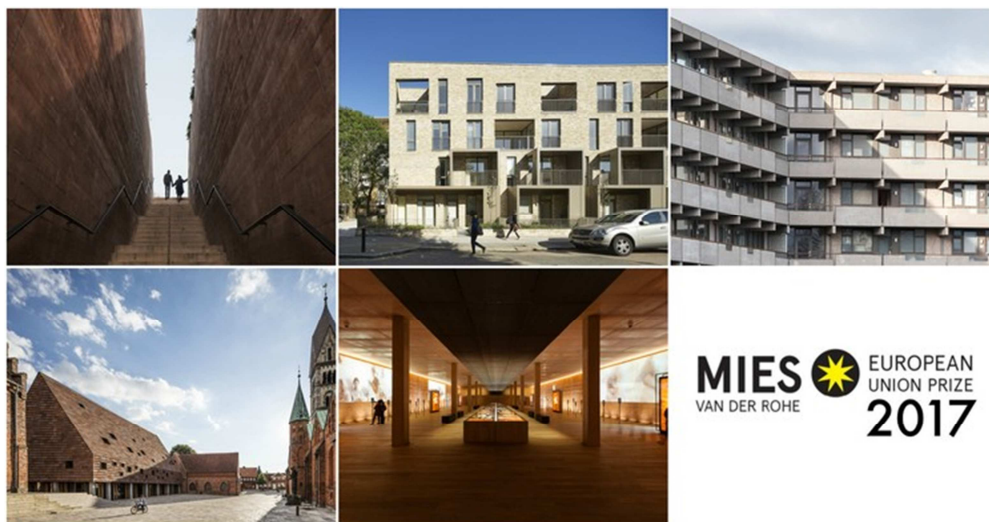


圖 14 EU MIES AWARD 2017 得獎集錦

二、歐洲文化遺產獎（EU heritage prize）案例分析與參訪座談

（一）獎項介紹

歐盟文化遺產獎/歐洲諾斯特拉獎於 2002 年由歐盟委員會發起，並由 Europa Nostra 自此組織進行運作。該獎在於慶祝並推廣與遺產保護、管理、研究及教育和溝通等有關的最佳實踐。

透過這種方式，它有助於加強公眾對文化遺產作為歐洲社會和經濟的戰略資源的認可。

該獎每年都會頒發來自歐洲各地的 30 項傑出的遺產成就。多達七位被選為大獎賽獲獎者，其中一位獲得線上投票中選出的公共選擇獎。所有獲獎者將獲得證書以及獎牌或獎杯。大獎賽獲獎者也獲得每人 10,000 歐元。



圖 15 EU heritage prize 官方 LOGO 及獎章

獎項範疇包含了：

1. **保護 (Conservation)**：對於文化遺產之保護、強化和適應新用途等方面之傑出成就。
2. **研究 (Research)**：對於文化遺產之保護、強化取得具體成效之傑出研究項目。
3. **個人或組織之貢獻服務 (Dedicated service by individuals or organisations)**：對於長期貢獻於歐洲文化遺產保護、加強，具有表現出色的個人或組織。
4. **教育訓練及意識提升 (Education, training and awareness-raising)**：對於有形和或非物質文化遺產領域之教育、培訓和提高意識等有關之傑出表現，以及促進環境之可持續發展。



圖 16 2017 EU heritage prize 得獎項目集錦

（二） EU heritage prize 參訪案例：比利時舊酒廠改造為創新基地與現地座談

為實際了解文化資產再利用之案例，透過歐盟文教總署官員的安排，選擇參訪 2017 年保存類得獎作品 De hoorn: turning a former brewery into a creative hub 進行現場實際參訪，為一舊釀酒廠改造為創新基地的成功案例，並與該創新基地之專案經理進行經驗交流與座談。

先前的使用為著名之 Stella Artois 釀酒廠，經改造後之使用為為創新基地，包含創意產業空間、活動場所、零售以及餐廳使用(Creative hub: office space for creative industries, events, retails, restaurant)。

1.背景：

魯汶在 14 世紀，因為豐富的水源、大麥及酒花，促成當地釀酒場的生成。1750 年，因為運河的開通，致使魯汶強化了其在比利時釀酒產業的地位。最主要的釀酒業者 Sebastian Artois 買下了建造於 1923 年名為 De Hoorn 的釀酒廠，並於 1926 年聖誕節期間，製造了第一瓶 Stella Artois 啤酒，其後該啤酒大賣，從此 Stella Artois 啤酒變成了比利時聞名於世界的最大品牌。

1970 年代，為了因應更大的需求，在 De Hoorn 旁 750 公尺的地方興建了嶄新、全自動化的新釀酒廠，因此，舊釀酒廠的產能近乎停滯。

1997 年，舊酒廠因扮演了比利時國內及國際間重要的釀酒角色，被指定為”Protected Monument”。釀酒廠所有人以及建築師取得了來自官方（Flemish Agency for Monuments and Sites）同意，得重新整修該建物並且維持建物結構。除了建築師及工程師的視野，重新整修的過程也考量該釀酒廠過往重要元素，例如舊員工意見、釀酒文化的保存等。

2006 年，七位年輕且來自於當地創意、文化企業家決定將舊釀酒廠發展為他們發展創新、創意交流及育成中心的地方。他們將舊釀酒廠空間作為混合式計畫辦公空間、活動辦理場地以及咖啡廳等用途。他們希望藉由注入充滿活力且互補的計畫來最大化跨界育成的成效，以活化舊有建築的生命力。雖然預算有限，但仍藉由多元的管道來企圖達成永續活化建物的目標。

2007 年買下了建築，建築師與所有權人及 Flemish Agency for Monuments and Sites 代表共同工作，研擬包含完整歷史、技術研究之「修復報告」。經取得 Flemish Agency for Monuments and Sites 同意，團隊將完整復原建築，同時包含內部裝置，但會移除部分裝置以創造更實用的空間。



圖 17 釀酒廠改造前舊樣



圖 18 釀酒廠成荒廢狀態



圖 19 舊釀酒廠內部舊裝，改造後仍完整保留。



圖 20 舊釀酒廠內部舊裝，改造後仍完整保留。



圖 21 舊釀酒廠改造過程



圖 22 舊釀酒廠改造過程



圖 23 改造成功之創意中心外觀



圖 24 創意中心改造成功後之宣傳活動

2.經費：

舊酒廠再造的倡議是經歷 2006-2009 年間銀行危機期間提出的。最終僅有兩家銀行願意給予資金支持。首階段花費了超過 10,000,000 歐元，因為整修費用很高，可營利的空間很小（因為須維持既有的機具以及歷史空間的配置），所以團隊必須非常彈性且有創造性地結合不同補助金，以及找到不同組織的合作伙伴，以確保計畫可行。除此之外，計畫之可行，也是因為來自不同創意領域的舊酒廠所有權人，也同時是未來建物的使用人。因為所有權人買下了舊酒廠，並非是作為一般不動產投資的用途。不同的所有權人集合在一起，以一個共享的觀點，重新再造建築物，因此創造了可行且有趣的相關計畫（建築性的社會性的）。

(1)計畫成本：

- 甲、購買建物費用：500,000 歐元
- 乙、重新整修費用：7,900,000 歐元
- 丙、建築專案管理：250,000 歐元
- 丁、家具設備及操作性啟動費用：400,000 歐元

(2)計畫資金來源：

甲、七位所有權人自有資金：1,000,000 歐元

乙、補助金：1,765,000 歐元

(甲)、Flemish 政府對於「incubator for Digital Entertainment」專案補助：
250,000 歐元。

(乙)、歐洲共同發展基金（European Fund for Regional Development）補
助：160,000 歐元。

(丙)、Flemish Agency 與 EFRD 共同資助：40,000 歐元。

(丁)、Flemish Agency 保護紀念物及基地補助金：660,000 歐元。

(戊)、Inbev Baillet Latour 對於餐廳的設置及建物內歷史軌跡配置補助：
405,000 歐元。

(己)、ABInbev 共同伙伴對於 Stella Artois Fladship 咖啡廳補助：250,000
歐元。

(庚)、環境補助金（太陽能、再生水、實驗性暖爐系統）：5,000 歐元

丙、銀行貸款：6,500,000 歐元

丁、額外的投資者（往後也分享了舊酒廠的利益）：900,000 歐元

在重新修復舊酒廠的過程中，團隊必須再行尋找更多的資金以完成計畫。團隊決定尋找當地認同保護文化資產的不同產業企業，以及企業家們共同投入資金也共享後續利益回饋，而最後又募集了 750,000 歐元，最終終於可完成本案高目標、高品質的修復作業。



圖 25 DE HOORN 改造架構示意



圖 26 訪談合影 左一為歐盟文教總署官員 HUGHES，右一為 DEHOORN 經理 Michiel

3.WIN WIN LOAN 模式

負責本修復案的公司為比利時 Miss Miyagi，經歐盟文化總署協助安排，於舊釀酒廠實際進行參訪與意見交流。經該公司主管，同時也是 DE HOORN 專案經理 Michiel Van Balen 表示，募集資金為修復過程重要的一環。該公司於另外一個名為 HAL5 的老舊建物再造的案例中，採用了“WIN WIN LOAN”的模式，該模式可有效向鄰里居民、親戚朋友、中小型企業等取得小額資金，除可有助財務計畫推動，更可有效提高鄰里居民對其周遭文化資產維護的認同感。有關該資金取得模式，經洽 Michiel Van Balen 表示，其操作方式說明如次：

首先是比利時家庭的儲蓄帳戶有很多錢，而且過去幾年這些儲蓄帳戶的利率非常低 (<1%)。為此，Flemish 政府實施了雙贏貸款，以刺激私人使用儲蓄帳戶投資當地項目，這對於個人和經濟來說都是一場雙贏的勝利。

- (1) **適用對象**：任何組織(必須有商業活動)都可以向私人(而不是公司)借錢。通常借用對象為朋友，家人，鄰居.....。
- (2) **貸款金額**：總額最高為 200,000 歐元。1 位私人只能提供最高 50,000 歐元的貸款。所以如果你想要最多，需要至少 4 位借貸人。
- (3) **貸款年限**：貸款的固定期限為 8 年，可以在任何特定時刻立即償還所有未付款項。
- (4) **貸款利息**：進行貸放者可以決定利息多寡，但必須在 1%至 2%之間。
- (5) **貸款保障**：
 - 甲、Flemish 政府向提供貸款者給予額外的百分之二點五的所得稅賦減免，非現金給予。
 - 乙、合計貸款利率及政府補貼，提供貸款者獲得總額 3.5%至 4.5%的利息。
 - 丙、Flemish 政府還提供無法償還貸款款項 30%之保證，以防呆帳問題。
- (6) 希望貸款的組織需要自行找到願意借貸的私人或組織團體。
- (7) 借貸雙方需要簽署 3 份合同(固定格式)。其一為發起人，其二為私人提供貸款者，其三為政府。合同需要發送給 Flemish 政府，但不需要律師或公證人，也不涉及管理費用。

經 Michiel Van Balen 說明表示，案例 HAL5 需要 400.000 歐元，該公司說服了一家銀行進行貸款，同時在不到兩週的時間裡透過大型社區活動募集了 49 個私人貸款，平均每人約有 4,000 歐元。大多數投資者都是鄰居，他們贊同這個項目之推廣，所以希望得以參與其中，因此在銀行及 WIN WIN LOAN 的模式協助下，順利募得資金。

三、參訪與交流會議

(一) 創意歐洲 desk 會議： **CREATIVE EUROPE DESKS MEETING**

為有效執行創意歐洲年度計畫，歐盟每年將招集會員國代表窗口於比利時進行計畫宣導、說明及交流，由歐盟官員針對計畫內容進行說明與場次座談。



圖 27 2018 CREATIVE EUROPE DESKS MEETING

(二) 第二次機會-喚醒沈睡中的巨人 **2nd Chance - Waking up the sleeping giants**

「第二次機會-喚醒沈睡中的巨人」是屬於 URBACT 項下補助的計畫。「第二次機會」的挑戰是活化空置建築物，以實現永續的城市發展。在許多歐洲城市中，越來越多的建築物遭到遺棄，在市中心內或近郊可以找到被稱為「空洞」(voids) 的未充分使用的房屋。這些地點通常會對周圍環境產生負面影響。另一方面，這

些基地卻也提供了一個很好的機會：為城市尚需的功能提供新的發展空間。民間的組織團體參與該計畫，研擬實施新的生活和居住模式。

在布魯塞爾的歐盟辦公區域，11%的辦公樓保持空置狀態。通常若以市場為導向重建這種建築物，將會導致產生另一棟辦公大樓，進一步產生該地區另單一使用（僅限行政和辦公大樓）的性質。「第二次機會」的布魯塞爾案例研究是建於 1960 年代一個已高度退化的辦公大樓，自 2004 年以來一直空空蕩蕩。該大樓由國家建築管理局所有，該大樓想要出售該建築，但卻因已不符合現今辦公室標準（由於天花板太低）而難以出售。布魯塞爾市希望介入和使用該建築作為處理歐盟辦公區域閒置建築問題的第一步，也就是缺乏吸引力。他們的想法是將建築改造成混合使用：短期內為歐盟辦公區域的居民、日常用戶和觀光客等創造創新的創意和臨時用途。從長遠來看，將引入住宅、社交、商業和文化功能。這樣，建築物的命運將根據該地區的共同利益來決定，而非一味地市場及資本主義進行導向。



圖 28 參訪案例之廢棄大樓內觀



圖 29 參訪案例之廢棄大樓外觀

四、D2 unit meeting

文教總署 D2 原則於每周進行例行性全單位會議，由各計畫承辦人進行業務報告及交流，並進行近期重要業務進程之提醒與確認。



圖 30 D2 unit meeting

五、亞洲事務交流安排

在歐盟見習期間，協助 EG EAC 之 D1 負責亞洲交流之官員 Ms Monica 進行我國文化部參訪團之行程安排與聯繫。



圖 31 安排我國文化部代表團與歐盟官員交流

參、心得及建議

本次獲得於歐盟文教總署進行三個月之見習機會，與來自比利時、德國、法國、義大利、西班牙、葡萄牙、賽普勒斯、克羅埃西亞及非歐盟成員國之挪威等歐洲各國同事齊聚於同一辦公室共同工作，除完成總署所交付之工作外，亦將台灣文化及生活習俗與各國同事進行交流，將”Asian wave”帶進歐盟，實為難得極寶貴之經驗。見習期間，由所交付的工作內容進行觀察歸納：

一、歐盟文教總署扮演高度政策研擬核心角色

2018年為歐洲文化遺產年，歐盟扮演整體上位政策規劃與訂定的核心角色，制定全年度預計達成之計畫目標，並進行核心倡議之研擬，實際執行單位則為歐盟各會員國，且有關相關文化資產維護及再利用之法規，則為各會員國之權責，歐盟並無直接干涉，僅上位性政策指導性質。此機制與我國中央與地方分權相近，中央政府進行上位政策之擬訂，亦控管整年度經費補助與運用，地方政府則負責訂定規範與實際執行，亦須配合編列相當地方配合款。有關與我國相異之處，在於歐盟的補助計畫多屬數個會員國聯合提案，屬於跨國聯合計畫，並由某一成員國當作計畫協調者，所以計畫執行的過程即可激發多國間不同內容之分享與交流，

計畫成果也較具多元性。

二、利用有限之政府資源激發歐盟成員國競爭成長

由於歐盟具有 28 個會員國，倘各會員國相關建設皆須歐盟經費補助，勢必難以達成建設目標。故歐盟採取獎勵性制度規範，例如設置歐洲文化遺產獎或歐洲文化首都標章，僅提供會員國些許計畫經費(例如文化首都係給予 150 萬歐元)，供會員國進行申請獎章之必要作為，非鼓勵也無法足夠直接興建硬體建設。其目的即希望會員國能利用及整合現有資源，發掘本身資源特色並加以深化及行銷推廣，於獲得歐盟認證的獎章後，將可對其國家或城市帶來高度榮耀，以此帶來後續城市的永續發展。以此獎章制度的設計，激發各會員國間之良性競爭，在有限資源下進行高效率之城市發展與行銷。

三、開創舊文化資產再利用及營運之創新財源

本次見習藉由歐盟文教總署之安排，實際接洽獲得 2017 年歐洲文化遺產獎保存類之案例，並由案例操作過程了解新興財源取得模式(WIN WIN LOAN)，即藉由向民間募資，透過一定貸款利率、年限以及貸款保障與稅賦優惠等方式，除可提高借貸者之意願，更可藉此提高硬體設施鄰近之居民及企業之認同感，進而凝聚整體地區發展共識，同時分享區域發展利得。面對國家財源窘迫的狀況，開創一條避免僅單一爭取政府財源的方式，可為部分硬體設施之更新及營運帶來新的發展生機。

四、尊重文化資產本質，適性再利用發展

本次藉由彙總各歐盟補助會員國之計畫以及觀察獲得歐盟文化遺產獎之相關案例可發現，歐盟極重視先人所留下文化資產的本質，透過保存再利用的手法，賦予舊資產新生命，所以可見軍事碉堡改造為飯店、舊火車機廠改造為創意市集空間，非一味地僅改造作為博物館之用，除保存其原有樣貌外，亦注入新的使用型態與模式，為其營運帶來厚植的自我運作能力。

附錄 1 : INTERREG 計畫

No.	Programme	Title	Type of CH	Description	Countries or partners	Total cost	EU funding	Period	Weblinks
1	Operational Programme 'Czech Republic - Germany' 2007-2013	On the Golden Road - History Park Bärnau - Tachov/Pernolec	Reconstructed	The 'Golden Road' (Goldene Straße / Zlatá cesta) was historically used by the Bohemian King Charles IV to visit his estates in the region, forging long and lasting links between the German town of Bärnau and the neighbouring Czech town of Tachov. Today, the social ties in the region are renewed and strengthened through an outdoor "History Park Bärnau-Tachov", which opened in 2011. In the History Park, you find a Slavic village originating from around the year 1000 AD, an 11th century wooden castle and church, and a 13th century village.	Jihozapad (CZ) - Oberpfalz (DE)	4,185,301.00	2,948,575.00	12/2009 - 12/2013	http://ec.europa.eu/regional_policy/en/projects/czech-republic/golden-road-history-park-to-boost-tourism-and-culture-on-the-czech-german-border
2	Cross-Border Operational Programme 'Slovenia - Hungary' 2007-2013	Project "Via Savaria" - Developing a cultural itinerary between	Religious	Project "Via Savaria" developed a cross-border tourist route following the travels of Saint Martin of Tours through Slovenia and Hungary. "Via Savaria" was inspired by the 2005 declaration by the Council of Europe that the road from Szombathely (HU), to Tours (FR), should be a European Cultural Itinerary and present the outstanding	Nyugat-dunántul (HU) - Vzhodna Slovenija (SI)	1,434,858.00	1,186,917.00	11/2009 - 01/2013	http://ec.europa.eu/regional_policy/en/projects/hungary/developing-a-cultural-itinerary-between-hungary-and-slo

		Hungary and Slovenia		monuments to the life and work of Europe's popular saint.					venia
3	Operational Programme "Euregion Meuse Rhine" (BE/NL/DE) and "Greater Region" (FR/BE/DE/Lux) 2007-2013 and "Greater Region" (FR/BE/DE/Lux) 2007-2013	Vennbahn Route	Industrial	The Vennbahn-Route was for over a century the iron railway link between Aachen and the north of Luxembourg. Thanks to ERDF, it has been transformed into a convenient cross-border bicycle route for citizens.	Luxemburg/Germany/Belgium	14,705,950.00	3,972,250.00	01/2009-06/2015	http://www.vennbahn.eu/en/
4	Operational Programme "Euregion Meuse Rhine"	TIGRE/TIGER (DE-BE-NL)	Industrial	The project focused on the promotion of the tourist value of the cross-border European region Euregio Meuse Rhine. The cultural heritage from the mining and bicycle tourism are at the forefront of the	Germany: Aachen - Netherlands: Province of Limburg -	3,984,587.80	1,972,026.91	03/2010-08/2013	http://www.interestregemrnews.eu/fr/lettre-dinformation/interreg

	(BE/NL/DE)			project	Belgium: Province of Limburg and Province of Liège				-euregio-meuse-rhin-10-automne-2012/tiger-promouvoir-139euregio-comme-coeur-touristique-de-139europe/97/
5	Operational Programme Hungary-Slovakia 2007-2013.	Extension of the fortress casemates in North and South Komárom	Military	The unified Fortress system built in Komárom and Komárom is one of the most significant tourist attractions in south Slovakia and north Hungary. The most precious part, the Old Castle of the fortress, can be found in Slovakia, while the largest part, which is included in the UNESCO World Heritage tentative list - Fort Monostor - is located in Hungary. The aim of the project was to clean the closed parts of the Fortress and to open the casemates for the public and to create new tourist attractions	Nitra (Slovakia) and Komárom (Hungary)	570,351.00	473,429.00	1/10/2012-30/09/2014	http://www.husk-cbc.eu/en/financed/667 Short video: https://www.youtube.com/watch?v=tVgtJSKxcO4 http://www.erod.hu/en/erodrendszer/fort-monostor
6	Azores Operational	ARQUIPÉLAGO	Industrial	The design of the Arquipélago – Contemporary Art Center preserves the	Ribeira Grande, São	12037753,56	11269457,69	2007-2013	http://arquipelagocentro

	Programme for Convergence - PROCONVERGENCIA 2007-2013	- TEMPORARY ART CENTRE		industrial character of the facility and thematizes the dialogue between an existing building (former alcohol tobacco factory) and new spaces (culture factory art production, reserves, multipurpose room performing arts, workshops, laboratories, artist workshops). Shortlisted for 2015 EU Prize for Contemporary Architecture	Miguel Island, Azores, Portugal				artes.azores.gov.pt/en/
7	Azores Operational Programme for Convergence - PROCONVERGENCIA 2007-2013	PICO WHALING MUSEUM	Industrial	The Whaling Museum building is composed of a set of three former whaling boathouses of the 19th century plus an annexed blacksmith's forge, integrated into a new building - strongly influenced by North American whaling architecture - which houses the library and archive.	Lajes do Pico, Pico Island, Azores, Portugal	538018,03	457,315.33	2007-2013	http://www.museu-pico.azores.gov.pt/
8	Interreg Sudoe programme 2007-2013.	LOCII IACOBI	Religious	Focused on St James Pilgrim Route development, Locci Iacobi aimed at promoting investigation, promotional activities and tourism and cultural development of the project' s territories, exchanging knowledge on the St James Route management and disseminating the key cultural role of St James Route in the	Portugal, Spain, France	849,820.39	637,365.29	01-05-2008 to 31-05-2011	http://lociicobi.eu/

				Sudoe area. As relevant result, the project led to the implementation of the European Federation in charge of managing the St James Cultural Route of the Council of Europe					
9	Interreg IV C 2007-2013.	AT FORT	Military	AT FORT partners have set the OVERALL OBJECTIVE 'to facilitate the adaptive re-use of fortified heritage sites by exploring solutions for successful approaches and methods to deal with enabling conditions and to create better frameworks for their exploitation'	1.Province of Utrecht/New Dutch Waterline, Utrecht 2.City of Venice, Venice 3.Network of Vauban' s major sites, Besançon cedex 4.Department Spandau of Berlin (Citadel of Spandau), Berlin 5.Kaunas city municipal administration, Kaunas	2,170,753.80	1,687,719.85	01-01-2012 to 31-12-2014	http://www.atfort.eu/

					<p>6.Fort Monostor Military Cultural Center Non-profit Limited Liability Company for Restoration, Maintenance & Property Management (Short name: Fort Monostor Non-profit Ltd.), Komárom</p> <p>7.Provincial Government of Antwerp, Antwerpen</p> <p>8.Paola Heritage Foundation, Paola</p>				
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					9.The Governing Body of Suomenlinna, Helsinki 10.University of Nova Gorica, Nova Gorica (Pristava) 11.Medway Council, Chatham 12.Paola Local Council, Paola				
10	Programme Interreg Atlantic Area 2007-2013.	Eco Sal Antlantis	Industrial	Promote the preservation and understanding of the Atlantic salt working sites by disseminating information and creating transnational synergies.	France, Spain, Portugal, United Kingdom	3,059,724.00	1,988,820.60	1-01-2010 to 28-02-2013	http://ecosal-atlantis.ua.pt/
11	CENTRAL EUROPE Programme 2007-2013.	Danube Limes	Military	UNESCO World Heritage – Preserving the heritage of ancient frontiers What was once the edge of the Roman Empire – the so-called Roman Limes – is now part of the single largest cultural	KÖH - National Office of Cultural Heritage (Kozep-Magya	1 954 000,70	1,596,933.92	2008 – 2011	http://www.danube-limes.eu/homepage

			<p>heritage monument in Europe, approved by the World Heritage Committee as the “Frontiers of the Roman Empire World Heritage Site” in 2005.</p> <p>The Limes includes the military structures found in its wider surroundings – Roman military camps, fortifications on the right and left banks, military towns, guard towers and other elements that were a part of the border defense system.</p>	<p>rorszag, HU), PUSR - The Monuments Board of the Slovak Republic (Bratislavsky, SK), IÖG - Research Institute of Austrian History (Wien, AT), DLK - German Limes Commission (Germany / other region, DE), CAR - Antiquity of Southeastern Europe Research Center, Warsaw University (Mazowieckie,</p>				
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					PL), PTE - University of Pécs (Del-Dunantul, HU), PVÖ - City of Paks (Del-Dunantul, HU)				
1 2	Danube transnational programme 2014-2020	Iron-Age -Danube - Monumentalized Early Iron Age Landscapes in the Danube river basin	Military	The Iron-Age-Danube project focuses on monumental archaeological landscapes of the Early Iron Age, characterized by, e.g., fortified hilltop settlements and large tumulus cemeteries, from the era between roughly the 9th – 4th cent. BC (Hallstatt period)	Austria, Slovenia, Croatia, Hungary, Slovakia	2,552,00 0.00	2,169,2 00.00	01-01-201 7 to 30-06-201 9	http://www.interestreg-danube.eu/approved-projects/iron-age-danube
1 3	Danube transnational programme 2014-2020	NETWO RLD - NETWO RKING IN	Military	Fourteen project partners from nine DTP countries joint their efforts in the NETWORLD proposal to manage the sustainable use of the WW1 cultural heritage by combining it with a quality	Slovenia, Czech Republic , Bulgaria, Hungary,	1,869,39 8.00	1,404,1 44.74	01-01-201 7 to 30-06-201 9	http://www.interestreg-danube.eu/approved-projects/networld

		PRESERVING THE FIRST WORLD WAR MULTICULTURAL HERITAGE IN THE DANUBE COUNTRIES		cultural tourism. Ten ASP participate.	Austria, Romania, Croatia, Slovakia, Bosnia and Herzegovina				
14	Interreg Europe 2014-2020.	Green Pilgrimage/ Green Pilgrimage supporting natural and cultural	Religious	Green Pilgrimage (GP) is an innovative project which will show how growth and development policies can economically exploit AND protect natural and cultural heritage. Key to this is our focus on the power of pilgrimage- recognized today as one of the fastest growing segments of the travel industry (UNWTO, 2015) with more than 300 million pilgrims every year.	EUROPE		1,183,337.00	01-01-2017 to 31-12-2020	http://www. interregeurope.eu/greenpilgrimage/

		heritage							
15	Interreg Europe 2014-2020.	SHARE / Sustainable approach to cultural Heritage for the urban Areas Requalification in Europe	Urban	SHARE aims at exchanging experiences in cultural heritage policies in urban settings, in order to identify best practices and innovative methods to develop a sustainable and smart approach to its management and use. The project will target ways in which smart cities projects can be effectively improved by including a smart and sustainable agenda for cultural assets in urban centers.	EUROPE		1,409,076.00	01-01-2017 to 31-12-2020	http://www.interregeurope.eu/share/
16	Interreg Europe 2014-2020.	CHRISTA / Culture and Heritage for Responsible, Innovative and Sustainable	Industrial	The overall objective is to protect and preserve natural and cultural heritage assets and deploy them for the development and promotion of innovative, sustainable and responsible tourism strategies, including intangible and industrial heritage, through interpretation and digitisation, with capitalisation of good practices, policy learning, policy implementation and capacity building.	EUROPE		1,771,767.00	01-04-2016 to 31-03-2020	http://www.interregeurope.eu/christa/

		Tourism Actions							
1 7	IPA Cross-border Cooperation Programme Romania - Republic of Serbia 2007-2013	Moderni sation and preservat ion of water castle	Industrial	The project aims to preserve and modernise the Water Castle, a Drobeta Turnu Severin City hall tourist landmark. The Water Castle from Drobeta Turnu Severin has been inaugurated in 1914 and provided water to the town from the Danube until 1980. Because of its importance in the community life, its central location and its distinguished architectural characteristics, the local community embraced the Water Castle as the most important symbol of the town. After a century of life, the Water Castle was reborn from its dust and it now receives new tasks from the local community which will contribute to the touristic promotion of the town through a new Info-point. Moreover, starting from 2012, the Water Castel will satisfy the thirst for culture of the community through the adaptation, modernisation and transformation of the technological spaces into cultural spaces. Expository spaces, a museum space, a recreational area which	Drobeta Turnu Severin City Hall, Romania	955,681. 00	812,32 8.85	2012/2014	https://www.youtube.com/watch?v=mTLzrd2SwhM

				will enclose a coffee and tea room and a belvedere area in the tower pinnacle will be opened there.					
18	Interreg	Forte Cultura	Military	Capitalising of fortified cultural heritage for sustainable development and competitiveness of cities and regions	City of Kostrzyn nad Odra (Lubuskie, PL), Austrian State Archives (Wien, AT), Jaromer Municipality (Severovychod , CZ), Humboldt-University at Berlin (Berlin, DE), City of Kronach (Bayern, DE), Thuringian Institute for Advanced Studies and Education reg. ass. (Thü	€ 1.535.116,00		07-2012 to 12-2014	http://www.forte-cultura.eu/en/

					<p>ringen, DE), ECCOFORT reg. Ass. -European Cooperation Centre of Fortified Heritage- (Berlin, DE), Fort Monostor Military Cultural Center Komarom (Kozep-Dunan tul, HU), Province of Verona (Veneto, IT), ZVKDS - Institute for the Protection of Cultural Heritage of Slovenia (AT), L'viv</p>				
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					Regional State Administration (Lviv, UA)				
19	Interreg	manage+	Military and industrial	manage+ develops viable management models for the long-term use of former industrial and military locations converted into business parks, greenbelt recreation areas and tourist destinations.	5 partners in four countries (BE, DE, GB, NL). Leader: the Ruhr Regional Association.	€ 6.2 million	50%	completed 2009-2015	http://www.manageplus.eu/
20	Interreg	SHIFT-X	Industrial	Employing cultural heritage as promoter in the economic and social transition of old-industrial regions	1. District of Zwickau (Sachsen, DE) 2. Association for mining tourism Welzow (Brandenburg, DE) 3. Technical University Mining Academy Freiberg (Sachsen, DE) 4. Association	€ 1.649.736,92		10-2012 to 12-2014	http://www.shiftx.eu

					<p>Styrian Iron Route (Steiermark, AT)</p> <p>5.University of Graz (Steiermark, AT)</p> <p>6.Micro-Region Sokolov-East (Severozapad, CZ)</p> <p>7.STEBO Competence Center Community Development (, BE)</p> <p>8.City of Bydgoszcz (Kujawsko-Pomorskie, PL)</p>				
21	Interreg	INDUC ULT 2.0: Living Industria	Industrial	Establishes the idea of Living Industrial Culture in Central Europe and as such reveals, strengthens and utilizes the unique cultural spirit of industrial regions.	8. long-standing industrial regions	€ 3.000.000		1-6-2016 to 31-5-2019	http://www.interreg-central.eu/Content.Node/IndustrialRegions

		1 Culture in Central Europe			<p>1.District of Zwickau (Germany)</p> <p>2.Municipality of Leoben (Austria)</p> <p>3.County association of Local Action Groups of Karlovy Vary Region (Czech Republic)</p> <p>4.Padova Chamber of Commerce, Industry, Craft and Agriculture (Italy)</p> <p>5.BSC, Business support centre, Kranj (Slovenia)</p> <p>6.Sisak-Mosla</p>				Cult2.0.html
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					<p>vina County (Croatia)</p> <p>7.Opolskie Centre for Economy Development (Poland)</p> <p>8.Stebo Competence Centre Community Development (Belgium) _____</p> <p><u>2 academic institutions</u></p> <p>1.Leibniz Institute for Regional Geography Leipzig (Germany)</p> <p>2.University of Graz, Department of Geography and Regional</p>				
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					Science (Austria).				
2 2	Interreg	Forget Heritage	Military and industrial	<p>Forget Heritage will tackle the question of how to improve capacities of the public and private sector or sustainably using cultural heritage and resources in Italy, Slovenia, Germany, Poland, Croatia and Czech Republic. Most cities in these countries are characterised by the presence of unused historical buildings such as former factories, hospitals, schools, barracks that have marked the history of the local community.</p> <p>Now, in a state of neglect, their historical memory is being forgotten and they have a negative impact on the surrounding areas by turning into "urban voids" .</p> <p>The objective of Forget Heritage is to promote cooperation among participating cities in order to identify innovative replicable and sustainable private public cooperation management models of the abandoned historical sites - recognised as cultural heritage. The partnership aims to</p>	<p>1.Comune di Genova - Italy - Lead partner</p> <p>2.Inštitut za ekonomska raziskovanja - Slovenia</p> <p>3.REGIONALNA RAZVOJNA Agencija Ljubljanske urbane Regije - slovenia</p> <p>4.Stadt Nürnberg (Amt für Kultur und Freizeit) - Germany</p> <p>5.Miasto Bydgoszcz - Poland</p> <p>6.Kulturális Innovációs</p>	EUR 2.470.57 0,45	EUR 2.048.805,40	01.06.2016 to 31.05.2019	<p>http://www.interreg-central.eu/Content.Node/Forget-heritage.html</p> <p>https://www.keep.eu/keep/project-ext/42962/Forget%20heritage</p>

				provide recommendations for other cities on how to enhance the hidden potential of the cultural heritage to influence the quality of life of the citizens and cultural creative industry operators who will have new working opportunities and boost their managerial skills.	Kompetencia Központ Egyesület - Hungary 7.Grand Rijeka - Croatia 8.STATUTÁR NÍ M ě sto Úst í nad Labem - CzeCh Republic 9.Regione Lombardia - DG Comercio, Turismo e Terziario - Italy 10.Miasto stołeczne Warszawa - Poland				
2 3	Central Europe Programme	THETRI S - THEmatic Transnati	Religious	Central Europe needs to sustain and transform a wide range of cultural heritage through innovative investment in projects with a lasting impact on regions and people. Churches and sacral architecture	1.Lead Partner (EN): Association of Municipalities in the	EUR 1.509.85 6,00	EUR 1.214.9 23,20	2012-2014	http://www.central2013.eu/nc/projects-2007-2013/approved-pr

		onal church Route develop ment with the Involve ment of local Society		play a significant role for local communities, especially in rural areas, and attract tourists. Transnational cooperation projects such as THETRIS help regions to look for long-term strategies for the preservation and sustainable exploitation of cultural heritage and to raise awareness of local stakeholders. The project partners intend to explore innovative ways of improving cultural heritage tourism and issue recommendations for other European regions	Upper-Tisza Area 2.Public Service Organisation Bohemian, Switzerland 3.Centre for Technology Structure Development, Germany 4.Regional development agency of the Prešov self-governing region, Slovakia 5.Province of Turin, Italy 6.LAMORO Development Agency, Italy 7.Diocese Graz-Seckau,				objects/funded-projects/?tx_fundedprojects_pi1[project]=127
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					Austria 8.Association of Communes and Cities of Malopolska Region, Poland 9.Scientific Research Centre of the Slovenian Academy of Sciences and Arts , Slovenia 10.BSC, Business Support Centre, L.t.d., Kranj , Slovenia				
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附錄 2 : ERDF 計畫

No.	Title	Country	CH type	Description	Total cost	EU funding	Programming Period	Weblinks
1	Bastogne War Museum & Mardasson	BELGIUM	Military	<p>Programme ambitieux de dynamisation du tourisme de mémoire en Wallonie par un renforcement de l'offre sur un pôle touristique reconnu : Bastogne. L'objectif est de créer sur le site de la Bataille des Ardennes un concept de référence belge traitant de la Seconde Guerre mondiale, référence ouverte sur l'Europe et le monde dans une approche globale.</p> <p>Ce centre de Mémoire a été en partie développé dans le bâtiment qu'occupait par le passé le Bastogne Historical Center et dans une annexe construite pour le projet. En 2017 : 130.000 visiteurs.</p>	10 millions euros		2007-2013	<p>1.http://www.wenmieux.be/projet/voies-liberte-centre-memoire-2e-guerre-mondiale</p> <p>2.Autres projets en Wallonie : Opéra de Liège, La Boverie Liège, Bois du casier...</p> <p>http://www.wenmieux.be/sites/default/files/assets/kit-communication-2014-2020/compendi</p>

								um.pdf pg 74-108
3	Refurbished fort will help to bring more visitors to ancient coastal city	CROATIA	Military	An imposing but crumbling castle overlooking the mediaeval city of Šibenik has been restored to its former glory. Visitors can now see various exhibitions about the region's history in a newly-created tourist information centre. An open-air stage on the site has been renovated and will host various cultural activities, such as concerts during the summertime.	EUR 1 666 389	EUR 1 000 000	2007-2013	http://ec.europa.eu/regional_policy/en/projects/croatia/refurbished-fort-will-help-to-bring-more-visitors-to-ancient-coastal-city

5	Valga - Valka railway station renovation	ESTONIA	Industrial	Riga-Pskov railway line was officially opened in 1889, with Riga as main station. In the same year the Valga railway junction was opened; it was seriously damaged in WWII. The project will help renovate the station, upgrade it to today's standards and improve services for Estonians and Latvians using the station.	EUR 481.927,00	EUR 399.999,41	2007-2013	https://www.keep.eu/keep/project-ext/25549
6	Dortmund U Tower for Art and Creativity	GERMANY	Industrial	A former brewery tower has been transformed into a thriving centre for arts and creativity. The "Dortmund U" building was derelict for almost 20 years, but now houses a range of cultural assets including a cinema, museum and exhibition spaces.	EUR 56 133 002	EUR 22 895 000	2007-2013	1. http://ec.europa.eu/regional_policy/en/projects/major/germany/centre-brings-art-and-innovation-to-dortmund-city-centre 2. http://ec.europa.eu/regional_policy/sources/docener/guides/eu_invest_brochure_en.pdf 3. https://eur

								opa.eu/investeu/projects/dortmunder-union (INVESTEU)
7	New craft centres promote the culture of the mid-Baltic region	LITHUANIA	Industrial	Mid-Baltic Crafts has worked to preserve art and craft traditions in the Latvia-Lithuania border area, support entrepreneurship among craft workers and attract tourists. It has done this by establishing a network of 10 craft centres, providing training on craftsmanship, marketing of craft products and running of centres, creating craft-related tourist routes and carrying out promotional actions.	EUR 1 574 102	EUR 1 337 986	2007-2013	http://ec.europa.eu/regional_policy/en/projects/lithuania/new-craft-centres-promote-the-culture-of-the-mid-baltic-region
8	Réhabilitation des hauts fourneaux à Belval – Esch/Alzette	LUXEMBOURG	Industrial	Le projet de conservation des hauts fourneaux s'inscrit dans le programme de réhabilitation de la friche industrielle de Belval. Ce projet a pour objectif de documenter le fonctionnement d'un des deux hauts fourneaux, de conserver des éléments de silhouette du deuxième et de libérer des grands espaces pour accueillir de nouvelles activités. Les deux hauts fourneaux sont l'articulation	11.000.000	2.750.000		http://www.fonds-europeens.public.lu/fr/publications/b/brochure-finale-2017-cre-feder/index.html

				centrale de la Cité des Sciences.				pg19
9	Citizen-led regeneration benefits residents of Gdansk	POLAND	Industrial	The project involved regenerating existing buildings and creating new social opportunities in one of the most neglected districts of the city. For example, one historic building in the centre has been converted into a centre for contemporary art, while an abandoned building has become a student centre. At the former tram depot, there are plans to build a modern sports and recreation complex.	EUR 8 274 000	EUR 5 792 000	2007-2013	http://ec.europa.eu/regional_policy/en/projects/poland/citizen-led-regeneration-benefits-residents-of-gdansk
10	Revitalisation of former power station generates cultural change in Łódź	POLAND	Industrial	A redundant power station in Łódź has been transformed into a public centre for arts, social, cultural and educational activities. The new facilities are designed to welcome both local residents and tourists.	EUR 29 710 560	EUR 19 632 738	2007-2013	http://ec.europa.eu/regional_policy/en/projects/major/poland/revitalisation-of-former-power-station-generates-cu

								ltural-change-in-odz
11	Major congress centre on the site of a former coal mine in Katowice	POLAND	Industrial	The International Congress Centre (ICC) in Katowice, southern Poland, looks set to bring cultural and economic benefit to the city and the region as a whole. The ICC will be used by an estimated 68 000 people, including both residents and tourists.	EUR 72 028 956	EUR 43 076 000	2007-2013	http://ec.europa.eu/regional_policy/en/projects/major/poland/major-congress-centre-on-the-site-of-a-former-coal-mine-in-katowice
12	Urban regeneration of a heritage city - Vila do Conde	PORTUGAL	Industrial	Due to the decline in major industries in the 80's, Vila do Conde experienced a cycle of decline and serious deterioration of its ancient heritage. This programme allowed for the integration and recovery of important buildings in the historic centre - the 'Identity Anchor Poles' - and their use in activities primarily related to culture and creativity. Major improvements were also made to the waterfront and seafront.	EUR 18 289 329	EUR 8 874 716	2007-2013	http://ec.europa.eu/regional_policy/en/projects/portugal/urban-regeneration-of-a-heritage-city

13	Rehabilitation of Alba Iulia's urban heritage transforms the city and its economy	ROMANIA	Military	The main aim of this project was to renovate the Vauban Fortress, which also increased its capacity to host both national and international events. The renovation was a major contributing factor to the increase of tourists in the city (multiplied by ten between 2005 and 2014). In 2012 the Citadel was also awarded the prestigious title of European Destination of Excellence	EUR 44 670 000	EUR 35 878 000	2007-2013	http://ec.europa.eu/regional_policy/en/projects/romania/rehabilitation-of-alba-iulias-urban-heritage-transforms-the-city-and-its-economy
14	Suceava Citadel restored to preserve cultural heritage and attract tourism	ROMANIA	Military	Restoration work at the Suceava Citadel in the North-East region of Romania helped to preserve the monument's structure, while attracting investment and stimulating tourism and culture in the region. A total of 55 temporary jobs were created during the implementation of the project and seven new jobs are to be created following its completion.	EUR 12 286 824	EUR 7 998 085	2007-2013	http://ec.europa.eu/regional_policy/en/projects/romania/suceava-citadel-restored-to-preserve-cultural-heritage-and-attract-tourism

1 5	Dragomirna Monastery restoration and modernisation preserves religious and cultural heritage	ROMANIA	Religious	Churches and religious art are key to attract visitors in North-East Romania, in particular the 17th century Dragomirna monastery. Along with the restoration, the project has formulated a new concept for the exhibition of religious icons and the monastery's museum collection. Other developments include the marketing of hand-made religious souvenirs. EU Prize for Cultural Heritage and Europa Nostra Public Choice in 2014 (category Conservation)	EUR 4 631 449	EUR 4 004 569	2007-2013	http://ec.europa.eu/regional_policy/en/projects/romania/dragomirna-monastery-restoration-and-modernisation-preserves-religious-and-cultural-heritage
1 6	Traditional Swedish ship takes to the seas again	SWEDEN	Reconstructed	When a long retired 19th Century sailing ship known as the 'Gerda' was dynamited in 1959, it seemed as though the era of the 'brig' was over. Yet five decades later, this elegant wooden vessel with square sails on each of its two masts has returned to duty in the form of a replica in the port of Gävle, Sweden.		EUR 780,00 0	2000-2006	http://ec.europa.eu/regional_policy/en/projects/sweden/traditional-swedish-ship-takes-to-the-seas-again

附錄 3 : URBACT 計畫

No.	Title	CH type	Description	Coordinator	Partners	Total cost	EU funding	Period	Weblinks
1	REPAIR	Military	Realising the Potential of Abandoned Military Sites as an Integral part of Sustainable Urban Community Regeneration	Medway-United Kingdom	1.Charente-Maritime -France 2.Florence- Italy 3.Paola- Malta 4.Thessaloniki- Greece 5.Avrig- Romania 6.Opava- Czech Republic 7.Kaunas- Lithuania 8.Karlskrona- Sweden 9.Rostock- Germany			completed 19.1.2009 to 31.12.2011	http://urbact.eu/repair
2	MAPS	Military	Redefining the function, social role and accessibility of former military heritage, to promote development, sustainability	Piacenza- Italy	1.Varaždin- Croatia 2.Szombathely- Hungary 3.Telsiai- Lithuania 4.Koblenz- Germany 5.Longford- Ireland			ongoing 15.9.2015 to 3.5.2018	http://urbact.eu/maps

			and inclusiveness.		6.Espinho- Portugal 7.Cartagena- Spain				
3	2 nd Chance	Vacant spaces	The activation of vacant buildings and building complexes for a sustainable urban development.	Naples- Italy	1.Dubrovnik- Croatia 2.Maribor- Slovenia 3.Lublin- Poland 4.Chemnitz- Germany 5.Brussels- Belgium 6.Caen- France 7.Liverpool- United Kingdom 8.Gijon- Spain 9.Porto- Portugal 10.Genoa- Italy			ongoing 15.9.2015 to 3.5.2018	http://urbact.eu/2nd-chance

4	Refill	Vacant spaces	REuse of vacant spaces as driving Force for Innovation on Local level	Ghent- Belgium	1.Nantes- France 2.Athens- Greece 3.Cluj-Napoca- Romania 4.Ostrava- Czech Republic 5.Poznań- Poland 6.Riga- Latvia 7.Helsinki- Finland 8.Bremen- Germany 9.Amersfoort- Netherlands			ongoing 15.9.2015 to 3.5.2018	http://urbact.eu/Refill
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附錄 4 : H2020 計畫

No.	Title	CH type	Description	Coordinator	Partners	Total cost	EU funding	Period	Weblinks
1	ROCK	Industrial	ROCK focuses on historic city centres as extraordinary laboratories to demonstrate how CH can be a unique and powerful engine of regeneration, sustainable development and economic growth for the whole city	Municipality of Bologna	Involving 10 cities, 7 Universities, 3 networks of enterprises, 2 networks of cities and several companies and development agencies, a foundation and a charity <u>ROLE MODEL CITIES</u> All Role Model Cities are characterized by a knowledge-based economy: <ul style="list-style-type: none"> • LYON “pôles de compétitivité” • TURIN transformation from industrial city to a knowledge service based city • CLUJ houses the regional centre of creative industries and one of the largest universities in the EU • EINDHOVEN the Netherland “Brainport” • ATHENS with The Athens Development and Destination Management Agency and 	10.600.000	9.873.585	1.5.2017 to 30.4.2020	https://rockproject.eu/

					Athens School of Fine Arts • VILNIUS with Sunrise Valley • LIVERPOOL with City Region Local Enterprise Partnership <u>REPLICATOR CITIES</u> • LISBON • SKOPJE • BOLOGNA				
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2	CLIC - Circular models Leveraging Investments in Cultural heritage adaptive reuse.	CH and landscape	The overarching goal of the CLIC trans-disciplinary research project is to identify evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for systemic adaptive reuse of cultural heritage and landscape, demonstrating the economic, social, environmental convenience, in terms of long lasting economic, cultural and	CONSIGLIO NAZIONALE DELLE RICERCHE(IT) CONSIGLIO NAZIONALE DELLE RICERCHE(IT)	1.CONSIGLIO NAZIONALE DELLE RICERCHE(IT) 2.UPPSALA UNIVERSITET(SE) 3.Haute Ecole Groupe ICHEC - ISC Saint Louis - ISFSC(BE) 4.UNIVERSITY COLLEGE LONDON(UK) 5.TECHNISCHE UNIVERSITEIT EINDHOVEN(NL) 6.UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION(UK) 7.UNIVERZA V NOVI GORICI(SI) 8.WIRTSCHAFTSUNIVERSITAT WIEN(AT) 9.UNIWERSYTET WARSZAWSKI(PL) 10.ICLEI EUROPEAN SECRETARIAT GMBH (ICLEI EUROPASEKRETARIAT	4.957.033	4.957.033	Starting 1 Dec 2017 for 36 months	—
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			environmental wealth.		GMBH) (DE) 11.FACILITYLIVE OPCO SRL(IT) 12.VASTRA GOTALANDS LANS LANDSTING (SE) 13.CITY OF RIJEKA (HR) 14.Comune di Salerno (IT) 15.Stichting Pakhuis de Zwijger (NL)				
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附錄 5 : EUROPA NOSTRA 計畫

No.	Site	Country	CH type	Description	Year	Category	Weblinks
1	Restoration of the exceptional Machines of Wielemans-Ceuppens Brewery	Belgium	Industrial	<p>Built in 1905, this space was part of the second period of development of the brewery, at the time when ‘Gueuze’ was generally being replaced by ‘Pils’, produced with more rapid fermentation in response to German and Czech tastes. These machines are therefore exceptional.</p> <p>The object of the study was to evaluate the unique character of the machinery and test the feasibility of restoring it for teaching purposes.</p>	2013	Research	http://www.europeanheritageawards.eu/winners/restoration-exceptional-machines-wielemans-ceuppens-brewery/
2	Conversion of De Hoorn Brewery into a creative hub	Belgium	Industrial	<p>Located in Leuven – the long-established centre of the Belgian brewing industry – De Hoorn is the birthplace of the famous Stella Artois beer. In the 1970s and 1980s, when production of the beer moved to a location with more modern units, activity at De Hoorn came to a near standstill and in 1997 it was listed as a protected monument.</p> <p>Twenty years later, a group of local entrepreneurs from various cultural and creative organisations decided to buy and restore the building with guidance from the Flemish Agency for Monuments and Sites.</p>	2016	Conservation	http://www.europeanheritageawards.eu/winners/conversion-de-hoorn-brewery-creative-hub/
3	Monumental Churches of Antwerp	Belgium	Religious	<p>Monumentale Kerken Antwerpen (MKA) is an umbrella organisation for the Cathedral and four historic churches in Antwerp’s old centre. MKA is one of the world’s recognised innovators with regard to in-situ conservation and the management of religious heritage.</p> <p>Since its inception in 2005, MKA has been coordinating an innovative cultural heritage policy which highlights these churches’ unique splendour while laying the foundations for the professional management of these buildings and their collections as well as the professional</p>	2011	Education Training and Awareness-Raising	http://www.europeanheritageawards.eu/winners/monumental-churches-antwerp/

				reception of visitors.			
4	Eglise Saint Julien l' Hospitalier -Saint Blaise in Longsols	France	Religious	<p>The restoration of this remarkable example of 15th century wooden church architecture in the Champagne region not only safeguarded an important building, but also contributed to the region' s identity and image.</p> <p>The project is highly appreciated for the outstanding restoration of both the exterior and interior of this great example of vernacular architecture and for respectfully retaining and restoring the building' s authentic character.</p>	2008	Conservation	http://www.europeanheritageawards.eu/winners/eglise-saint-julien-lhospitalier-saint-blaise-longsols/
5	La Fonderie de la Société Alsacienne de Construction Mécanique	France	Industrial	The rehabilitation of the former smelter/steelworks in Muhlouse is one of the most remarkable actions of reuse of a building. It now hosts functions essential to the dynamism of the city and its region.	2010	Conservation	http://www.europeanheritageawards.eu/winners/la-fonderie-de-la-societe-alsacienne-de-construction-mecanique/

6	Réhabilitation de l'Abbaye d'Ardenne pour l'installation de l'IMEC	France	Religious	The ancient Abbey of Ardenne was the most important monastery of the Premonstratensian Order in Normandy. In 1944 the complex further suffered from the terrible fighting that occurred after the Allied landings. All missing elements were restored with traditional materials; the innovative equipment and refined contemporary design were blended in perfect continuity with the ancient elements still in place. It now houses the Institut Mémoires de l'édition contemporaine (IMEC).	2011	Conservation	http://www.europeanheritageawards.eu/winners/rehabilitation-de-labbaye-dardenne-pour-linstallation-de-limec/
7	Peenemünde Power Station	Germany	Industrial	Peenemünde Power Station was begun in 1939 and operated as such until 1991. Since then it has functioned as a museum and technical monument, but was then comprehensively restored. It now strikes the right balance between the different, and difficult, elements within its history.	2013	Conservation	http://www.europeanheritageawards.eu/winners/peenemunde-power-station/
8	Traditional Watermill in Agios Germanos	Greece	Industrial	Of the 20 watermills in Prespes' region, the watermill in the village of Agios Germanos is the only one which has been fully restored. The restoration involved repairing the building which was in a critical condition, reconstructing the destroyed mechanical systems, rebuilding the water supply system and installing new constructions in the surrounding area so that the mill is easily accessible to visitors.	2016	Conservation	http://www.europeanheritageawards.eu/winners/traditional-watermill-agios-germanos-prespes/
9	Van Nelle Factory in Rotterdam	Netherlands	Industrial	The Van Nelle Factory in Rotterdam is a 1920s factory complex which provides 55.000 m2 of workspace for the creative industry. The project is highly appreciated as an exemplary approach to the restoration of, and finding new uses for, an iconic building of European and world importance.	2008	Conservation	http://www.europeanheritageawards.eu/winners/van-nelle-factory-rotterdam/

10	The Westergasfabriek	Netherlands	Industrial	The Jury particularly appreciated the designers' conception of a durable and simple renovation in order to maintain the industrial character of the gasworks. The high quality of the immediate vicinity creates visual cohesion between different parts of the complex and the buildings. The new function of the Westergasfabriek suits the project well and the whole area is now a successful public quarter. It is an excellent example of both clear vision and management of collaboration amongst government, business and creative endeavours.	2010	Conservation	http://www.europeanheritageawards.eu/winners/the-westergasfabriek/
11	The Portuguese Synagogue Complex	Netherlands	Religious	The Portuguese Synagogue in Amsterdam is a building complex consisting of a main synagogue surrounded by low buildings. The main synagogue is internationally known for its rare and thoroughly authentic interior. The surrounding buildings house various functions for the Portuguese Jewish community. The restoration aimed to preserve the monumental complex for future generations and to make all the buildings, including the world-renowned library and collections of ritual objects, more accessible to the Jewish community and to the general public.	2012	Conservation	http://www.europeanheritageawards.eu/winners/portuguese-synagogue-complex/
12	The Halls Amsterdam: Centre for Media, Fashion Culture and Crafts	Netherlands	Industrial	This unusual building had its mundane origin as a large tram depot, built between 1900-1928 for the garaging and maintenance of Amsterdam's first electric trams. In the 21st century, the tram depots became redundant, but the significance and character of the Halls determined that restoration for new uses should be undertaken. And now these remarkable long corridors have found themselves an amazing range of new occupants: a library, a hotel, a cinema, a restaurant and food hall, TV studios, a craft centre, a site for small scale local markets and small business units.	2015	Conservation	http://www.europeanheritageawards.eu/winners/halls-amsterdam-centre-media-fashion-culture-crafts/

13	The Fortifications and City Walls of 's-Hertogenbosch	Netherlands	Military	<p>The jury was highly impressed by the complexity of the project undertaken by the fortified town of 's-Hertogenbosch to restore the decaying town walls in a manner congruent with the historic town centre.</p> <p>The project was conducted to the highest standard due to expert historical, archaeological, technical and ecological research.</p>	2010	Conservation	http://www.europeanheritageawards.eu/winners/fortifications-city-walls-s-hertogenbosch/
14	Fort Kijkuit in Kortenhoeve	Netherlands	Military	<p>The fort, located in the province of Noord-Holland, was used as a military defence building until the Second World War, when new methods of warfare soon rendered it obsolete.</p> <p>2015 saw the completion of the project which repurposed the site in a variety of ways: it is now home to a new office space for Natuurmonumenten, a tourist information centre, a lookout tower and several areas for passing cyclists and hikers to relax and enjoy the surrounding scenery.</p>	2016	Conservation	http://www.europeanheritageawards.eu/winners/fort-kijkuit-kortenhoeve/
15	The Clerigos' Church and Tower in Porto	PORTUGAL	Religious	<p>Before major interventions were initiated, this unique Baroque ensemble of buildings located in the city of Porto could no longer guarantee the safety of both visitors and staff. The restoration extended not just to the architectural heritage but also to the movable and integrated heritage contained within which included centuries-old collections of sculpture, paintings, ecclesiastical robes, books and documents.</p>	2017	Conservation	http://www.europeanheritageawards.eu/winners/clerigos-church-tower-porto/
16	Dragomirna Monastery restoration and modernisation	ROMANIA	Religious	<p>Churches and religious art are key to attract visitors in North-East Romania, in particular the 17th century Dragomirna monastery. Along with the restoration, the project has formulated a new concept for the exhibition of religious icons and the monastery's museum collection. Other developments include the marketing of hand-made religious souvenirs. The renovation was made with ERDF support</p>	2014	Conservation (Grand Prix and Public choice)	http://www.europeanheritageawards.eu/winners/dragomirna-churches-17th-century-frescoes/

	ion						
17	Number 2 Blast Furnace	Spain	Industrial	<p>The Restoration of the Number 2 Blast Furnace in Sagunto has allowed the recovery of the most significant remains of what was the major iron and steelwork industry of the Mediterranean basin operating from 1917 to 1984.</p> <p>The work consisted of the structural consolidation of the furnace, the restoration of its image and its functional fitting which was essential for its educational purpose and for opening it to visitors.</p>	2012	Conservation	http://www.europeanheritageawards.eu/winners/number-2-blast-furnace/
18	Ene.térmica, National Energy Museum	Spain	Industrial	<p>The coal-fired thermal power station ceased to produce energy in 1971. From that moment the building was left in a state of abandonment until 2009. The respectful rehabilitation has achieved to maintain an atmosphere reminiscent of the past. It is now part of the National Energy Museum.</p>	2012	Conservation	http://www.europeanheritageawards.eu/winners/ene-termica-national-energy-museum/
19	Inventory of the Fortified Military Architecture in Spain	Spain	Military	<p>Since 1997 the AEAC has been working in conjunction with the Spanish Ministry of Culture on a scientific study to research and classify Spanish Military Heritage by compiling photographic and historical records for each monument.</p> <p>The project is appreciated as an excellent example of raising awareness of Spain's military heritage that is not only important to Spain, but is highly significant on a European level as well.</p>	2008	Research	http://www.europeanheritageawards.eu/winners/inventory-fortified-military-architecture-spain/

20	Fortifications of Pamplona	Spain	Military	<p>The fortifications of Pamplona, built between the 16th and 18th centuries. Their decline began in the 19th century, due to artillery progress and demographic growth.</p> <p>The restored fortifications are no longer only a defensive wall, but have been transformed into a meeting place and a symbol of unity for the citizens and for the town itself.</p>	2012	Conservation	http://www.europeanheritageawards.eu/winners/fortifications-of-pamplona/
21	Cap Enderrocat Fortress	Spain	Military	<p>The Cap Enderrocat Fortress, built in 1898, is the largest fortress of the Balearic Islands. Since the end of the Spanish Civil War in 1940, the fortress suffered a slow decline and was virtually abandoned from the 1980s onwards.</p> <p>In privatising the building and securing the structure for reuse as a hotel, this project has reclaimed an important part of this island's military, architectural and cultural heritage and sets an example of what might be achieved in other similar fortresses throughout Europe.</p>	2017	Conservation	http://www.europeanheritageawards.eu/winners/cap-enderrocat-fortress/
22	Cathedral in Tarazona	Spain	Religious	<p>Tarazona Cathedral is situated in Zaragoza province. Its architecture contains both Gothic and Moorish elements and is one of the few remaining examples of this combination. In 1982 it was necessary to close the Cathedral because of serious structural problems. A Master Plan was drawn up which established the basis for the consolidation, conservation, research, management, and maintenance of the fabric, now resulting after nearly 30 years of work in a partial reopening to the public.</p>	2015	Conservation	http://www.europeanheritageawards.eu/winners/cathedral-in-tarazona/

23	Roof for the ruins of the Monastery of San Juan in Burgos	Spain	Religious	<p>The addition of this well designed roof was conceived as a way to effectively preserve the ruin, enhance the surviving elements of the architecture and create a new protected space to celebrate cultural activities regardless of weather conditions.</p> <p>The intervention is completely discernible from the old fabric and is totally reversible, an important factor to always consider in making new additions to ancient ruins, noted the jury.</p>	2017	Conservation	http://www.europeanheritageawards.eu/winners/roof-ruins-monastery-san-juan-burgos/
24	Stanley Mills	United Kingdom	Industrial	<p>The Stanley Mills, located on the River Tay near Perth, developed from 1786 as a water powered industrial textile manufacturing site. At its peak, the Mills employed 800 people and, after 200 years of operation, it closed in 1989.</p> <p>The Prince’ s Foundation for the Built Environment joined the project, undertaking the conversion of The East and Mid Mills into elegant flats and townhouses, while Historic Scotland restored the lade system and adapted the Bell Mill into a visitor and education centre.</p>	2009	Conservation	http://www.europeanheritageawards.eu/winners/stanley-mills/
25	Middleport Pottery	United Kingdom	Industrial	<p>The Pottery was built in 1888 as a model factory for the production of what became the world-renowned “Burleigh” earthenware. In 2010 closure threatened, jeopardising 50 jobs, traditional skills, historic processes and unique collections of ceramics moulds and archives. But the business has been dramatically rescued by a UK heritage charity, The Prince’ s Regeneration Trust. The techniques and skills of production have been revitalised and buildings and machinery carefully conserved to retain their unique atmosphere and spirit of place.</p>	2015	Conservation	http://www.europeanheritageawards.eu/winners/middleport-pottery/

26	Knockando Woolmill in Aberlour	United Kingdom	Industrial	Knockando Woolmill is located in a remote part of the Scottish Highlands. It has been active and producing textiles with its original machinery since 1784 and is a living monument to an important Scottish tradition. The restoration project is notable not only for its high quality and attention to detail but also for its success in promoting rural revival in this distinctive region.	2016	Conservation	http://www.europeanheritageawards.eu/winners/knockando-woolmill-aberlour/
27	Cromford Mills: Building 17	United Kingdom	Industrial	Cromford Mills is a large complex of industrial mills set in the beautiful Derwent Valley in Derbyshire, a UNESCO World Heritage site. It consists of 20 buildings, the earliest and most substantial of which were built commencing in 1771 by Sir Richard Arkwright, the inventor and entrepreneur. The jury noted this aspect of the project, stating that “the adaptive reuse of this building, which incorporates respectful and reversible interventions, addressed problems of contamination with innovative research. The result is a building with a social function that offers the perfect gateway to the World Heritage site of the Derwent Valley Mills” .	2017	Conservation	http://www.europeanheritageawards.eu/winners/cromford-mills-building-17/
28	Faith in Maintenance	United Kingdom	Religious	The Jury has awarded this prize for the exemplary initiative of the Society for the Protection of Ancient Buildings (SPAB) in creating an inspection network for the maintenance of places of worship by volunteers, who have been specially trained on the free Faith in Maintenance courses, run by the SPAB. The monitoring and care for these buildings by committed volunteers plays a crucial role in the conservation of old places of worship and is an inspirational model for many similar projects where, for various reasons, it is not possible for maintenance to be conducted by professionals.	2010	Education Training and Awareness-Raising	http://www.europeanheritageawards.eu/winners/faith-in-maintenance/

附錄 6：EU MIES AWARD 計畫

No.	Site	Country	CH type	Description	Prize year	Placeme nt	Weblinks
1	Red Bull Music Academy / Nave de Música Matadero Madrid	Spain	Industrial	The Red Bull Music Academy (RBMA) is a nomadic annual music festival. The 2011 edition of RBMA was going to be held in Tokyo, but given the devastating effects of the earthquake, the location had to be changed. With only two months to build, the city of Madrid took over. The creative space known as Matadero Madrid, which is located in an early 20th-century industrial warehouse complex, was designated as the event's new location. The RBMA at Matadero Madrid launched the programming for the new Nave de Música, a space specifically dedicated to audio creation and research. The construction project was approached as a temporary structure based on the criteria of adaptability and reversibility that would make it easy to completely or partially reconfigure over time.	2013	Emerging Architect Prize	http://www.miesarch.com/work/497
2	Danish Maritime Museum	Denmark	Industrial	The new Danish Maritime Museum is the culmination of a fifteen year vision and master plan to transform Helsingør' s centuries-old shipbuilding harbor that had in days past employed thousands but had since fallen on hard times. The 5,000 m2 subterranean museum is within and built around one of the harbor's dry docks adjacent to Kronborg Castle of Hamlet fame, thus the dry dock itself forms the centerpiece of the museum's collection.	2015	Finalist	http://www.miesarch.com/work/579

3	Katyn Museum	Poland	Military	<p>Katyn Museum is there to commemorate a painful episode of Polish history which took place during the World War II when over twenty thousand Polish military officers and state officials were brutally murdered by the Soviet Secret Police. Katyn Museum lies in the Warsaw Citadel consisting of three historical buildings. The whole foundation is a park with symbolic Katyn Forest in the centre of it. The museum exhibition has been designed on two levels of Kaponiere - old artillery. The third building is the arcade gunrest building, which consists of five glassed arcades which locate plaques with the names of the murdered officers.</p>	2017	Finalist	http://www.miesarch.com/work/3681
4	Altenburg Abbey	Austria	Religious	<p>An embankment raised above part of the abbey threatened the terrace's supporting walls and when it was hollowed out to relieve the pressure, various layers of medieval remains were uncovered. These medieval areas are now used as museum spaces, forming a coherent extension of the exhibition areas already established in the main complex. To shelter the remains a terrace was once again installed at the same level as the adjoining baroque-era courtyards. Each phase in the abbey's architectural history stands out clearly in the individual sections of the building and at the same time the abbey's architectural history as a whole can be appreciated.</p>	2011	Shortlisted	http://www.miesarch.com/work/494

5	Buda Art Centre	Belgium	Industrial	The last remaining textile factory on Buda Island, an area destined to become the cultural heart of the city, — has been transformed into a number of multifunctional spaces. The Buda Art Centre is a new type of cultural space. Making reference to its past, it remains a workshop of production. The materials and details make it an approachable space for all kinds of activities and users. The warm palette of colours and the series of rather informal spaces invite people to appropriate and discover the building for their own production, exhibition, and casual interaction.	2013	Shortlisted	http://www.miesarch.com/work/534
6	C-Mine Cultural Infrastructure	Belgium	Industrial	The site is located within the 'carbon belt', a coalmine strip stretching as far as the Ruhr area. When mining stopped in the 1980s, the former machinery buildings were left as empty shells until they were reprogrammed into this project for cultural infrastructure. The original T-shaped building, with its dark five-metre-high base, is extended to its maximum footprint, resulting in a deep and fascinating labyrinth-like ground level.	2011	Shortlisted	http://www.miesarch.com/work/440
7	Monastery of Our Lady of Novy Duur	Czech Republic	Industrial - Religious	In 1999 the abbot of a Cistercian abbey in Burgundy commissioned a monastery for a new community of forty Trappist monks in Bohemia. The location for this first monastery to be built in the Czech Republic since the fall of communism was a remote 100-acre site incorporating a dilapidated baroque manor house with runs of derelict agricultural buildings framing a	2005	Shortlisted	http://www.miesarch.com/work/2044

				courtyard. The architect managed to remain true to the spirit of St Bernard's building programme, expressing the Cistercian spirit with absolute precision, in a language free from pastiche, while introducing some new and distinctive vocabulary.			
8	Skjern River Pump Stations	Denmark	Industrial	The project is a conversion of three pump stations originally constructed in the late 1960s in connection with the large land reclamation project where Skjern River was straightened out. A large number of environmental problems were associated with this alignment of the river, leading to the river being restored to its original run in 2002. In this way a vast and rich natural area reappeared with many visitors.	2017	Shortlisted	http://www.miesarch.com/work/3392
9	Rotermanni Carpenter's Workshop Renovation	Estonia	Industrial	The reconstruction of the historic carpenter's workshop is one of the boldest architectural undertakings in the modernising Rotermann quarter with its three techno-futurist towers that make reference to 20th century industrial architecture. The 'towers' were designed in order to avoid harming the historic walls of the building. The two lower floors of the old carpenter's workshop forming the limestone volume of the building house commercial and service facilities.	2009	Shortlisted	http://www.miesarch.com/work/1673

10	FRAC - Regional Contemporary Artwork Collection, North Region	France	Industrial	The North region FRAC is located on the site of Dunkerque port in an old boat warehouse called Halle AP2. The Halle AP2 is a singular and symbolic object as its internal volume is immense, bright, impressive. To implant the FRAC, as a catalyst for the new area, and also to keep the halle in its entirety was the basic idea of the project. The FRAC houses regionally assembled public collections of contemporary art.	2015	Shortlisted	http://www.miesarch.com/work/570
11	Revitalisation and Public Spaces of Nantes Island	France	Industrial	The Ile de Nantes is located opposite the historic city, surrounded by the Loire River and home to 13,000 inhabitants. The main objectives of this project were to accommodate the functions of a new centrality for the city, which includes its metropolitan dimension, while taking advantage of the surrounding river in terms of the constructions as well as the transformation of the river banks as promenades. The project focused on urban planning, landscape architecture and architectural development on the basis of a few principles: use what exists; use the history of the site to imagine its transformation; consider the site as a resource; and favour a limited level of intervention within the primary aim of saving energy.	2011	Shortlisted	http://www.miesarch.com/work/2770

12	Alvéole 14 – Transformation of a Submarine Base	France	Industrial	<p>The submarine base was constructed in the historical centre of Saint-Nazaire by the German Navy during WW II on an enormous scale. Its transformation into a contemporary cultural centre – - as part of an urban plan to regenerate the waterfront - was based on a series of minimal interventions that reorganised three of the former cells into distinct elements connected by an interior street. While the centre for emerging art forms (LiFE) is a minimalistically equipped ‘monospace’ that can be opened up towards the harbour, the venue for contemporary music (VIP) is a dense cube enclosed by a steel frame that accommodates 600 people, as well as a bar, an archive and recording studios.</p>	2009	Shortlisted	http://www.miesarch.com/work/137
13	Le Fresnoy National Studio for Contemporary Arts	France	Industrial	<p>Le Fresnoy was built on a site with derelict buildings. Rather than demolish them or embark on an extensive renovation process, the French-American architect Bernard Tschumi chose to leave the existing structures intact, protecting them with an enormous steel roof canopy that incorporates environmental and stage controls for the complex. The area between the tiled roofs of the existing buildings and the new roof is a zone for spectacle and experiment, in which a superimposition of spaces and functions forms an architectural collage. Le Fresnoy is also a centre of advanced artistic, audio-visual and multi-media training for post-graduate students.</p>	1998	Shortlisted	http://www.miesarch.com/work/894

14	Barn	Germany	Industrial	Conversion of a former cowshed built 140 years ago into a country house taking into account its historic tectonic elements and spatial atmosphere	2017	Shortlisted	http://www.miesarch.com/work/3596
15	Art Depot	Germany	Industrial	A former warehouse now known as the Kulturspeicher (literally 'culture store'), it houses a museum combining the municipal art gallery and a private collection of Concrete Art. In the spirit of 'Interpretative Conservation' propagated by Rudolf Schwarz, this bold yet sensitive conversion sets standards for a future approach to historical buildings. Although the architects completely gutted the old building but for the almost 16-m high timber beam structure in the foyer, they have succeeded in preserving the character of the place and making its former function legible.	2003	Shortlisted	http://www.miesarch.com/work/180
16	Fondazione Prada	Italy	Industrial	The Fondazione is not a preservation project and not a new architecture. Two conditions that are usually kept separate here confront each other in a state of permanent interaction - offering an ensemble of fragments that will not congeal into a single image. Located in a former gin distillery dating from 1910 in the Largo Isarco industrial complex on the southern edge of Milan, the new home of Fondazione Prada is a coexistence of new and regenerated buildings including warehouses, laboratories and brewing silos, as well as new buildings surrounding a large courtyard.	2017	Shortlisted	http://www.miesarch.com/work/3627

17	Silesian Museum Katowice	Poland	Industrial	The basic aim of the concept is to offer a wide variety of museum uses with minimal apparent intervention in the former coalmine. The museum develops its spatial programme on the basis of the areas' former significance and, in homage to the previous function of the site, is situated entirely underground. From the outside the whole complex is visible only as an ensemble of abstract glass cubes, dimensioned in such a way that they blend harmoniously into the ensemble of the existing building.	2015	Shortlisted	http://www.miesarch.com/work/595
18	ARQUIPÉLAGO - Contemporary Arts Centre	Portugal	Industrial	The design of Arquipélago - Contemporary Arts Centre maintains the industrial character of the whole and highlights the dialogue between an existing building (former factory of alcohol / tobacco) and the new construction (arts and culture center, storage facilities, multipurpose hall / performing arts, laboratories, artist studios). The Arts Centre acquires its identity by the quiet variation between the preexistence and the two new buildings. Co-funded by INTERREG	2015	Shortlisted	http://www.miesarch.com/work/624
19	Santa Marí a do Bouro Convent	Portugal	Religious	The convent located in Amares (Braga) was reconverted into a pousada (heritage hotel).	1998	Shortlisted	http://www.miesarch.com/work/2993
20	San Telmo Museum Extension	Spain	Religious - Military	The Museum of San Telmo was the result of a long process of successive modifications that had partially altered its physical and functional character. Its location on the edge, where the urban structure meets the topography of Mount Urgull, is a reflection of an urban problem very characteristic of San Sebastian: the	2013	Shortlisted	http://www.miesarch.com/work/511

				unresolved separation between the natural and artificial landscapes. The design proposal was represented by the image of a long, inhabited wall whose plan evokes the distorted geometry of the cloister and the nearby military bastions where they meet the mountain.			
21	House in Paderne	Spain	Industrial	The O Courel mountain range in Galicia is a special place with an exceptional landscape and some untouched villages such as Paderne, where an existing old barn was recuperated to create a small single-family house. The thick ancient stone walls were preserved for use as a base for the new house. The new structure is made of laminated wood mounted on the masonry walls and the slate roof and chestnut wood cladding are reminiscent of the ancient buildings of the village.	2011	Shortlisted	http://www.miesarch.com/work/2324
22	Restoration of the Martos Mill and Urban Development of the Stadium Bank	Spain	Industrial	The project for the restoration of the Martos Mill and Balcón del Guadalquivir in Córdoba constitutes an important urban project in the city with a powerful effect on the whole, creating a wide space for parkland on the riverbank, and for the restoration of the Martos Mill, the creation of a small hydraulic museum that will centralize the public space serving as a link between the city and the park.	2005	Shortlisted	http://www.miesarch.com/work/2732

23	Bookstore Selexyz Dominicanen Maastricht	The Netherla nds	Religious	The client is a large Dutch bookseller with stores in most major cities on key locations, often in remarkable buildings. In Maastricht, the site for the intervention was the earliest Gothic Church in the Netherlands, a pure and powerful space with remnants of important frescos. In response to the briefs' requirement of the development of more than twice the available surface, the design solution was based on the organisation of the extra space on two floors, positioned asymmetrically as a giant steel 'bookcase' in order to maintain the main sight lines in the nave.	2009	Shortliste d	http://www.miesarch.com/work/660
24	Kraanspoor	The Netherla nds	Industrial	Kraanspoor is a three-storey light-weight office building superimposed on a concrete crane way built in 1952 on the grounds of the former NDSM shipyard, a relic of Amsterdam's shipping industry. The design challenge was to realise a maximum surface area without making radical adjustments to the 270-metre-long structure, utilising its maximum allowable load-carrying capacity. Fully respecting its foundation, the new construction follows the entire length and width of the crane way, and supported by three-meter-high slender steel columns, it appears to float above.	2009	Shortliste d	http://www.miesarch.com/work/1656

附錄 7 : MS EXAMPLES 計畫

No.	Site	Country	CH type	Description	Weblinks
1	National Technical Museum Centre for Building Heritage in Plasy	Czech Republic	Religious - Industrial	Former Plasy monastery is in the north of Pilsner region and is among the most significant monastic complexes in Central Europe. The Czech state successfully reacquired the buildings in the early 2000s and commenced their systematic preservation and repairs. The National Technical Museum took over the buildings of former farming facilities of the monastery into its keeping in 2008. It was a former brewery building and former farmyard that became the site of the Centre for Building Heritage project.	http://muzeum-plasy.cz/en/en-okoli
2	Technopolis - Industrial Gas Museum	Greece	Industrial	The Athens gasworks ceased operation in 1984. In 1986 the Ministry of Culture declared the gasworks a historic preservable monument and began to commission studies for its protection and exploitation. The Industrial Gas Museum opened its doors in 2013, turning a new page in the history of the old factory.	<p>1.http://www.technopolis-athens.com/web/guest/museum/home</p> <p>2.http://www.technopolis-athens.com/web/guest/home</p>
3	National Museum of Contemporary Art	Greece	Industrial	The National Museum of Contemporary Art in Athens is the former Fix brewery on Syngrou Avenue. In the late 1970s production was transferred away from Athens and the building was left empty; in 1982 the FIX brewery ceased to operate. In 2000 the facility was turned over to the newly-established National Museum of Contemporary Art (EMST) as a temporary venue. The surviving part of the old FIX brewery was repaired, reinforced and laid out specifically to meet the needs of the EMST.	<p>1.http://www.emst.gr/en/museum</p> <p>2.http://www.emst.gr/en/museum/the-fix-building</p>

4	The Museum of Industrial Olive-Oil Production of Lesvos	Greece	Industrial 1	The Museum is housed in the old communal olive press of Aghia Paraskevi on the island of Lesvos. The buildings and the mechanical equipment have been restored in an exemplary fashion. The objective is to showcase Greece's industrial heritage in the sector of olive-oil production and incorporate it into the broader architectural, social and cultural context of the period.	http://www.piop.gr/en/diktuo-mouseiwn/Mouseio-Biomixanikis-Elourgias/to-mouseio.aspx
5	Industrial Museum of Hermoupolis, Syros	Greece	Industrial 1	Nowadays Hermoupolis's industrial remnants number tens of industrial buildings, where the Industrial Museum's four buildings are located. It was and still is a unique heritage area in Greece by any standards and, along with its network of restored residential buildings, constitutes a destination of particular interest.	http://www.ketepo.gr/en/news
6	A Luxembourg Steel Mill Converted Into a Public Park	Luxembourg	Industrial 1	AllesWirdGut Architektur have converted an abandoned steel mill into a sleek public park, leaving many of the old structural remnants in place. The former site was once characterized by an expansive and rough aesthetic with only a few pioneer plants such as moss and birch. The goal of the new design was not to upheave the site, but to integrate the past to create a rich, new destination that would let the hidden qualities of the former steelyard shine through.	https://inhabitat.com/steel-mill-converted-into-a-spectacular-public-park-in-luxembourg/
7	Herdade Of Freixo Winery	Portugal	Industrial 1	The architect Frederico Valsassina and his team were invited to design the interior space of the Herdade do Freixo estate winery in Redondo, in the Alentejo landscape. The idea of the project was to respect the inherited natural landscape to the maximum. The morphology of the existing ground was decisive for the definition of the project, making it imperative to keep it unchanged although subject to an intervention with this volume of construction.	1. http://morewithlessdesign.com/en/the-herdade-do-freixo-winery 2. https://www.archdaily.com/881926/herdade-of-freixo-winery-frederico-valsassina-architectos

					3.https://www.ignant.com/2017/11/03/the-herdade-do-freixo-winery-designed-by-frederico-valsassina/
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