Reuse Potential within Industrial Heritage Tourism Perspectives

Case study: Allatini Mills
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I hereby declare that the work submitted is mine and that where I have made use of another’s work, I have attributed the source(s) according to the Regulations set in the Student’s Handbook.

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Thessaloniki – Greece
Abstract

It is unquestionable that heritage buildings are containers of culture and identity of a region or city. Heritage buildings include also industrial buildings and sites. They represent an integral part of cultural heritage whose value, identification, protection and conservation has become an important issue within the European countries. However, conserving and restoring old industrial buildings, without adapting them, leads to diminished historical value. If left without re-functioning, they become obsolete and deteriorated. One suitable treatment method for conserving them is through the adaptive reuse method which is determined as the reuse of old, sometimes abandoned buildings, for new purposes without losing its former character. This action could have social, economic and environmental benefits for cities and their inhabitants.

Arguably, field of industrial heritage has not been extensively researched especially in Greece. The current situation in Thessaloniki within the field of industrial heritage will be examined and analyzed, with special emphasis put on Allatini Mills, an abandoned industrial heritage complex. The main aim of this study is the determination of the appropriate function through the concept of adaptive reuse for Allatini Mills. The study covers the theoretical background of cultural tourism, industrial heritage and adaptive reuse for conserving Allatini Mills. Furthermore, given the fact that participation of locals is a vital part of a successful adaptive reuse project for the mills, a questionnaire was distributed as part of framework to find appropriate function for Allatini Mills. To wrap up the thesis, a recommendation and an idea will be proposed as applicable solution for the mills.

Key words: industrial heritage, cultural heritage, adaptive reuse, conservation, Allatini Mills

Ferranti Natalie

12 January 2019
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Table of contents

ABSTRACT ................................................................................................................................. I
ACKNOWLEDGEMENTS ........................................................................................................... II
TABLE OF CONTENTS ............................................................................................................. III
ABBREVIATIONS ..................................................................................................................... V
CHAPTER 1: INTRODUCTION ................................................................................................... 1
  1.2 PROBLEM STATEMENT ..................................................................................................... 3
  1.3 RESEARCH QUESTIONS ................................................................................................... 3
  1.3 AIM OF THE STUDY ......................................................................................................... 3
CHAPTER 2: CULTURAL AND HERITAGE TOURISM ............................................................. 4
  2.1 DEFINITION OF CULTURAL TOURISM ......................................................................... 4
  2.1.1 Cultural tourism resources ......................................................................................... 6
  2.2 HERITAGE TOURISM ...................................................................................................... 7
CHAPTER 3: INDUSTRIAL HERITAGE TOURISM ................................................................. 9
  3.1 INDUSTRIAL HERITAGE - PART OF CULTURAL HERITAGE ....................................... 9
  3.2 INDUSTRIAL HERITAGE AS A TOURIST ASSET .......................................................... 11
CHAPTER 4: ADAPTIVE REUSE .......................................................................................... 13
  4.1 INDUSTRIAL HERITAGE CONSERVATION ................................................................. 13
  4.1.1 Definition of Adaptive Reuse as a term for conservation ......................................... 15
  4.2 BENEFITS OF ADAPTIVE REUSE ............................................................................... 17
  4.3. EXAMPLES OF GOOD PRACTICES .............................................................................. 18
5. INDUSTRIAL HERITAGE IN THESSALONIKI .................................................................. 21
  5.1 OVERVIEW OF THESSALONIKI .................................................................................... 21
  5.2 INDUSTRIAL HERITAGE AND ADAPTIVE REUSE PRACTICES .................................. 23
  5.3 THE CASE OF ALLATINI MILLS .................................................................................... 26
    5.3.1 Brief history of the building ..................................................................................... 26
    5.3.2 Adaptive reuse as an approach for preservation ..................................................... 29
CHAPTER 6: RESEARCH METHODOLOGY .......................................................................... 32
INTRODUCTION TO THE CHAPTER ...............................................................32
6.1 SURVEY .................................................................................................32
6.2 SURVEY QUESTIONNAIRE .................................................................32
6.3 RESEARCH LIMITATIONS AND FUTURE RESEARCH .......................33
6.4 DATA STATISTICAL ANALYSIS ............................................................34

CHAPTER 7: FINDINGS AND RECOMMENDATIONS .................................42

CHAPTER 9: REFERENCES ........................................................................45

APPENDICES ............................................................................................54

APPENDIX A ..............................................................................................54
APPENDIX B ..............................................................................................56
APPENDIX C ..............................................................................................57
## Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey Data</td>
</tr>
<tr>
<td>ERIH</td>
<td>European Route of Industrial Heritage</td>
</tr>
<tr>
<td>ICOMOS</td>
<td>International Council on Monuments and Sites</td>
</tr>
<tr>
<td>TICCIH</td>
<td>The International Committee for the Conversation of the Industrial Heritage</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UNWTO</td>
<td>World Tourism Organization</td>
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It is not enough to save a building for its architecture and for what it was. It has to be about what it can be now in the 21st century

Houghton Karen
Chapter 1: Introduction

“We have entered an era of disposable buildings without even knowing it. Businesses come and go, spatial requirements change, and it is cheaper and easier to finance a new building than to rehabilitate an existing building. The social aspect of “newness is goodness” is more a part of the society than ever before, as is the dislike and distrust of something old” (Rabun, 2000, p.491).

Historic sites and buildings are one of the most important evidence of our past lifestyle. The conservation of these worthy places is in a sense the preservation of culture and heritage values of a region (Ipekoglu, 2006). Former industrial buildings also represent a form of heritage in which people view these buildings as valuable cultural assets and helps them to understand and to connect with the civilization of the past. The main argument for conserving industrial heritage is to enliven cultural assets by evaluating their historical, architectural, visual, environmental and aesthetic characteristics. One of the most controversial issues nowadays is, conservation for contemporary uses. According to Naaser (2003, p.469), “conflict between protecting existing historic areas and new changes in contemporary lifestyle has set up the various approaches in conservation theme”. One of the conservation terminologies that can connect historic features with new life is adaptive reuse activities. Adaptive reuse is the conversion of a building or site from one use to another and particularly how a building or site can be adapted to new functions, based on their economic, social, cultural and environmental values. Specifically, when undertaken on former industrial buildings, adaptive reuse is a viable strategy for both neighborhood revitalization and heritage conservation (Wong, 2017).

In Greece, several industrial buildings are unutilized, unexploited, abandoned and in bad conditions as for example the deserted grain silos in front of Mount Olympos, near Larissa city or the Kannavourgio in Edessa. They are waiting for the exploration and exploitation of their hidden virtues and usability. If these buildings are considered as resources and valuable assets, once can easily see how important their re-utilization can be. For
this reason, before their demolition, the possibilities of adaptive reuse shall be considered. One of these unutilized industrial buildings is also Allatini Mills, situated near the center of Thessaloniki. Amongst many valuable heritage buildings in Thessaloniki, Allatini Mills is considered one of the most important heritage sites, despite that it is abandoned for many years. Given this rich historical background, it is required to conserve and protect its cultural heritage for the next generations.
1.2 Problem statement

Thessaloniki is a city with a strong historical and cultural background and rich in variety of recent period industrial buildings. The main problem of the dissertation is that the most important industrial complex in Thessaloniki, is abandoned for many years due to lack of attention to it and its values. Allatini Mills has been selected as a case study and a model has been proposed for its’ adaptive reuse action by keeping the authenticity of the building and its original feature. Through this study, a clear and concise first approach for the conservation of Allatini Mills will be provided. Prior researches have shown that adaptive reuse projects in abandoned industrial buildings are the most suitable way to preserve them. The current research is the first attempt to study and analyze the potential of Allatini Mills, to raise awareness in the local community and how a successful adaptive reuse project could act as a lever of tourism.

1.3 Research Questions

Allatini Mills is the largest abandoned industrial building in the urban area of the city and because, from my point of view, there are many potential new uses for this complex. According to the problem statement several research questions arises:

- Which new function is appropriate for Allatini Mills within the contemporary adaptive reuse concept
- Can special interest tourism be applied in the mills and promote the complex as a thematic museum based on gastronomy
- What is the respondents’ perception toward the adaptive reuse of Allatini Mills for enhancing the tourism product in Thessaloniki?

1.3 Aim of the study

To pursue the research questions, the main aim of the study is to identify how to enhance the adaptive reuse term as part of heritage conservation and value industrial buildings as a part of history of our society. For this goal, an adaptive reuse concept has been proposed in order to keep the authenticity of the building and its original feature.
Chapter 2: Cultural and Heritage Tourism

2.1 Definition of Cultural Tourism

Having its roots in the *Grand Tour*¹, culture is a fundamental part of the tourism experience and its importance is growing yearly. According to UNWTO Report on Tourism and Culture Synergies 2018, “cultural tourism is one of the largest and fastest-developing global tourism markets: an estimated four out of ten tourists choose their destination based on its cultural offering. They are attracted by intangible factors - by a place’s culture, history and traditions”.

The concept of cultural tourism is complex and “there are a great number of definitions of cultural tourism in use”². ICOMOS defined cultural tourism “as that activity which enables people to experience different ways of life of other people, thereby gaining at first hand an understanding of their customs, traditions, the physical environment […] or other cultural significance which remain from earlier times. Cultural tourism differs from recreational tourism in that it seeks to gain an understanding or appreciation of the nature of the place being visited³”. Stebbins (1996) stated that “Cultural tourism is a genre of special interest tourism based on the search for and participation in new and deep cultural experiences, whether aesthetic, intellectual, emotional, or phycological”.

A well-known conceptual definition has been provided by Richards (1997), who stated that “cultural tourism is the movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural need” while he also provided a technical definition, stating that “includes all movements of persons to specific cultural attractions, such as heritage sites, artistic and cultural manifestations, arts and drama outside their normal place of residence”.

Finally, the UNWTO (1985) has provided a definition of cultural tourism focusing on the travel motivations of tourist: “Cultural tourism include movements of persons for essentially cultural motivations such as study tours, performing arts and other cultural tours,

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¹ The Grand Tour (15th –19th century) was a traditional trip around Europe undertaken by young elites in an effort to broad their horizons and learn about new cultures, languages, architecture and geography.
² City Tourism and Culture The European Experience, 2005
³ Charter for Cultural Tourism, ICOMOS, Draft April 1997
travel to festivals and other cultural events, visit to sites and monuments, travel to study nature, folklore or art or pilgrimages” while recently, in 2018, declared that “cultural tourism is a type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination”.

Visiting a cultural attraction (for example museum, landmark, historic site) in a destination have always been part of the tourism experience and culture which is increasingly being used to promote the destination and to enhance its attractiveness and distinctiveness, seems to be part of almost every decision to travel. According to Du Gros and McKercher (2002), “all travel involves a cultural element” and cultural tourism “has become an umbrella term for a wide range of related activities, including historical tourism, ethnic tourism, arts and museum tourism and others”. Moreover, tourism is considered to be one of the major forces to destroy cultural diversity and has been discovered that “cultural tourism can also help to maintain the cultural differences between people due to culture travelers desire to experience different and unique cultures” (Ivanovic, 2008)

Cultural attractions in a city or a country, are often seen as a local pride and prestige and nowadays cultural tourism is not just consuming cultural products of the past; it also deals with contemporary way of life and values of people. Furthermore, the modern traveler wants to discover authentic place and authentic experiences and trying to connect himself with local cultures and local traditions. For example, experiencing the authentic in a destination if often by eating local cuisine or participating in local festivals.
2.1.1. Cultural tourism resources

Cultural tourism can be understood through a consideration of the cultural resources involved. A cultural resource can be defined as any cultural feature, tangible (material) or intangible (non-material), available within a country, region or area, which makes a positive contribution to cultural tourism (Ivanovic, 2008). Cultural tourism resource includes any cultural or natural factors that could give travelers an incentive to take cultural activities.

ECTARC⁴ (1989) defines the resources involved in cultural tourism as:

a) archeological sites and museums
b) architecture (ruins, famous buildings, whole towns)
c) art, sculpture, crafts, galleries, festivals, events
d) music and dance
e) drama
f) language and literature study, tours, events
g) religious sites, pilgrimages

Munsters (1996) adopts a similar approach and includes thematic routes and theme parks. According to ACS (2017), rural attractions (farms, wineries, mines) are also part of the cultural attractions. Csapò (2012) highlights the most important types/elements of cultural tourism from a thematic perspective grouped by the principles of the preferred activity (see Appendix A). He stated that “the major (directly) connected tourism products for cultural tourism are rural and eco-tourism, wine tourism and conference tourism⁵.”

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⁴ European Centre for Training and Regional Cooperation
⁵ Rural tourism includes traditions, lifestyle, local gastronomy and wine tourism includes grape and viticulture.
2.2 Heritage tourism

Heritage tourism refers to that segment of the tourism industry that places special emphasis on heritage attractions and is an important part of cultural tourism. According to ICOMOS (1999), it includes “landscapes, historic places, sites, and built environments and also biodiversity, collections, past and continuing cultural practices, knowledge and living experiences” while Poria et al.(2001) stated that “the main motivation for visiting a site is based on the place’s heritage characteristics according to the tourists’ perception of their own heritage”. Zeppel and Hall (1992) supported the concepts of “nostalgia” and of “special form of tourism”, noting that “heritage tourism is a broad field of specialty travel, based on nostalgia for the past and the desire to experience diverse cultural landscapes and forms”. In the same vein, Peterson (1994), stated that “we think of heritage tourism as visiting areas which make the visitor think of an earlier time”. Additionally, Xie (2015) mentioned that “industrial heritage has long been viewed as Les Lieux de Mémoire, or sites of memory and represent spatial landmarks of affective and collective memory in contemporary society”.

Concerning the classification, UNESCO makes differences between the various types of heritage such as monumental, movable, intangible and world heritage. Timothy and Boyd (2003) stated that “heritage can be classified as tangible immovable resources, tangible movable resources or intangible such values, customs and including experiences such as festivals, arts and cultural events”.

Figure 1: Different forms of Cultural Heritage (Author’s source)
Chapter 3: Industrial Heritage Tourism

3.1 Industrial Heritage - part of cultural heritage

Heritage consists of what the previous generations passed on to the future generations including cultural, intellectual and material wealth. According to the Convention Concerning the Protection of the World Cultural and Natural Heritage (UNESCO, 1972), the following shall be considered as “cultural heritage”: monuments, groups of buildings, sites, urban complexes, industrial monuments and works of art (Mylonopoulos, 2007). The International Cultural Tourism Charter (ICOMOS, 1999), stated that “at the time of increasing globalization, the protection, conservation, interpretation and presentation of the heritage and cultural diversity of any particular place or region is an important challenge for people everywhere”.

Taking into consideration the aforementioned charter, an integral part of the culture and history of each country is the industrial heritage; however, this is still not everyone’s idea of heritage since for many years industrial monuments have been underestimated and ignored in terms of their protection and recognition of their value but also as a huge potential for tourism and economy. Almost 50 years ago, the first congress about conservation of industrial heritage was held with the subject of “evaluation and development of industrial buildings and their value”. After this congress, international organizations such as ICOMOS and UNESCO have put forward their aim of conservation of industrial heritages. Today, industrial sites and buildings are places of interest, as a part of civilization heritage, appreciated by UNESCO, TICCIH, ICOMOS and other international organizations. Moreover, in 1999, a European network that would help to support the establishment of industrial heritage as kind of a tourism brand was born. The European Route of Industrial Heritage (ERIH) tries to present the industrial heritage of Europe to the general public, thus encouraging people to visit the industrial monuments and has become the largest information network for tourists interested in the industrial heritage.

According to the Nizhny Tagil Charter for the Industrial Heritage adopted by TICCIH in July 2003, “industrial heritage consists of the remains of industrial culture which are of
historical, technological, social, architectural or scientific value. These remains consist of buildings and machinery, workshops, mills and factories, mines and sites for processing and refining, warehouses and stores, places were energy is generated, transmitted and used, transport and all its infrastructure as well as places used for social activities related to industry such as housing, religious worship or education”. Additionally, “It includes both material assets - immovable and movable- and intangible dimensions such as technical know-how and the complex social and cultural legacy that shaped the life of communities and brought major changes to entire societies”. Schupp (1929)⁶, stated that “We must recognize that industry with its enormous buildings is no longer a disturbing link in our townscape and our landscape, but a symbol of work, a monument of the town, which every citizen should present to the foreigner with at least the same pride as his public buildings”.

The Nizhny Tagil charter emphasizes also the sense of identity of the building and mentions that “the industrial heritage is of social value as part of the record of the lives of ordinary men and women, and as such it provides an important sense of identity”. The heritage significance of an industrial place can be historic, aesthetic, social and technical. Besides the tangible aspects of the industrial heritage, emphasis should be put as well on the intangible aspects of the industrial heritage such as place attachment, identity, community spirit, civic proud and history however Fleming (2007) states that the genius loci (sense of place) has lost its sincerity and credibility through exploitation.

Guardians of the past, industrial heritage sites are an important part of our built environment and landscape, they provide tangible as well as intangible links to our past, they have great potential to play significant roles in the present and in the future of our cities and towns and to act as a lever of tourism development. Post-industrial sites are landmarks that connect people and place; they are keepers of history, and even more - protectors and mediators of memory (Moore and Whelan, 2007).

⁶ Fritz Schupp (1896 – 1974) was a German architect. His best-known work is the Essen Coalmine Zollverein, today World Culture Heritage.
3.2 Industrial Heritage as a Tourist Asset

The historical and cultural heritage plays a huge role in development of internal as well as external tourism. All tourism involves the consumption of experiences, products and resources. Specifically, ‘‘visiting historic sites, cultural landmarks, attending special events and festivals, or visiting museums have always been a part of the total tourism experience’’ (McKercher & Du Cros, 2002).

Industrial tourism represents a form of cultural tourism. Cultural tourism in industrial areas is mostly seen as a form of tourism whose main goals are industrial facilities and their spaces reflecting them in a characteristic way. By that we do not only thing of former companies or those still operating but also other typical elements of the industrial era like workers’ villages which are now being studied and visited (Grzinic, Zanketic, Bacac, 2009). Sorochan (2014) defines industrial tourism as a type of tourism which involves visits to operational companies and industrial heritage.

It is necessary to understand the significance of industrial heritage sites or monuments through the knowledge of the industrial history of an area and its links to the past. According to the Dublin Principles, adopted by ICOMOS-TICCIH, ‘‘the industrial heritage is a source of learning which needs to be communicated in its multiple dimensions. It illustrates important aspects of local, national, and international history and interactions over times and cultures. Public and corporate awareness and understanding for the industrial heritage are important means for its successful conservation’’. Furthermore, ‘‘programs and facilities such as visits of industrial or city museums and interpretation centers, exhibitions, publications should be developed and sustained as means to raise awareness and appreciation for the industrial heritage’’. Industrial heritage should be efficiently and positively presented and communicated by public authorities not only to the general public but also to tourists explaining the meaning and value of these industrial sites and trying to engage them with the history and the past of the site as well as with the local region.
Industrial tourism offers benefits to the economy, to heritage protection, to local communities and can boost growth. Apart from creating new jobs opportunities in an area, industrial heritage sites generate and increase induced income from visitors’ expenditures and the direct spending by tourists at a specific industrial site stimulates further spending creating the multiplier effect. Furthermore, in socio-cultural terms, the most typical benefit is the recognition and celebration of past ways of life. Local pride increases the sense of place identity and attachment for both local people and visitors and promotes cross-cultural exchange. According to UNESCO World Heritage Sites of the Industrial Heritage, ‘‘the change in the use of former industrial plants to turn them into animated places for visitors is the most important cultural achievement at the end of the 20th century and the beginning of the 21st century’’. Industrial heritage means getting closer to the past and looking to the future.
Chapter 4: Adaptive Reuse

4.1 Industrial Heritage conservation

Nowadays, an important question is not only how to preserve the industrial sites, but also how to combine all the industrial remains and how to promote them for touristic uses. Industrial heritage is sometimes not as widely appreciated as other kinds of heritage structures and may be loved and admired by some members of the local community in which they are located or dismissed and usually considered as shame and disgrace combined with bad memories. Despite the fact these edifices possess huge potential, often they are abandoned for many years, occupying valuable space within the city or region, or even demolished and by doing that a piece of history disappears with them. The future of a defunct industrial building can be demonstrated as shown in the below figure:

![Diagram of Future of the Industrial Building](image)

*Figure 2: Future of the industrial building after losing function. Lepel, A. (2006)*

However, by including the industrial heritage into the lists of protected cultural goods of a certain country, the heritage gains a completely new status and a new role. Different approaches are used in order to protect and conserve these historic buildings. Heritage conservation is an intervention approach that can take several forms. According to the ICOMOS Burra Charter of 1981 and 2013, “conservation encompasses all the processes of looking after a place so as to retain its cultural significance. It includes maintenance and according to circumstances may include preservation, restoration, reconstruction...
and adaptive reuse, or even a combination of more than one of these approaches”. As shown in the image below, conservation can be grouped into three main parts which each having different subsets and functions (related terminologies are explained in Appendix B):

![Figure 3: Various terminology related to conservation, adapted from (Frodl, 1966; Fitch, 1972; Ahunbay, 1996) by Türker (2002).]
4.1.1 Definition of Adaptive Reuse as a term for conservation

It is clear from the above table that there are differences between preservation, restoration and adaptation in terms of intervention and conservation. In this part of my dissertation, the adaptive reuse of industrial buildings is discussed.

“Adaptive derives from two Latin words, (ad) which is (to) and (aptare) which means to (fit)”, stated Douglas in 2002 while Burchell & Listokin (1981) described that this term is a revitalization approach, which has the plan for reuse and management of abandoned or leftover buildings. With adaptation, heritage buildings can attain certain usefulness, therefore, such adaptation is encouraged through a combination of enhancement and conservation (Haidar & Talib, 2015). Specifically, the Burra Charter 2013, mention that “adaptation or adaptive reuse is defined as changing a place to suit the existing use a proposed used. Adaptation is acceptable only where the adaptation has minimal impact on the cultural significance of a place [...]. It may involve additions to the place, the introduction of new services, or a new use, or changes to safeguard the place”. Loures & Panagopolos (2007), stated that “Adaptive reuse is a challenge, which seeks for a balance between: restoration, adaptation and change of the building through appropriate project of adaptive reuse”. They also stated that it should have five design principals:

- Perform the functions well for which they are redesigned
- Be long lasting and adaptable to new uses
- Respond well to their surroundings and enhance their context
- Have a visual coherence and create ‘delight’ for users and passers-by
- Be sustainable and have minimal environmental impact

Powe et al. (2016) identified the importance of using the old building in the city and the possibilities that the buildings can create. Specifically, he stated “Old ideas can sometimes use new buildings. New ideas must use old buildings”. Taking into consideration the above, the adaptive reuse project can be applied in any kind of buildings, such as

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7 Cultural significance means aesthetic, historic, scientific, social or spiritual value for the past, present or future generations. It's embodied in the place itself, its fabric, setting, use, meanings, records, related places and objects. It may include a range of values for different individuals or groups, and this may change over time and with use. The Burra Charter (2013), the Australia ICOMOS Charter for Places of Cultural Significance.
industrial buildings, churches, offices and many more. Adaptation links the past to the present and projects into the future. ICOMOS-TICCIH in the Principles for the Conservation of Industrial Heritage Sites state that “appropriate original or alternative and adaptive use is the most frequent way and often the most sustainable way of ensuring the conservation of industrial heritage sites or structures. We need to ensure that the heritage significance is taken into account and respected in managing the sustainable use of these industrial heritage sites and structures”.

The best way to conserve a heritage building, structure or site is to use it. Adaptive reuse gives new life to a site, and especially to an abandoned, old site. Tries to revitalize it rather than to freeze it at a particular moment in time. Adding a new layer without erasing older layers, a successful adaptive reuse project becomes part of the long history of the site and of the region. Adaptive reuse is an effective way to conserve old items of heritage value and promote enhance used by local communities and visitors alike.
4.2 Benefits of adaptive reuse

Adaptive reuse itself has various advantages such as social, economic and environmental benefits. Industrial heritage sites can play important roles in urban regeneration, reinforcing urban identity, providing tourism drawcards and acting as the focus of economic development. In the below table the main benefits (social, economic and environmental) of adaptive reuse are shown:

<table>
<thead>
<tr>
<th>Social</th>
<th>Economic</th>
<th>Environmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Improve cultural values</td>
<td>▪ Increasing employment</td>
<td>▪ Recycling the existing structure and materials</td>
</tr>
<tr>
<td>▪ Creation of the ‘sense of place’</td>
<td>▪ Multiplier effect</td>
<td>▪ Reduced demolition waste</td>
</tr>
<tr>
<td>▪ Civic pride</td>
<td>▪ SMEs</td>
<td>▪ Reduce energy consumption</td>
</tr>
<tr>
<td>▪ Connection to the past</td>
<td>▪ Increasing income</td>
<td>▪ Installation of new environmentally sustainable design initiatives</td>
</tr>
<tr>
<td>▪ Helps society to have less crime and unsafe actions in abandoned buildings</td>
<td>▪ Attracting investments</td>
<td>▪ Avoid development of greenfield</td>
</tr>
<tr>
<td>▪ Regional development</td>
<td>▪ Returning on investment (ROI)</td>
<td></td>
</tr>
</tbody>
</table>

Furthermore, adaptive reuse activity can have several positive aspects such as education, legal, cultural, technical and economic aspects which are expressed in the below table by Forster (2010):

<table>
<thead>
<tr>
<th>Cultural</th>
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<tbody>
<tr>
<td>Retaining a valued part of the built environment because of its architectural or historic significance.</td>
</tr>
<tr>
<td>Educational</td>
</tr>
<tr>
<td>Economic</td>
</tr>
<tr>
<td>Legal</td>
</tr>
<tr>
<td>Technical</td>
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</table>

Figure 4: Future of the industrial building after losing function. Lepel, A. (2006)

Figure 5: The main reasons of conservation of old buildings, Foster (2010)
4.3. Examples of good practices

During the second half of the 20\textsuperscript{th} century a great number of former industrial towns faced substantial economic decline as a result of deindustrialization (Trinder, 2013). Several factories and plants closed-down and later abandoned without any plan for their protection. These sites frequently suffer demolition. Industrial buildings, mainly the large complexes, had an important reuse value, because they can serve for different functions. Nowadays, the wealth of industrial heritage is highly value in most European countries and through well-laid-out reutilization strategies it can provide the backbone for the development of local economy, culture, quality of life and special interest and alternative forms of tourism (Agaliotou, 2014). There are numerous cases of successful adaptive reuse examples in Europe that will be presented below.

- **Zollverein Coal Mine Industrial Complex**

The Zollverein Coal Mine Industrial Complex is a large former industrial site in the city of Essen, in Germany. In 2001, the UNESCO World Heritage Committee declares the inscription of this industrial complex on the World Heritage List and it is also one of the anchor points\(^8\) of the European Route of Industrial Heritage (image 1).

![Image 1: Avda (2013) The winding tower of Shaft 12, symbol of Essen and the whole Ruhr area.](image)

Zollverein site closed-down in 1986, facing a period of decay and threatened to be demolished. However, a project of the city set the coal mine on a list of future exhibitions. Gradually, the first modifications took place and now is one of the brilliant examples of creative clustering, connecting history, culture, creativity, entertainment, gastronomy, steel and renowned

\(^8\) Anchor points: the milestones of European Industrial Heritage. Anchor Points are sites of exceptional historical importance in terms of industrial heritage which also offer a high-quality visitor experience (EIRH)
museums, a symbol of a successful change of an abandoned industrial area into an attractive location for both locals and tourists. According to the official website of Zollverein, “the overriding objective is the preservation of cultural and natural heritage sites of mankind, which have an outstanding universal value and are thus both unique and authentic, but simultaneously sensibly integrated into public life”. Each year, about 1.5 million³ visitors get inspired by visiting this high-performance industrial complex.

- **Westergasfabriek**

  Another exemplary adaptive reuse project is the Westergasfabriek (Western Gas factory), a former gas extraction plant in the Netherlands, near Amsterdam city, now used as a cultural venue. In 1967 the production of gas stopped permanently, and the site was heavily polluted, making it difficult to find a new purpose for the area while some of the buildings were destroyed. The remaining buildings were given the status of protected buildings in 1989 however it took some years to find a new use for the derelict buildings since many problems raised such lack of money, pollution and more.

  From 1992, the buildings were used temporarily for creative and cultural activities, mainly from young entrepreneurs and artists. The Westergasfabriek reopened in 2003, after a complete metamorphosis since the polluted site was cleaned up and turned into a green park. Furthermore, has become a main cultural venue with workplaces, venues for large and small events, festivals, exhibitions, food markets and conference facilities as well as dining options. The present success is due

³ According to the Official Website of Zollverein Complex
to the combination of temporary use of the area and the development of plans for long term.

As for Greece, it can not be really claimed that industrial heritage occupies advantageous place on the list of priorities among state bodies dealing with culture and tourism however there are some noteworthy efforts. If such strategies are applied to Greece, the wealth of its industrial heritage can be strengthened and promoted, acting as a lever of special interest tourism. According to Agaliotou (2015), “in most cases, efforts for reutilization of the industrial heritage in Greece have failed, due to the lack of fundamental knowledge, economic motives and bad management”. Many industrial sites were demolished while other were partially damaged and abandoned while in other cases a radical change of use occurred, where the building’s structure was preserved but all its internal facilities/machinery were removed and maintained separately (Agaliotou, 2015).

Taking into consideration the Nizhny Tagil Charter that states “the value and authenticity of an industrial site may be greatly reduced if machinery or components are removed”, industrial buildings together with is machinery should not be separated since both form the industrial unit and the industrial heritage.

One of the most notable examples of adaptive reuse in Greece is Gazi, a neighborhood of Athens. Gazi was an industrial plant for the production of coal gas, founded in 1857. However, in 1984 the Athens gasworks cease operation. Two years later, the Ministry of Culture declares the gasworks a historic preservable industrial monument and begins to commission studies for its protection and exploitation. A former neglected district was transformed into a trendy cultural space and the Technopolis City of Athens has become one of the most renowned culture hubs in Greece offering a wide variety cultural events such as educational programs for children, temporary exhibitions, festivals, concerts, conferences and gastronomy, attracting over 600,000 people annually\(^\text{10}\). In 2013, the Industrial Gas Museum opened its door where visitors have the opportunity to see the surviving original machinery and ‘travel’ through the history of Athens and its industrial heritage.

\(^\text{10}\) According to the official website of Technopolis: [http://www.technopolis-athens.com/web/guest/visitors](http://www.technopolis-athens.com/web/guest/visitors)
Another example of a small industrial complex transformed into a museum reflecting its former function as an oil-mill is the Museum of Industrial Olive-Oil Production in Lesvos (MBEL). The buildings and the mechanical equipment have been restored and the visitors can engage themselves with the production of olive oil either through multimedia applications, experiments, games and activities. Additionally, a thematic museum revealing the importance of water-power in traditional societies is the Open-Air Water Power Museum in Dimitsana (Peloponnese). The museum has restored traditional installations and water-powered mechanism, the gunpower mill as well as the flourmill while each of the buildings housing the old traditional workshops has been renovated and host permanent exhibitions.

5. Industrial Heritage in Thessaloniki

In this chapter, a brief overview of Thessaloniki as a tourism destination will be presented and adaptive reuse practices will be discussed. Emphasis will be given on preserving Allatini Mills, an old industrial area and why adaptive re-use approach is important for its preservation.

5.1 Overview of Thessaloniki

Thessaloniki, the second biggest city in Greece and capital city of Central Macedonia’s administrative district, is an important economic, industrial, commercial, cultural and modern urban center, a significant business hub and a remarkable place to visit. At the crossroads of East and West, Thessaloniki is easily accessible in terms of transportation and additionally, possesses the second largest and busiest commercial port of Greece and of South-Eastern Europe. All the aforementioned factors contribute to its economic growth and its cosmopolitan characteristics.

In terms of tourism, the city offers a great number of natural and cultural interesting districts, a wide range of recreational, food and accommodation options and plenty of tangible and intangible attractions. As it is stated by Thessaloniki’s Hotel Association,
the city “is steadily gaining ground as a city break tourism destination”, while the number of overnight stays grew by 2.7 percent and hotels achieved 70.8 percent occupancy rates in 2017, up by 3.3 percent compared to 2016.

However, as a post-industrial port city that has lost the trade character that its port once had, in recent years Thessaloniki is facing that negative results caused by the decline of manufacturing and trade (Koutsari et al, 2013). Furthermore, this has caused large part of the productive fabric to remain inactive, including both the building stock and the human capital. Now, its historic center has been intensely affected by the rapid urbanization while over-crowding, neglected historic monuments and listed buildings, lack of open spaces for the public, intense traffic congestion is some of the problems that citizens are confronted on a daily basis.

Thessaloniki, at the moment, does not offer a variety of alternative forms of tourism, but rather is considered to be an ideally destination for city break. Specifically, no existing industrial heritage building or museum is not the main reason for visiting Thessaloniki, unless is located in the urban area of a city like the Technopolis, in Athens, which we mentioned above.
5.2 Industrial Heritage and Adaptive Reuse practices

In the beginning of 1900, the city of Thessaloniki is in full economical and industrial development with more than thirty registered factories such as textile, pottery, brewery, mill, tannery and tobacco warehouses (Varela, 2000) and after Istanbul, is the most important commercial center of the Southeast Europe. Below, the most important industrial activities in Thessaloniki are presented briefly:

- 1888-1890: installation of railway lines and gas facilities
- 1888 – 1908: tramway operation and electricity production
- 1890 – 1892: the modernized water supply network operates
- 1896 – 1912: new port infrastructure was built

Therefore, it is no wonder it has so many cultural monuments and historic buildings, witnessing the former successful industrial times. There are few industrial sites that have been declared “listed and historical” from the Ministry of Culture and Sports and from the Ephorate of Antiquities of Thessaloniki city. Some of them represent good examples of successful adaptive reuse practices. Through conversions, which were made taking into consideration the needs of the local community, the city is trying to improve the tourist offer and to attract an alternative form of tourism.

The first successful attempt of transforming an abandoned industrial complex into a multi-disciplinary cultural venue attracting every year more than 150.000 visitors\(^1\) either locals or tourists is the Mylos complex. The old flour mill, built in 1924, ceased operations in 1986 and the industrial complex, despite its good conditions in terms of infrastructure, remained unutilized and abandoned for few years. However, in 1990, a pioneering plan for its exploitation was carried out, turning it into a multicultural area with plenty of indoor and outdoor venues for concerts, events and festivals, galleries, restaurants and open markets. Since heritage needs to be considered in the initial stages of an adaptive reuse project, during its transformation, the concessionaires of the project,\(^2\)

\(^1\) Center of Industrial Heritage, CHRISTA, Interreg Europe
kept with respect the old industrial machinery that were found in the factory and tried to keep its equipment as full and unchanged as in the period of its operation. According to Deligiannis (1992), “the restoration of the complex was exemplary for Greece, taking into account both the architectural importance of the buildings and the machinery that was preserved by Mylos”.

This successful adaptive re-use project with the retention of the old industrial equipment won a European Prize. Specifically, won the Diploma of Merit for the overall transformation of the industrial complex of Mylos into a modern cultural and entertainment center from EUROPAS. 

Unfortunately, in 2004, a major fire destroyed a significant part of this historic mill, after ten years as an important cultural center for the city. Various interventions were made, altering its initial character, in order to re-gain its popularity, however, its initial success as a living organization that combined industrial heritage with culture and recreational activities was not repeated.

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12 Europa Nostra: the International Association for the Protection and Enhancement of Europe’s Architectural and Natural Heritage
Another example of converted industrial buildings into a culture-commercial venue are the old port warehouses, situated in the West port, specifically in the Pier A which have been declared as a historic site by the Hellenic Ministry of Culture, in 1994. The warehouses, after their regeneration, have been converted into a museum of photography, a cinema museum and cinemathque, a state museum of contemporary art and an exhibition venue. Except these cultural venues, offers also places for conferences and different events, dining options and bar, turning itself into a popular entertainment multiplex for locals and visitors. Every year more than 100,000 people are visiting the museums and the port area, and these number increases when the Biennale takes places every two year or the International Film and Documentary Festival every in year, in the port of Thessaloniki.

There are only two cases in Thessaloniki where old industrial factories are used exclusively as museums. Such examples are the historical industrial building of the former Pumping Centre of Thessaloniki which now is hosting the Waterworks museum and the Railway museum, previously operated as a small railway station. In both cases, adaptation for a new use respected the heritage significance of the existing building and its context. In the Waterworks museum, the visitor is able to admire the motor-machinery and electricity generators used since all the machinery is authentic, has been maintained properly and is in good working order. Moreover, the Railway museum hosts one of the most famous wagons of “Orient Express”, made in England in 1900. The wagon was granted for restoration and the past is revived through old maps, magnetic telephones, telegraph, lanterns, clocks, typewriters and many more. According to CHRISTA-Interreg Europe, these two museums have the lowest number of visitors and mainly they are visited by students which indicates that the industrial monuments are not sufficiently presented to foreigners.
5.3 The case of Allatini Mills

The case of Allatini Mills, a large industrial abandoned area in Thessaloniki, will be discussed and the adaptive reuse concept will be examined as an approach for preservation.

5.3.1 Brief history of the building

Allatini Mills is the name of large industrial complex (26,000 sqm), situated near Kalamaria district, few kilometers away from the city center. Back in 1854, a French steam mill was already built in the current area by Darblay de Corblay, a French architect in cooperation with Allatini brothers. In 1882, Moses Allatini, who operated a roller mill and potter and was one of the richest men of the city, buys the share of Darblay and from that moment the industry was owned and managed by Allatini family. Few years later, in 1898, after a fire who destroyed the previous building, a totally new and larger mill was built in the same location, by the Italian architect Vitaliano Poselli\textsuperscript{13}. The industrial complex except the main building, included also the administration building (old residence), warehouses, refrigeration areas and the roller mill buildings, surrounded by the boiler room, the machine shop and the chimney of Belgian construction. Two years later, the new flour mill, which remained in operation till 1980, were inaugurated. By the end of 19\textsuperscript{th} century, was described as the “biggest mill of the East” (Kolonas, 1987), “the first steam-powered factory in Thessaloniki” (Traganou-Deligianni, 1987) and till today is considered to be an integral part of the “collective memory” and one of the important sample of the industrial development in the city.

\textsuperscript{13} Vitaliano Poselli (1838 -1918) was an Italian architect from Sicily, mostly known for his work in the city of Thessaloniki
In 1913, the Allatini family sells the property and moves to Italy due to the start of the First Balkan War. The new Greek owner managed to double its grinding production within a few years, turning it into the biggest mill in the Balkans peninsula. Another fire causes damage to the buildings. However, the mills started to operate again in 1939. During the Occupation of Greece\(^\text{14}\), the mill continued to operate however a third fire in 1950 destroyed a large part of the central mill. The company managed to rebuild the destroyed mill, even though it was not insured that time, but its capabilities to produce flour were reduced. After a few years of limited operation, the industrial complex of Allatini Mills was totally abandoned, and big part of the machinery has been expropriated.

According to the provisions of Law 1469/1950\(^\text{15}\) by the Ministry of Culture and Sports, the buildings of Allatini and its immediate surroundings has been declared as a historical listed monument since it is the oldest industrial complex in the area of Thessaloniki. Nonetheless, till today, after various plans for its restoration and preservation, the complex remains empty, unutilized, abandoned to his fate and dangerous for the local community. In fact, often fires break-out in the buildings as many homeless people trying to warm up themselves while few years ago, while inside the building people were injured, even deadly.

As for Thessaloniki, it can not be really claimed that industrial heritage occupies enviable place on the list of priorities among state bodies dealing with culture. Industrial heritage in many cases is not even considered as national good. There is still controversial discussion regarding the management and maintenance of Allatini Mills while the ownership of the complex is really complicated, making it difficult to take decisions.

\(^{14}\) The occupation of Greece by the Axis Powers from 1941 till 1944
\(^{15}\) ΥΑ ΥΠΠΕ/43542/30-9-1984 - ΦΕΚ 740/Β/17-10-1984
The list building of the industrial block of Allatini Mills is unquestionably an integral part of the collective memory of urban Thessaloniki, which was the capital-metropolis of the industrial development during the first decades of the 20th century.
5.3.2 Adaptive reuse as an approach for preservation

Abandoned industrial sites can have a depressing effect on the surrounding area. The old industrial edifices situated in the central areas of a city are usually thorn in one’s side and represent blot on the urban city landscape. They are causing destructive economical, ecological and social effects and are most of the times seen as obstacle, rather than big potential (Antic, 2009).

Allatini mills has an important reuse value, because it could serve different functions. The social value of the mills is recorded in the history and gives substance to the of the city. Moreover, has the scientific and technological value in history of construction, manufacturing and engineering as well as aesthetic value for its architectural design. Specifically, according to (Lepel, 2006), “the reason of the preservation is often the protection of the value. The old industrial buildings may carry various values: architectural, where the architectural form is special, unique and is the creation of a famous architect. Historic value, especially if the original equipment is available and lastly economic value, i.e the building to be re-used possess a ready-to-use structure”.

Adaptive reuse should be carefully considered in terms of the contribution it can make to the broader urban context. According to ICOMOS (2010), successful built heritage adaptive reuse projects are those that “modify a place for compatible use while retaining its cultural heritage value”. Zushi (2005), stated that “successful adaptive reuse projects require not only good design for the building, but also careful planning that considers its surrounding environment”. Furthermore, Allatini Mills is located in a privileged area close to the central area of the city and close to the sea, and in assessing the feasibility of an adaptive reuse project, location is important.

Adaptive reuse should be the only way to prevent those buildings from decay and to reinstate Allatini Mills in the active web of the city. Adaptive reuse process in Allatini Mills will achieve triple bottom-line objectives by:

- reducing building obsolesce through use
- re-using buildings materials and existing infrastructure
• encouraging civic pride through retention of one of the most important city landmarks and historical reference points in the history of Thessaloniki
• integrating the complex into the surrounding urban fabric
• delivering economic returns in the municipality of Thessaloniki through revenue generated from leases or sale of assets
• generating new jobs in a city where unemployment rate is high

There is no easy and fast standard for determining the new use for which Allatini Mills complex may be repurposed. In the past, there were some unsuccessful plans to convert the complex into residential area and offices, with an underground parking or even an institution while in 2010 the city council decided to convert the complex into a cultural center-museum of the industrial heritage of the city – an eco-museum – in conjunction with the creation of the Archives for the Social History of Thessaloniki. Another plan decided from the city council was to convert the mills into a thematic school complex which could be included in the National Network of schools for the integration of industrial heritage to education. The latest plan was to convert it into a hotel, as a result of the significant increase of tourism in Thessaloniki, but again this plan was cancelled.

According to a detailed analysis of industrial heritage by Christa-Interreg Europe, conversion procedures connected to tourism showed three main models of performing the conversion which are:

• reuse as a culture monument or site which refers to conversion and restoration of the existing condition of the industrial facility
• reuse for tourism purpose which have been conserved and converted into a new tourist function such as hotels. This category incorporates also the museums which are the main holds of cultural tourism in most countries. The primary museum activity is not tourism, but collecting, preserving, protecting and researching the tangible and intangible remains of the past
• reuse with secondary tourism effect refers to the spaces intended for conversion for various purposes whereby no importance was given to the presentation of segments of industrial heritage. This category uses industrial spaces in order to
additionally increase the attractiveness of the space or location, without changing the urbaniy.

Given these points, the cultural and heritage significance of Allatini Mills, if properly conserved, integrated and promoted, has the potential to become a unique selling proposition and competitive advantage for the owner/s. Visitors are increasingly seeking authentic and unique experiences while traveling, and are keen to learn about stories, culture and history of destinations. This will give Allatini Mills complex a point of differentiation and an additional viewpoint in tourism marketing if the owner chooses to utilize and promote this uniqueness.
Chapter 6: Research methodology

Introduction to the chapter

The significance of industrial heritage has already been mentioned. In the present thesis, Allatini Mills industrial complex is examined as a case study. Despite the many adaptive reuse potentials of the complex, till today remains abandoned and unutilized. In this thesis, based on the research questions and previous studies in literature review, the study is divided into two parts for collecting data.

6.1 Survey

The research process began with an examination of existing literature in English and in Greek. Extensive use was therefore made of books, journals, articles, reports and conference papers acquired from internet sources in order to examine the theoretical background of related topics (industrial heritage tourism, adaptive reuse of historic buildings, cultural tourism) and to create the framework for realizing the aim. For the completion of the research, quantitative method was used through public participation survey in the form of structured questionnaire. This enabled the author to propose an appropriate adaptive reuse project for Allatini Mills and to illustrate and compare the percentages of people’s preferences for determining the most appropriate new project. A questionnaire was designed, as it was judged to be the most efficient way of obtaining information from a large heterogeneous sample of people and the most appropriate survey method to examine variables that can be measured and quantified.

6.2 Survey questionnaire

Questionnaires are a commonly used method of collecting information about a population of interest. For this research, an English questionnaire was designed (see Appendix X). The questionnaire is divided into four sections and overall contained nineteen close-ended questions. The sections tried to investigate whether the respondents were familiar with the notion of industrial tourism, if they are aware that in Thessaloniki there are some adaptive reuse examples of former industrial complexes, if they know the Allatini Mills and what you would be the ideal adaptive reuse concept and, in the end,
they were asked to fill some demographic questions. The questionnaire was distributed online from 29.12.2018 till 08.01.2019 and the goal was to gather at least 120 responses. The sample size of the participants consisted of 140 unique responses. Before completing the questionnaires, the participants were informed for the purpose of the research, the name of the educational institute, the completion time and that anonymity will be protected, and personal data will not be disclosed.

6.3 Research Limitations and Future Research

Almost every academic research faces some difficulties during its conduction and this study on industrial tourism and adaptive reuse is not an exception. There are two limitations that affected the research. The first limitation was encountered in the selecting data collection. The only data collection method used was the structured questionnaire, while no interviews of any kind were conducted. The reason behind was that in Thessaloniki there was no a specific public or private body dealing with industrial heritage and by extension specialists in this field. An effort has been made to communicate with relevant bodies for industrial heritage located however in Athens (ICOMOS Hellenic and TICCIH) but unfortunately without any results.

The second limitation, on conducting this study, was the absence of literature on industrial tourism in Greece and specifically in Thessaloniki. In fact, there is little research or discussion in the literature around industrial heritage tourism and adaptive reuse practices in Greece.

In case of future research, interviews from specialists on industrial heritage in Greece should be conducted in order to examine their point of view concerning the industrial tourism in Thessaloniki as well as interviews from public bodies involved in tourism and the promotion of Thessaloniki as a tourism destination.
6.4 Data statistical analysis

On the first section, industrial tourism and adaptive reuse concept were analyzed (questions 1-4). Surprisingly, most of the respondents were extremely familiar with the notion of industrial tourism while only 14% are not at all familiar (graph 1).

Old industrial buildings and sites as well as mills and factories were believed that are part of the industrial heritage tourism followed by transport and power infrastructure and traditional professions (graph 2).
The third question tried to identify whether the respondents while traveling are visiting industrial heritage monuments and sites. The results were almost disappointing since only 23 out of 140 answered that they visit these kinds of monuments (graph 3).

3) When you travel, what kind of heritage assets do you tend to visit?

<table>
<thead>
<tr>
<th>Heritage Assets</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historic towns, cities &amp; villages</td>
<td>103</td>
</tr>
<tr>
<td>Religious heritage</td>
<td>34</td>
</tr>
<tr>
<td>Industrial heritage</td>
<td>23</td>
</tr>
<tr>
<td>Museums &amp; art collections</td>
<td>91</td>
</tr>
<tr>
<td>Ruins &amp; buildings from different historic periods</td>
<td>73</td>
</tr>
<tr>
<td>Cultural landscapes</td>
<td>61</td>
</tr>
<tr>
<td>I am not interested in visiting heritage assets</td>
<td>2</td>
</tr>
</tbody>
</table>

The last question of the section examined if an adaptive reuse project could increase the tourist flow in an area. 42.9% agree that such a project could increase the tourist flow followed by those who strongly agree (37.1%) (graph 4).

4) Do you agree that a successful adaptive reuse project in an industrial site could increase the tourist flow in an area?

<table>
<thead>
<tr>
<th>Agreement Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td></td>
</tr>
</tbody>
</table>

Graph 3

Graph 4
The second section was dedicated to adaptive reuse examples of industrials buildings in Thessaloniki city (questions 5 to 8). In Thessaloniki there are few examples of former industrial sites, adapted and reused to new functions. The respondents have already visited some of them, with the most top visited sites to be Ladadika district (87.5%), followed by Mylos (40.7%) and Fix (29.3%) Art and Culture multiplexes. Only 5.7% have visited the Water Museum which has been transformed into a museum reflecting its former function and maintaining till today its machinery (graph 5).

They neither agree or disagree and even disagree that these sites are sufficiently presented or touristically branded (graph 6 and graph 7).
The overwhelming majority agreed that protecting or preserving heritage sites should be a priority in Thessaloniki while only three answered that it should not be a priority (graph 8) and the criteria of visiting the aforementioned industrial sites are firstly to find out more about the history (66 out of 140 respondents), to experience the atmosphere (40 out of 140) and lastly either for sightseeing or to for entertainment reasons (graph 8a).

The third section was about Allatini Mills (questions 9 - 14). The results are positive as to how many people know the industrial complex of Allatini Mills, in Thessaloniki city. More than half are familiar with the complex (102 out of 140 responses) while 38 respondents are not familiar with the site (graph 9).
In question 10 (graph 10) more than half respondents (67%) consider Allatini Mills as historic feature for the city and 32% believe that maybe it could be considered as a historic feature.

In graph 11, 79,3% think that Allatini Mills should be definitely restored and reused, while only 2 thinks that the best solution is the demolition of the site. Furthermore, the most suitable potential functions of Allatini Mills, if restored and reused, is a cultural function (65,7%), following by tourist accommodation (14,3%) and business venue
It can be seen from the graph, if restored and reused the ideally new function is for tourism purposes either cultural, MICE or accommodation.

In the last two questions of this section, over 50% believe that the complex could act as a lever for the development of special interest tourism while 48 out of 140 respondents are not quite sure (graph 13). Furthermore, almost half agree that it could be reused as a thematic gastronomic museum and park, reflecting its former function, followed by those who strongly agree (27.1%) and by those who either agree or disagree (20%) (graph 14).

Could Allatini Mills act as a lever for the development of special interest/alternative tourism?

Graph 13
On the last section of the survey, demographics results are analyzed (questions 15 – 19). Most of our sample were women (60.7%) and the rest were men (37.9%) while 2 responded “Prefer not to say” (graph 15); most of them were between 25-34 years old followed by those who are between 35-50 years old, while no one was more than 65 years old (graph 16).

Looking at the details of personal status, almost 37% are single, followed by those in a relationship 27% and those by married with children (graph 17); almost half of them have a master’s degree (72%) and a bachelor’s degree (29.3%) (graph 18).
The last question of the survey, tried to identify how many respondents live in Thessaloniki; 91 out of 140 are residents of Thessaloniki while 43 of them live in Greece (graph 19).

Graph 18

18) What is the highest degree or level of school you have completed?

Graph 19

19) You are a resident of:
Chapter 7: Findings and recommendations

As mentioned in Chapter 1, the main aim of this research is to propose an appropriate function through the adaptive reuse concept for the listed industrial building of Allatini Mills, in Thessaloniki. Considering this target, an extensive research has been done in literature review to examine the industrial heritage tourism as well as the adaptive reuse concept for the conservation of abandoned buildings. Furthermore, examining the responses of our sample, a new function will be suggested below. When the results of questionnaires are investigated together with the potentials and symbolic values of the industrial complex, it is obvious that the proposed function must include a cultural element; 92 out of 140 respondents answered that a cultural function would be the most suitable. Particularly, Allatinis Mills could be reused as a thematic gastronomic museum and park, reflecting its former function as a flour mill; 103 out of 140 respondents agreed to this project.

Taking into consideration the above, as well as the examples of successful adaptive reuse projects in Europe and the personal visit to the Museo del Patrimonio Industriale in Bologna\(^\text{16}\), Italy, Allatini Mills site could accommodate mixed functions since it has enough indoor and outdoor spaces, which can be used as an industrial heritage museum in combination with culture and recreational activities.

Museum of Industrial Heritage

The mills are the most notable example of industrial heritage history in Thessaloniki and the museum should reflect its former function. Even though most the machinery and equipment has been expropriated, the remaining ones could be emphasized, restored and reused for educational purposes as a reminder of past manufacturing processes. Furthermore, within the premises, relevant machinery and equipment could be displayed from other abandoned industrial buildings in Thessaloniki. Coupled with other functional models and audio-visual installations, the museum will illustrate the flourishing of flour production and visitors could be key players of an interactive museum experience. The museum could be divided into sections: a description of the history of the

\(^{16}\) Museum of Industrial Heritage, located on the northern outskirts of Bologna, visited in the last quarter of 2018
first flour mill in Thessaloniki as well as the history of the owners – Allatini family was one of the best-known families in Thessaloniki and belonged to the Jewish community; a section dedicated to the machinery and equipment used for the production of flour mill with specific tools to guide visitors through experimentation and observation; a collection of relevant documentation that were used during the operation of the industry. On and off-site educational programs could be organized, exploring our region’s industrial history – both its technology and social history. The museum’s mission is to celebrate our industrial heritage through preserving, collecting and educating the public, with emphasis on our own neighborhood to tell a national story.

**Gastronomic theme park**

The second function, that will reflect the previous activity of the mills (Allatini Mills produced 80,000 ounces of flour each day), is the creation of a gastronomic theme park which by extent it could be connected with the gastronomy of the city. Understanding and appreciating other cultures involves acquiring a knowledge of their gastronomy (Mak, Lumbers, Eves, & Chang, 2013; Mason & Paggiaro, 2012). Key component of the tourism experience comes also from the local food and Thessaloniki is a paradise of flavors. Hall & Mitchell (2001) defined food tourism or culinary tourism as “visits to food producers, food festivals, restaurants and specific locations where the taste of food and/or experience of the specificity of typical food products are the main reasons for the trip”. In fact, a supportive function could be related with gastronomy, creating an authentic place with open markets, restaurants, classrooms for educational reasons, an arena theater, a small movie theater and a conference center, all dedicated exclusively to food and gastronomy. Furthermore, it could be a place for food and wine tastings as well as cooking shows or baking lessons for children, attracting both locals and visitors in a unique place, where a new range of educational and recreational activities to learn about food and gastronomy will be presented in an innovative way, with the active participation of visitors. A dining area with small kiosks and traditional Greek tavernas where the local cuisine will be displayed and promoted.

Eventually, since Thessaloniki authorities does not have a clear perception of the potential which this edifice of industry carry, program of sensibilization and raising awareness of the power and importance of industrial heritage should be spread among the citizens.
and among stakeholders. Even though the aforementioned functions are hypothetical, they need to serve as a gathering point of both local community and tourists. By involving local community and by taking care their opinions, responsibility of industrial inheritance and sense of belonging to the specific cultural setting is developed. Finally, ideally would be a private-public implementation in cooperation with citizens for developing and managing the industrial complex of Allatini which patiently awaits its revival to the active web of the city.
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## Types of cultural tourism

<table>
<thead>
<tr>
<th>Types of cultural tourism</th>
<th>Tourism products, activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heritage tourism</strong></td>
<td>• Natural and cultural heritage</td>
</tr>
<tr>
<td></td>
<td>• Material:</td>
</tr>
<tr>
<td></td>
<td>- built heritage,</td>
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<tr>
<td></td>
<td>- architectural sites,</td>
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<tr>
<td></td>
<td>- world heritage sites,</td>
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<tr>
<td></td>
<td>- national and historical memorials</td>
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<tr>
<td></td>
<td>• Non-material:</td>
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<tr>
<td></td>
<td>- literature,</td>
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<td></td>
<td>- arts,</td>
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<td></td>
<td>- folklore</td>
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<td></td>
<td>• Cultural heritage sites:</td>
</tr>
<tr>
<td></td>
<td>- museums, collections,</td>
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<tr>
<td></td>
<td>- libraries,</td>
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<tr>
<td></td>
<td>- theatres,</td>
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<tr>
<td></td>
<td>- event locations,</td>
</tr>
<tr>
<td></td>
<td>- memories connected to historical persons</td>
</tr>
<tr>
<td><strong>Cultural thematic route</strong></td>
<td>• wide range of themes and types:</td>
</tr>
<tr>
<td></td>
<td>- spiritual</td>
</tr>
<tr>
<td></td>
<td>- industrial</td>
</tr>
<tr>
<td></td>
<td>- artistic</td>
</tr>
<tr>
<td></td>
<td>- gastronomic</td>
</tr>
<tr>
<td></td>
<td>- architectural</td>
</tr>
<tr>
<td></td>
<td>- linguistic</td>
</tr>
<tr>
<td></td>
<td>- vernacular</td>
</tr>
<tr>
<td></td>
<td>- minority</td>
</tr>
<tr>
<td><strong>Cultural city tourism, cultural tours</strong></td>
<td>• “classic” city tourism, sightseeing</td>
</tr>
<tr>
<td></td>
<td>• cultural Capitals of Europe</td>
</tr>
<tr>
<td></td>
<td>• “cities as creative spaces for cultural tourism”</td>
</tr>
<tr>
<td><strong>Traditions, ethnic tourism</strong></td>
<td>• Local cultures’ traditions</td>
</tr>
<tr>
<td></td>
<td>• Ethnic diversity</td>
</tr>
</tbody>
</table>
| Event and festival tourism | Cultural festivals and events:  
- Music festivals and events  
- Fine arts festivals and events |
|---------------------------|------------------------------------------------------------------|
| Religious tourism         | Visiting religious sites and locations with religious motivation  
- Visiting religious sites and locations without religious motivation (desired by the architectural and cultural importance of the sight)  
- Pilgrimage routes |
| Creative culture, creative tourism | traditional cultural and artistic activities:  
- performing arts,  
- visual arts,  
- cultural heritage and literature  
- as well as cultural industries:  
- printed works,  
- multimedia,  
- the press,  
- cinema,  
- audiovisual and phonographic productions,  
- craft,  
- design and cultural tourism |

Figure 7: Classification of major cultural tourism forms, Csapo J. (2011)
Appendix B

Various stages of interventions in conservation of historic buildings are defined as below:

- **Preservation**: The objective of ‘preservation’ is to keep a building or site’s current form by halting the processes of deterioration. Its individual component, integrity of a building, material, or present form can be retained through protection, maintenance or stabilization efforts (Calder, 2015)

- **Restoration**: “This is the act of restoring to a former state or position, or to an unimpaired or perfect condition” (Bradshaw, 1995). It is also the procedure of returning the artifact to the form in which it would have been physically (Kolo, 2015)

- **Adaptation**: is the practice of adjusting and altering a building or structure and/or its environment to suit/fit new situations. More precisely, adaptation can also be described as any work allowing a change in the size, use, or performance of a construction, which might include extensions, alterations, improvements and further works adapting it in some way (Douglas, 2006).
Appendix C

Reuse of an abandoned industrial area: Allatini Mills in Thessaloniki.

My name is Natalie Ferranti and I am a postgraduate student in Hospitality and Tourism Management of the International Hellenic University.

The present survey is part of my dissertation with regards to adaptive reuse of a historical abandoned industrial complex in Thessaloniki. The main scope of the dissertation is to identify which new function is appropriate for Allatini Mills, within the contemporary adaptive reuse concept.

I would like to kindly ask you for your important contribution to this survey by sparing 3-5 minutes to complete the questionnaire.

Please note that your personal data will not be disclosed, and your anonymity will be protected. The survey does not ask for identifying information beyond basic demographics.

Thank you in advance for your time and effort.

* Required

Industrial Tourism

1) Are you familiar with the notion of "industrial heritage tourism"? *
   * Mark only one oval.

   1 2 3 4 5
   Not at all familiar ◯ ◯ ◯ ◯ ◯ Extremely familiar

2) Which of the following components do you believe are part of the "industrial heritage tourism"? *
   Select up to 3 options.
   Check all that apply.
Power infrastructure (electric power, thermal power station, hydroelectric power station)

Workshops

Mines

Transport and the associated infrastructure (railway, bridge, etc.)

Mills and factories

Production machinery and equipment

Old industrial buildings and sites

Traditional professions and crafts (pottery, wood carving, weaving etc.)

Warehouses and stores

3) When you travel, what kind of heritage assets do you tend to visit? *
   Select up to 3 options.
   Check all that apply.

- Historic towns, cities and villages
- Religious heritage (churches, monasteries, pilgrimage sites)
- Industrial heritage (mills, manufacturing & mining sites, factories)
- Museums and art collections
- Ruins and building from different historic periods (ancient-prehistoric, roman, medieval)
- Cultural landscapes (vineyards, mountains, national parks)
- I am not interested in visiting heritage assets

4) Do you agree that a successful adaptive reuse project in an industrial site could increase the tourist flow in an area? * Mark only one oval.

   1  2  3  4  5
   Strongly disagree  ○  ○  ○  ○  ○  Strongly agree

Adaptive reuse of industrial buildings in Thessaloniki

Adaptive reuse is the process of giving old, generally abandoned buildings, new life through new uses.
5) In Thessaloniki there are examples of former industrial sites, adapted and reused to new functions. Which you have visited? *  
Select up to 3 options.  
Check all that apply.  
☐ FIX Art & Culture Multiplex (former brewery)  
☐ Railway Museum of Thessaloniki (former Military Railway Station)  
☐ Cinema Museum & Cinemathique (former warehouse in the port area)  
☐ Vilka Leisure Multiplex (former weaving industry)  
☐ Mylos Art & Culture Multiplex (former Flour Mills)  
☐ Museum of Photography (former warehouse in the port area)  
☐ Ladadika district (former warehouses)  
☐ Water Museum (former Central Pumping Center of Thessaloniki)  
☐ State Museuem of Contemory Art (former warehouse in the port area)

6) Do you agree that the above industrial monuments are sufficiently presented? *  Mark only one oval.

1 2 3 4 5  
Strongly disagree ☐ ☐ ☐ ☐ ☐  Strongly agree

7) Do you agree that the above industrial monuments are touristically branded? *  Mark only one oval.

1 2 3 4 5  
Strongly disagree ☐ ☐ ☐ ☐ ☐  Strongly agree

8) Should protecting or preserving heritage sites be a priority in Thessaloniki? *  Mark only one oval.

☐ Yes  
☐ No

8a) If yes, which are your criteria of visiting the above industrial sites: *  Check all that apply.
Primarily for sightseeing
To find out more about the history of the site (interest in the site)
To be entertained (recreation reasons)
To experience the atmosphere

Allatini Mills

9) Do you know Allatini Mills, the large abandoned industrial area, near Kalamaria district?

10) Would you consider Allatini Mills as a historic feature for the city? * Mark only one oval.

Yes, I know it
No, let me Google it

11) Do you think Allatini Mills should be: * Check all that apply.

Yes
No
Maybe
12) If restored and reused, which of the following functions is more suitable? * Check all that apply.
- Residential
- Public / Private offices
- Tourist accommodation (hotel, hostel etc.)
- Entertainment (shopping, retailing, leisure etc.)
- Cultural function (interactive museum with theme park, gallery, art etc.)
- Business venue (conferences halls, business centers etc.)

13) Could Allatini Mills act as a lever for the development of special interest/alternative tourism? * Mark only one oval.
- Yes
- No
- Maybe

14) As a cultural function, Allatini Mills could be reused as a thematic gastronomic museum and park, reflecting its former function as a flour mill. In what extent do you agree? * Mark only one oval.

1 2 3 4 5

Strongly disagree  ○○○○○  Strongly agree

Tell me about yourself

15) Gender  *
Mark only one oval.
16) Age group *
Mark only one oval.

- 18-24
- 25-34
- 35-50
- 51 -64
- 65 or older

17) Personal status: *
Mark only one oval.

- Single
- In a relationship
- Married
- Married with children
- Prefer not to say

18) What is the highest degree or level of school you have completed? *
Check all that apply.

- High school diploma
- Trade/Technical/Vocational Training Institute
- Bachelor's degree
- Master's degree
- Doctorate

19) You are a resident of: *
Mark only one oval.
☐ Thessaloniki urban area (e.g. city center, Kalamaria, Pylaia)
☐ Thessaloniki metropolitan area (e.g. Thermi, Pylaia-Chortiatis, Oreokastro)
☐ Thessaloniki prefecture (e.g. Lagkadas, Volvi etc.)
☐ Greece
☐ Another country