

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

Lisbon, Portugal, 2016

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

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

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

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

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

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

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

enced tutors, teachers and architects from different nationalities and backgrounds, developing analytical skills and working methods¹. The workshop provided a forum where students, researchers and practitioners from different backgrounds discussed, during 5 days, diverse aspects of the reuse of vacant Modern Movement buildings.

Several activities were arranged to widen the debate such as site visits, visionary documentaries² such as *After the Factory* (dir. Philip Lauri, 44', 2012 [US]), *Precise Poetry/Lina Bo Bardi's Architecture* (dir. Belinda Rukschcio, 55', 2014 [BR]) and *Haus Tugendhat* (dir. Dieter Reifarth, 112', 2013, [GE]) followed by collective discussions, and special lectures given by the tutors such as “SESC Pompeia” by Ruth Verde Zein, “Reuse of a factory: Concepts and Methods” by Graça Correia, and “Riverside Industrial Spaces” by Nuno Grande.



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



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



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



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

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



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

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

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



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

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

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

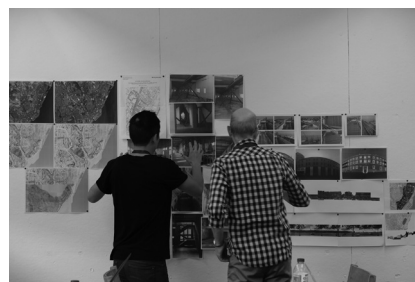
Daniela Arnaut
Workshop Executive Coordinator

Notes

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



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



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

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