

Piekarnia.

In search of
adaptive reuse
models for
architectural
heritage



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A fragment of the brick wall of Piekarnia
[photo by PragaLAB]

Introduction

The OpenHeritage Project

Modern cities are facing new economic, environmental and social challenges. For this reason it is necessary to constantly search for appropriate solutions following the principles of sustainable development as well as improving the functioning of cities – especially on a local, district level. The Praga district in Warsaw constitutes an example here, as this area has undergone many changes in the recent years. The majority of them were based on capital transformation, accompanied by the modernization of architectural objects representing cultural heritage and attributing new functions to them. It was often connected with interrupting functional or social continuity of some locations. These processes have constituted the field of activity of property development companies, including international investors in possession of important capital, concentrated on increasing the value of property through adding prestige to a given place, often basing on its heritage, but ignoring many of its characteristics. Thus, the role of collectivity (community) is marginalized and such negative market phenomena as

gentrification emerges. In this context, the PragaLAB team undertook the task of recognizing and identifying the barriers and possibilities for implementing investment strategies of a different kind, based on two pillars: limited investment funds as well as the need to incorporate the community of heritage into the process of its adaptation. In this way, the Piekarnia workshops have become part of an urban laboratory within the framework of the OpenHeritage project *Organizing, Promoting and ENabling HEritage Reuse through Inclusion, Technology, Access, Governance and Empowerment*. OpenHeritage is a joint undertaking of 16 partners from 11 countries, financed from European Union funds within the Horizon 2020 program.

Project website: www.openheritage.eu.

The aim of the OpenHeritage project is to search for innovative tools and models for the adaptation and further functioning of architectural and urban heritage sites – buildings and areas which are forgotten, neglected, unappreciated or endangered. The models are aimed at enhancing the

heritage community within the process.

Desired solutions:

- should be directed at innovative ways of heritage adaptation taking into consideration the crucial role of the community of this heritage;
- are not completely financed by the public sector;
- do not represent exclusively the commercial or in particular touristic character.

The OpenHeritage project is implemented following the provisions of the Faro framework convention of the Council of Europe as of 2005 on the value of cultural heritage for the community. The convention concentrates on heritage in the physical and social context, and in particular on the protection of cultural heritage and citizens' right to access and enjoy cultural heritage.

Objectives and vision

In comparison to other Warsaw districts, very few events used to take place in Praga for a long time. The district has changed over the last decade and the speed of these changes increased after the commissioning of the second metro line. New public and private investment projects emerged, new inhabitants arrived and one can encounter more and more visitors from the opposite bank of the Vistula River. At the same time, new challenges appeared which cannot be ignored: climate changes and environmental issues, polarization of society and medical security. During the workshops concerning Piekarnia the following questions were asked: What is Praga supposed to be in 5, 10 and 20 years? What values referring to tangible and intangible

heritage should be followed while making decisions on what to change and what to protect and preserve? And how to change and protect it?

Praga is not only a part of the city of Warsaw, but also of a bigger reality – at a European and global level. The district of Praga should be shaped in a way to develop and enhance its local values, and also it should be treated as part of the modern world – not a museum or the space behind an invisible wall. Solutions developed during the workshops result from several months of the work of interdisciplinary teams, discussions and an experiment. According to the authors, they are important and possible to apply in a broader context, not only in Piekarnia and the Praga district.

The most important issues analysed during the workshops concentrated on the case of Piekarnia are:

- **Work** as key matter both with reference to the character of work, the places and its space together with its value and significance for Praga – the district shaped by workmen's craft and manufacturing traditions. It is connected with the development of local entrepreneurship, maintaining workplaces and creating new ones within the district of Praga, the opportunity to gain and develop the skills and knowledge through work, respect for other people's efforts and for the skills of those who worked or still work in the Praga district.
- **Community and its identity.** Heritage should unite the people who connect with it on various levels – local inhabitants, entrepreneurs, fans of the district. The value of heritage consists in the

qualities that it adds to the life today and what it may bring to the future. Heritage plays crucial role in preserving and shaping the identity of the community.

- **Cooperation and entrepreneurship.** Micro, small and medium enterprises together with artists often need to face difficulties that are for them impossible to overcome on their own. They can meet their goals only through professional or social relationships with other people. It is necessary to facilitate such cooperation – through the flow of information, administrative solutions as well as joint undertakings and projects. For historical areas, important actors are also investors strongly connected with the place or the local community, who represent a different profile than companies concentrated mainly on maximizing their profit.
- **Responsibility for shared space,** for its preserved historical components, for how the district of Praga and the city of Warsaw will function in the future. Responsibility for the economy and the environment currently refers to all of us. Circular economy constitutes one of the best solutions that are currently developing. Such space as the Praga district, where so many changes take place, constitutes an appropriate field of experiments in this context.

Piekarnia workshops **- general assumptions**

Workshops were devoted to the complex of historical buildings at Stolarska, Letnia and Szwedzka Streets, with its exact address ul. Stolarska 2/4. The complex consists of a former manufacturing facility

of the old bakery and the building serving residential function connected with it. An undeveloped fragment of the plot of land is also adjacent to the complex, which was intentionally not included within the scope of workshop activities. The entire complex consisting of a manufacturing facility, a residential building and the courtyard was referred to as Piekarnia (Bakery) and such term will be most frequently applied hereinafter.

- facility: complex of buildings of Warszawska Piekarnia Mechaniczna (Warsaw Mechanical Bakery)
- address, plot number: 03-444 Warszawa, ul. Stolarska 2/4, plot no. 14, precinct 4-13-01
- date of construction: ca. 1900

During the workshops, answers to the following questions were sought:

- Which components of the Piekarnia facility are valuable, worth to be preserved and highlighted? The elements of both material as well as non-material heritage were searched for.
- Who are the people for whom Piekarnia has been significant and/or may become significant in the future? For whom is Piekarnia important (or may it be important) and why?
- How can new functions of the Piekarnia facility ensure the continuity of the heritage of the Praga district, at the same time remaining important and necessary today and in the near future?
- What are the opportunities and needs in the field of cooperation between the capital city of Warsaw, the entrepreneurs and local community in

order for Piekarnia to function in an efficient way?

The following assumptions were made:

- New functions should be connected with production, artistic work and/or manufacturing as well as related practices (e.g. repairing things).
- Funds for project implementation as well as the maintenance of Piekarnia cannot come exclusively from the public sector.
- Financial self-sufficiency in the field of maintaining the facilities as well as bearing ongoing costs of the new and planned activity is necessary.
- Apart from commercial activity, Piekarnia should serve pro-social functions, in particular, have the potential of uniting different groups.
- The principles of circular economy should be applied for the adaptation of Piekarnia and the activity conducted within its premises.

The workshops consisted of the following stages:

- Inviting experts in the field of the subject matter of workshops to cooperate, representing different areas and institutions (October 2019).
- Recruitment of project teams (including an architect, an economist or a person with equivalent knowledge in related fields, an expert in cultural heritage protection) to suggest new solutions for the project question raised within the workshops (November 2019).
- Appointing the teams based on their experience as well as initial concept

referring to the topic of workshops (December 2019).

- Workshop activities of the teams, the jury and advisors, meetings, discussions, preparation of materials by project teams (January – May 2020).
- The analysis and conclusions of the jury and the team of advisors (June 2020).
- Consultations with partners of the OpenHeritage consortium (July – August 2020).
- Authorization and final version of recommendations (September 2020).

Two project teams were invited to cooperate, mamArchitekci and Zaczyn. A task for teams was to develop a business model and the adaptation of the Piekarnia facility linked with it, while one of the teams (mamArchitekci) was asked to present non-profit solutions, while the other (Zaczyn) not-only-for-profit ideas.

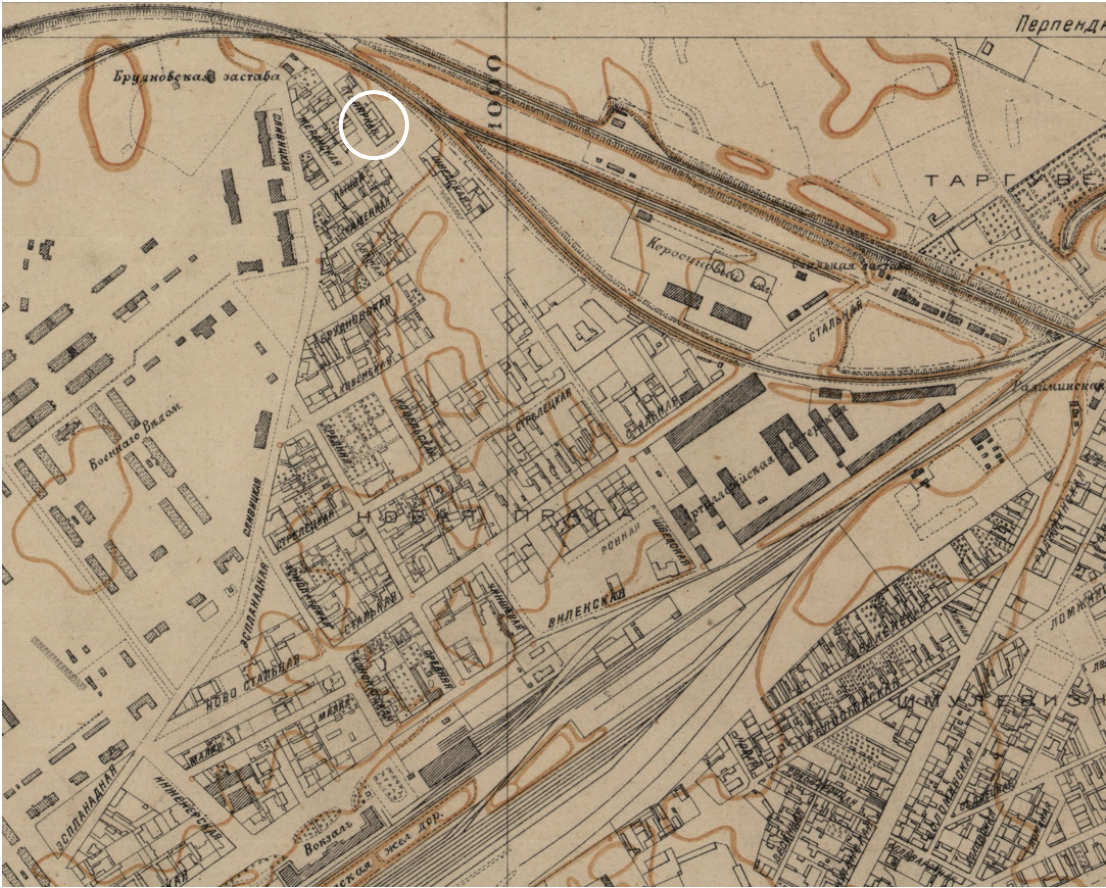
The teams presented their solutions justified by the analysis of the heritage, social conditions as well as financial issues.



Piekarnia – view from Letnia Street, winter 2020 [photo by PragaLAB]



Workshops [photo by PragaLAB]



Location of Piekarnia within the Praga district [source the State Archive in Warsaw]

Diagnosis

History of the Piekarnia facility

Piekarnia represents important characteristics decisive for its value that should be taken into account while developing the adaptation model:

- It was shaped by the heritage of work and production, particularly characteristic for the Praga district.
- It served local community – thanks to its operations, a large part of the city could enjoy fresh pastries for over 100 years.
- It had universal and democratic character as bread is the food of the representatives of all social groups.
- The workplace and residential function are linked in one location, which is the source of inspiration while searching for modern ways to combine both functions.
- It represents a number of historical values – when the workshops were held, the facility was included in the community register of monuments (PPN07206), while from August 2020, it is inscribed into the register of monuments.
- Its future remains uncertain from the moment when its manufacturing

activity came to its end; it constitutes an attractive, but marginalized heritage facility.

mamArchitekci

Praga is a district of Warsaw whose spatial structure was to a large extent shaped in the second half of the 19th century. The most important impulse for its development consisted in the inauguration of railway connection between Warsaw and Petersburg (the Petersburg Station) as well as Warsaw and Moscow (the Brześć and Terespol Station) together with the erection of a permanent bridge (Aleksandrowski Bridge, Kierbedzia Bridge). Thanks to these projects, numerous factories began to emerge in the vicinity of the railway line, initially smaller, and in the course of time acquiring the shape of big industrial and manufacturing facilities (among others Stalownia, Schicht-Level SA , Drucianka). It was necessary to provide factory workers with accommodation, so commercial tenement houses began to emerge in the area, representing diversified standard depending on their location. At Wileńska, Targowa and Jagiellońska Streets, they were often

very representative, but the majority of residential houses developed before 1939 were furnished modestly.

Zaczyn

Around mid-19th century, Ksawery Konopacki was the owner of the area between today's Streets 11 Listopada and Szwedzka as well as Aleja Solidarności. After 1861, he began its parcelling. Within so called Nowa Praga, situated outside the former borders of the city, numerous artisanal workshops and industrial facilities of various sizes were established apart from residential houses. Stolarska Street and partially Letnia Street were registered for the first time on the map from 1879. According to the available information, areas in the south-western direction from Stolarska Street had already been developed.

Bakery at the corner of Stolarska and Letnia Streets appeared on the map of Warsaw as late as in 1900. One can see there the outline of buildings developed within the quarter, densely built only in its south-eastern section. Also the partially damaged brick inscription preserved on the back wall of the residential outbuilding should be unambiguously interpreted as "1900". In the interwar period, master bakers Stefan Wiechowicz and Stanisław Murawski owned the facility.

The bakery operated successfully until the outbreak of WW2 and during the entire period of German occupation under the name Warszawska Piekarnia Mechaniczna (Warsaw Mechanical Bakery). Unfortunately, Stefan Wachowicz, who was a senator in the years 1930-1935, was murdered by the Germans in 1943.



Piekarnia complex, 1976 [from the collection of MWKZ]

The facility remained nearly untouched by warfare. The orthophotomap of the bakery from 1945 or the records from the Capital City Reconstruction Office (BOS) do not show any traces of damages. It used to serve its function until the first decade of the 21st century.

mamArchitekci

After 1945, gradual replacement of the old tissue of the Praga district with modern residential estates was planned, and the existing facilities were intentionally left unmodified. The city became the legal owner of the majority of property in the Praga district by the decree of Bolesław Bierut and the act on the nationalization of industry. Political transformation after 1989 was accompanied not only by the changes in property connected with reprivatizing or selling municipal premises. The policy of treating them would also be gradually modified. Tenement houses would more and more often become the subject of research of architectural historians. They also expressed their interest in former industrial facilities which, nationalized after WW2, remained



The inner yard, 1976 [from the collection of MWKZ]



View from ul. Stolarska, 1976 [from the collection of MWKZ]

in operation throughout the entire period of the People's Republic of Poland, but after 1989, the wave of their bankruptcies began. As a result, pre-war municipal property remains today in the condition importantly deviating from modern standards. The experts refer to this phenomenon as to the "investment gap" from the era of the People's Republic of Poland, which is typical not only for Warsaw, but for the cities all over Poland.

For years, the Praga district in Warsaw represented the potential of the central district of Śródmieście and today is slowly growing it back. At the same time, its architectural values have been appreciated. The districts of Śródmieście Południowe and Praga Północ are the only enclaves including the remnants of former manufacturing facilities, with their frontage development character preserved, together with dark courtyards of tenement houses as well as their eclectic ornamentation.

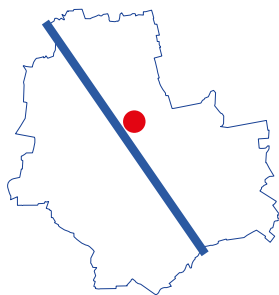
The surroundings of Piekarnia

In recent years, the district of Praga has been undergoing important changes. A lot of them were catalysed by the construction of the second metro line. Connecting the districts of Nowa Praga and Śródmieście with the second metro line became an impulse for undertaking investment projects, just as the construction of railway lines in the past. However, as in the 19th century, railway influenced the development of industry, commerce and locating workplaces within the district of Praga, then now, construction of the metro attracted mainly residential developments. Many of them replace former manufacturing functions and premises.

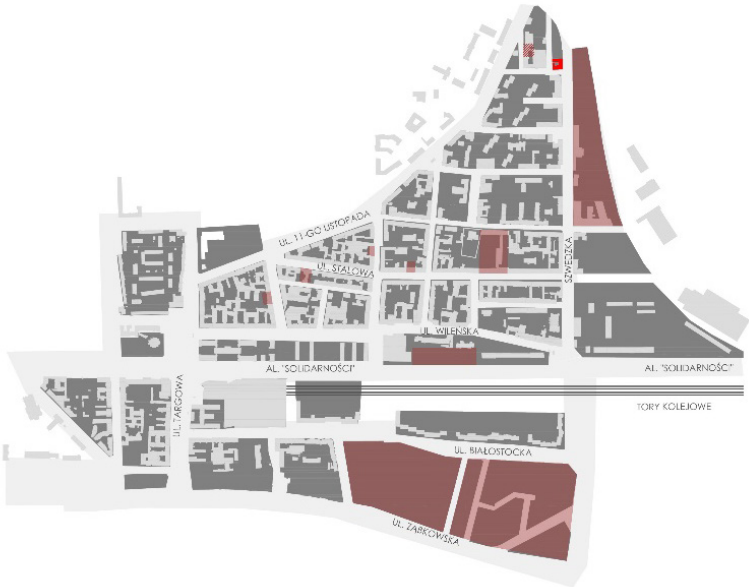
mamArchitekci

27 big factories and 50 medium-sized ones, representing similar scale as Piekarnia, were active in the district until the period of political transformation. Their origins reach mainly as far as to the 19th century. In the immediate vicinity of Nowa Piekarnia, on the opposite side of Szwedzka Street, a huge post-factory complex is situated, known in the period of the People's Republic of Poland as the Pollena Uroda plant and before WW2 as Schicht-Level SA Fat Plant. Nowa Piekarnia is surrounded by several tenement houses of the Nowa Praga district, but residential blocks from the 1970s or new apartment buildings constructed within the last decade prevail.

Former functions are still present, but only to a limited scale. This includes craftwork and small shops. At the same time, the potential which still remains unused is connected with the new trend – repair facilities for residents or shared spaces for professional craftsmen and artists. The idea of a crafts school or space has been discussed for years, together with using for this purpose the premises of the Share Society "Warszawski Młyn Parowy" (Warsaw Steam Mill), called the Michel's Mill. Unfortunately, bottom-up initiatives of artistic and artisanal clusters are disappearing from former factories, service premises on ground floors or outbuildings within tenement houses, which makes the process of creation of new works of art and products isolated and conducted behind closed doors, at an increasing distance from the city centre.



The location of Piekarnia
in Warsaw's Praga district



New investments in the close proximity to Piekarnia [elaborated by mamArchitekci]



Shops in the vicinity of Piekarnia [elaborated by mamArchitekci]

In Praga, it is also necessary to shape the friendly, user-inclusive and well-organized public space and, if possible, connected with the functions representing social potential as well as the venues for meetings and cooperation.

mamArchitekci

There are relatively few green areas in the district – in particular when compared to other parts of Warsaw. The nearest bigger green area is constituted by a square between 11 Listopada Street and Ratuszowa Street. More extensive and attractive green areas are located by the Vistula River, it is also the ZOO as well as Park Praski. The area is situated at the distance of ca. 2 km from Piekarnia, so it is inaccessible on foot, particularly for children and the elderly. Nearby municipal green areas are neglected and there are not many developed zones either.

Zaczyn

Zones representing diversified accessibility and intended function can be noticed in the immediate vicinity of Piekarnia:

- internal courtyard – private space,
- adjacent pavements – public space,
- currently unused part of the plot in the northern section – public space,
- historical streets – public space.

Value of the heritage

Basing on the broad definition of heritage included in the Faro Convention, the question was asked during workshops concerning what is currently perceived as the value of the Piekarnia complex, both in the material as well as a non-material sphere. The more obvious the answer seemed, the

more thorough verification and reflection it required. In this context, it is worth to pay attention to three basic theoretical attitudes to heritage:

→ **Heritage as an object.**

This attitude concentrates on the protection of material values of the facility by means of its conservation. Following this approach, material dimension of Piekarnia shall be the key, and together with it, such values as original walls, construction materials and interior design elements, the shape and characteristics of the exterior.

→ **Heritage as a symbol.** Such attitude more frequently refers to more ephemeral or smaller objects: monuments, flags, inscriptions or literally symbols (such as the symbol of the Warsaw Uprising). However, the chimney of the Bakery may be treated as a symbol of the industrial revolution and the change in landscape that accompanied it, and the orthodox church as a symbol of the era of the partitions of Poland.

→ **Heritage as a process.** This approach is the closest to the spirit of the Faro convention, principles of the Open-Heritage project as well as the attitude of PragaLAB. Heritage gains here its value not as a “frozen” relic of the past or a clearly defined symbol. Its value is connected with the continuity of other values – e.g. community, solidarity, work. The value of heritage itself relies on the fact that it used to serve and may still serve to the benefit of these values – in various ways, it is still significant for different individuals. What has been preserved from the past supports the present and the future and the

interpretation of heritage evolves and depends strictly on the community of this heritage.

Material and non-material values of Piekarnia heritage identified by project teams are as follows:

Non-material values:

- **Authenticity** – the Piekarnia complex has been preserved from the period of its establishment not only from the material, but also functional perspective. Not long ago, Piekarnia still served the original function, which was assigned to it over 100 years ago.
- **Proximity of the manufacturing function and of workplaces** for recipients and clients, the fact of knowing (even if only by sight) the people who produce something that we use every day.
- **Facility been shaped by the manufacturing process** – less and less frequently present in European cities. However, it is said to be necessary again and the possibility, or even necessity, for the manufacturing activity to come back to European cities is quoted, in particular in the context of production that satisfies basic local needs. The local aspect of economy gained new meaning during the Covid-19 pandemic in 2020.
- **Relationship with the local community** – satisfying basic needs, shared by different resident groups. The heritage of Piekarnia is linked with numerous personal stories or experiences.
- **Connection with heritage in its broad sense** of manufacturing activity in the

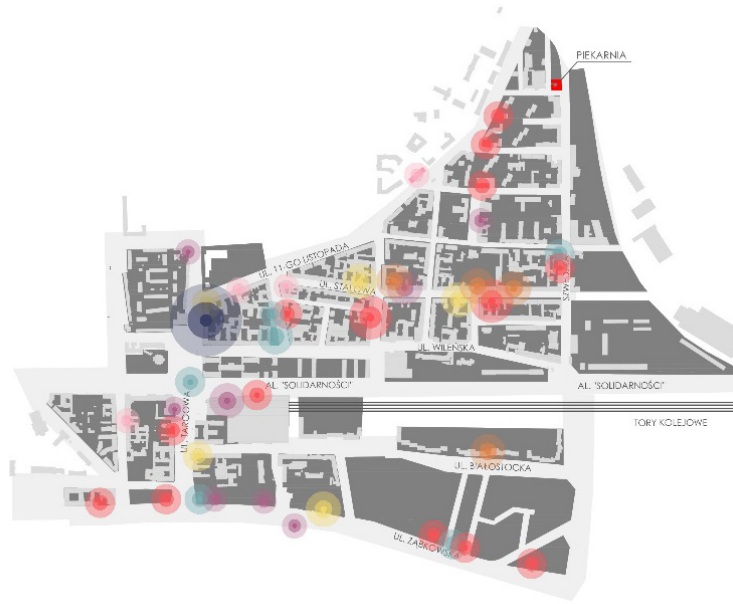
district of Warsaw and the city of Praga, including the network of similar local bakeries.

- Due to its manufacturing profile, the heritage of Piekarnia relies very much on the **senses**, is connected with colours, sounds, smell and taste.

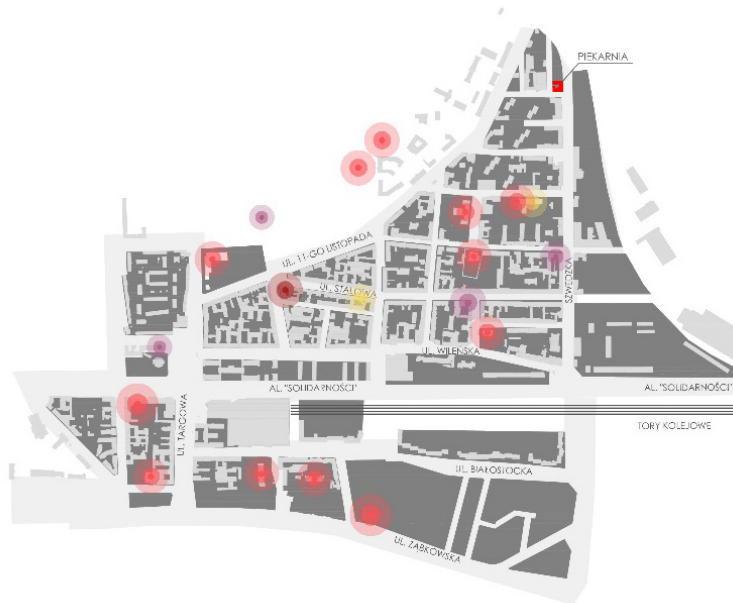
Material values:

- **Authenticity** – the arrangement of Piekarnia remains nearly unchanged outside and inside. In this way, numerous interior design elements, external decorations as well as equipment items were preserved. Traces of damage, if they do not pose a threat to the functioning of the complex, prove its history and the passage of time.
- **Combination of the workplace and residential function** – which used to be typical for the spatial structure of cities. Today, such combination is on one hand the relic of the past and on the other, it is more and more frequently referred to as a necessity.
- **Characteristic shape and scale** – manufacturing function typical for small manufacturing facilities and residential buildings of that period thanks to the chimney dominating Piekarnia.
- **Characteristic color scheme and materials** – red brick, green wooden elements.

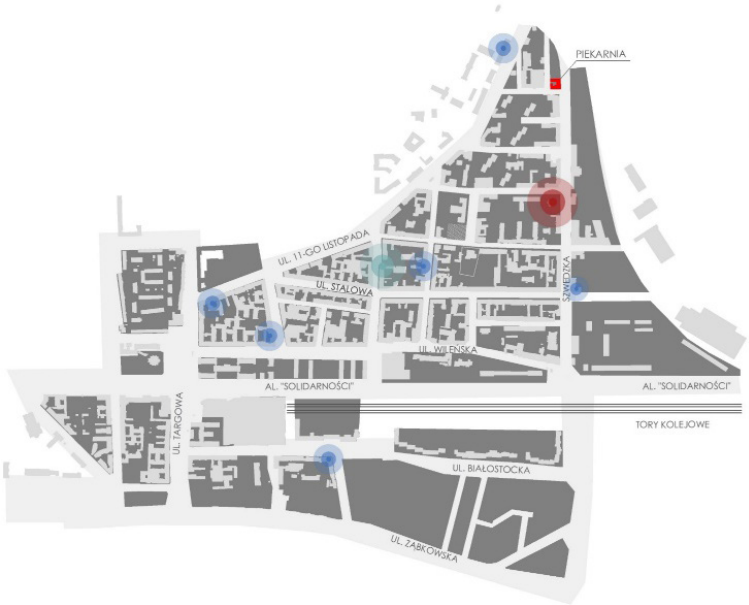
Apart from its values, each unused heritage is connected with some problems which used to hamper its operations or may constitute a barrier nowadays. When it comes to Piekarnia, the following problems may be identified:



Crafts in the vicinity of Piekarnia [elaborated by mamArchitekci]



Culture and education centers in the close proximity to Piekarnia [elaborated by mamArchitekci]



NGOs located near Piekarnia [elaborated by mamArchitekci]



Public space near Piekarnia [photo by M. Leszczyńska]



- **Noise** – in bakeries, work used to take place at night or start from very early hours in the morning. Deliveries, noisy activities (changing baking trays) used to be the cause of conflicts with neighbours.
- **Limited access to daylight** – work in the bakery did not require as much light as other functions which the facility could serve today. Stove rooms were obviously completely dark – today, they constitute an attraction, but also take up an important part of the volume of the facility.
- **Other functional and environmental standards** – nowadays, we attach a lot of importance to energy saving, fire protection and emitting pollution. And we have a different attitude to the quality of the workplaces. Many historical buildings, similar to Piekarnia, do not meet these requirements, and their adaptation requires compromises in the context of the preservation of their historical substance. It is today hard to imagine the launching of a traditional stove near the windows of residential buildings.

Zaczyn

Bread baked in Piekarnia would, in turn, be sold mainly on the local market, driven directly by the prosperity of facilities employing a local workforce. It would satisfy the basic needs of citizens. Baking bread, the main and even symbolical

food, consumed by people representing different social classes and environments, makes the place where it was produced unite different social groups.

Another important factor consists in selling bread in the place where it was manufactured, typical for numerous bakeries, in this facility as well. Progressing transformation of post-industrial areas into residential estates irreversibly erases from the landscape of the Praga district the non-material heritage connected with the work at a manufacturing facility, the ethos of manufacturing and the skills connected with it.

mamArchitekci

It is unusual that for 100 years, the facility performed uninterruptedly the same manufacturing activity, while the majority of factories in the Praga district would change the character of their activity several times: after WW1, in the era of the People's Republic of Poland, after 1989. For 100 years, in spite of its suburban location, Piekarnia was a famous place, visited by everybody, irrespective of their wealth.

Until now, relationships between neighbours constitute a visible element differentiating Praga from other districts. Strong interpersonal relationships emerged here, similarly to many workmen's suburbs in various cities, as a result of poverty and the necessity to provide support to one another, but also due to the fact that many generations of the same families lived in one place and the structure of the district was dense from the spatial point of view. These relationships form non-material, but very important heritage of this workmen's district.

Technical condition of Piekarnia

Zaczyn

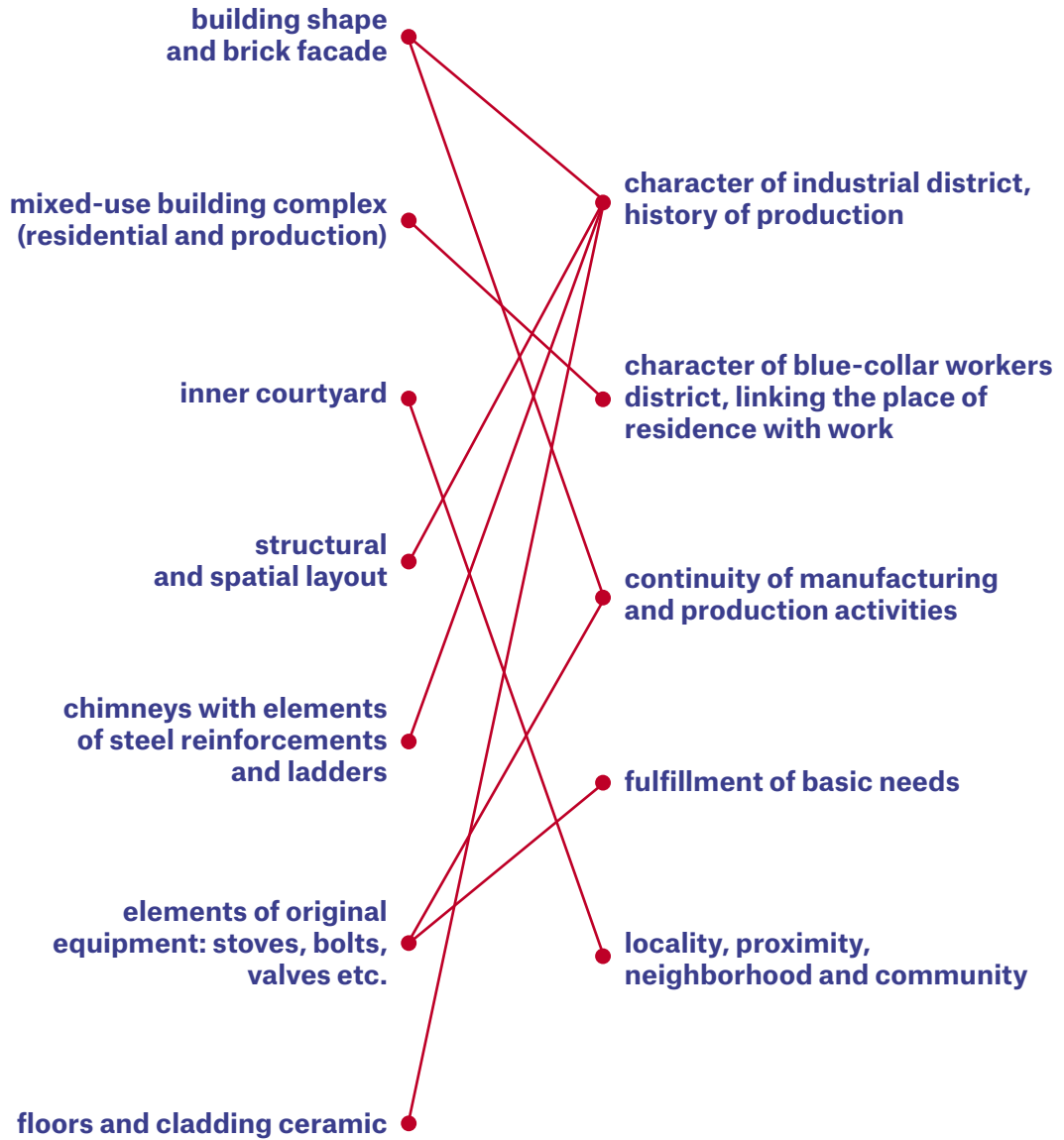
The state of preservation of the buildings and equipment forming part of Piekarnia is very diversified. The buildings were not subject to ongoing renovations for years and are highly exploited. The residential building is in the worst technical condition. Main problem consists here in the dampness in lower parts of the walls resulting from the lack of insulation or its damage and rainwater dripping into the building. The plastering of profiled cornices, which were subject to strong erosion together with plasters on the upper parts of the building are in particularly bad condition.

Secondary damages resulting from unprofessional repairs and modifications, such as bricking up windows, punching new openings and performing mortar fillings constitute a big problem from the aesthetic point of view.

Community of Piekarnia

The community (collectivity) connected with Piekarnia, today and in the future, may include various groups, with their relations with this place and with the Praga district resulting from various reasons. In general, the following characteristics of these relations may be enumerated:

- **Time.** It divides the community into one part whose relations were established in the past, when bread was being baked in Piekarnia, and the other part, whose relations with Piekarnia or the Praga district are still being shaped. There are the people who used to work in Piekarnia or buy bread there, and the residents who used to be woken up by the noises from the bakery. Citizens who will move in nearby will appear as well, but they didn't use to be connected with Piekarnia in any way.
- **Spatial proximity.** It is one of the most frequently applied criteria, when local citizens are considered main stakeholders' group. It is of course true to a large extent. But those who live in further parts of Nowa Praga or in other districts may belong to the Piekarnia community as well. Visitors and tourists can form its part, too.
- **Work.** Piekarnia gained its shape thanks to manufacturing work. Work should also constitute a new economic impulse for its adaptation and renovation. For this reason, the Piekarnia community consists of its former staff and of its potential new employees, of entrepreneurs who would like to conduct their activities here; those who used to benefit from the results of its work (customers buying bread) and those



Scheme of relationship between identified material values and intangible heritage of Piekarnia



Public space near Piekarnia
[photo by M. Leszczyńska]

who may become its new visitors or customers. In a broader context, such community unites other entrepreneurs as well, when their work is similar to future functions that Piekarnia is going to serve.

- **Science and art.** The community of Piekarnia consists of the people who are connected with it and similar facilities by a specific type of activity – scientific or artistic work. These are scientists conducting research on the district of Praga, the history of industrial and manufacturing activity as well as production, post-industrial architecture etc. These are also artists inspired by Praga or similar post-industrial and industrial zones, by the role of manufacturing and industry, by the materials and shapes constituting the heritage of Piekarnia.
- **Non-professional interests.** Praga, as an authentic historical district of Warsaw, attracts numerous passionate individuals as well as those fascinated by its architecture and past. They all form the community of Piekarnia, but it is also formed by those who share the same interests in relation to other cities, who appreciate industrial architecture of European cities.
- **Social activity.** The heritage of work is linked with special social subjects: the availability of work, its conditions, dignity, skills, interpersonal relationships at work. All those active in favour of decent working conditions in the Praga district, but also for local communities and social inclusion, form part of this community as well.

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According to the stereotype, social group associated with the district of Praga is represented by citizens with lower income and level of education, performing physical work or unemployed, facing addictions and other adversities. Those who live here usually have basic vocational or primary education, work in services or in manufacturing. Their families know one another, often for the period of a few generations, they spend their free time together and help each other. Today, this original population is not as strongly represented as it used to be.

On the opposite side of the social landscape there are new residents of the Praga district. They are attracted by the price of apartments lower than in other districts and by the proximity of the city centre. First residents of Bohema at Szwedzka Street were moving in already in 2020. They are definitely much busier and more affluent. Tenants are a big group of residents in new residential estates – according to the data, as many as 70% of apartments in these locations are bought with the intention to be leased. This also means that the rotation of residents will be visible, so they will not get rooted in this location. They are all the more important. For them, the experience of being rooted or the feeling of local atmosphere may constitute a precious experience, while their competencies and social capital might turn out to become an important, but still unrevealed value.

Somewhere between a stereotypical resident of the Praga district and stereotypical future residents of new residential estates, one can find the largest group

of ordinary citizens, often ignored while referring to the district. They probably do not differ from the citizens of other Warsaw districts at all. They are working people, who invest in the development of themselves and their families, active and often well educated. Apart from brave pioneers, there are also residents of the Praga district connected with it from their childhood. From the 1980s, artists would settle here willingly: actors and musicians, obliged to be present in theatres or concert halls during rehearsals about noon and performances in the evening. From late 1990s, the atmosphere of the district has already become trendy: researchers would settle here, together with journalists and other freelancers. They are conscious users of the urban space who care about the future of the Praga district.

Possible barriers to common use of Piekarnia:

- prices of goods and services offered in Piekarnia (too high prices may constitute a barrier for some visitors, while others may get discouraged by low standard, associated with too cheap items);
- different ways of spending free time, reluctance towards meeting the people whose lifestyle differs from ours;
- aesthetics: encouraging or discouraging for subsequent groups due to their different preferences and habits.



View of the apartment building
[photo by PragaLAB]



The interior of Piekarnia – view on the stoves
[photo by PragaLAB]



Wooden detail on the staircase
[photo by PragaLAB]

Recommendations

Objectives of the adaptation of the Piekarnia facility

An adaptation of the Piekarnia facility according to the objectives of the Faro convention as well as the principles of sustainable development may have double meaning. Firstly, it is connected with bringing back to life a facility in the Praga district, precious in the context of its tangible and intangible heritage, creating the space for economic and social activity; secondly, it is the implementation of the pilot model of managing historical facilities in cooperation with the capital city of Warsaw, entrepreneurs and the community linked to this location. In this context, the objectives to be met are:

- preservation of this valuable and characteristic complex;
- introduction of the functions that continue local history, but represent modern, or even innovative or cutting edge character;
- introduction of the functions with the potential of uniting different groups;
- such performance of the adaptation (in its functional and formal aspects) that shall contribute to the positive image of Praga as the district with character,

traditions, but at the same time lively and modern;

- support for the local entrepreneurial spirit through new management models for the premises owned by the capital city of Warsaw, involving the heritage community;
- testing sustainable solutions, in particular circular economy.

Adam Lisiecki: *The preservation of material, historical values; bringing the facility back to life; shaping the space, which directly or indirectly generates workplaces; restoring the production and manufacturing function in the Praga district.*

Olga Milczyńska: *Creating a vivid space, where new and old residents of the Praga district meet, the place which stimulates the exchange of experiences. The place which is the witness of history and its co-creator.*

Piotr Jędras: *Forming a local hub, complementing the functional program addressed to citizens – a local mini-centre referring to the history of the place and*

attempting at translating it into the new identity in this part of Praga.

Małgorzata Dembowska: *Apart from the main objective – preventing the degradation of a historical site and bringing it back to life – it is also important to select appropriate functions that will make it possible to establish attractive neighbourhood. It would be valuable to continue baker's traditions – bread or other pastries are primary products for everybody, irrespective of their financial status. The activity based on selling pastries or organizing culinary workshops may constitute the occasion for spontaneous gatherings of neighbours and experiencing the heritage of Piekarnia on a daily basis, and in this way, the historical building may continue to serve its original function.*

Marlena Happach: *Piekarnia is a potential contact points, where the routes of various social groups cross and different market mechanisms meet – commercial mechanisms and social functions. It should help in overcoming the stagnation of dependence on social assistance allocations. The undertaken activities should combine support and build independence, self-reliance and community in a broad sense.*

Beata Wrońska-Freudenheim: *Development of relationships between neighbours, revival of a dilapidated facility, also of a neglected object and area, emphasizing its architectural and historical advantages, development of craftsmanship.*

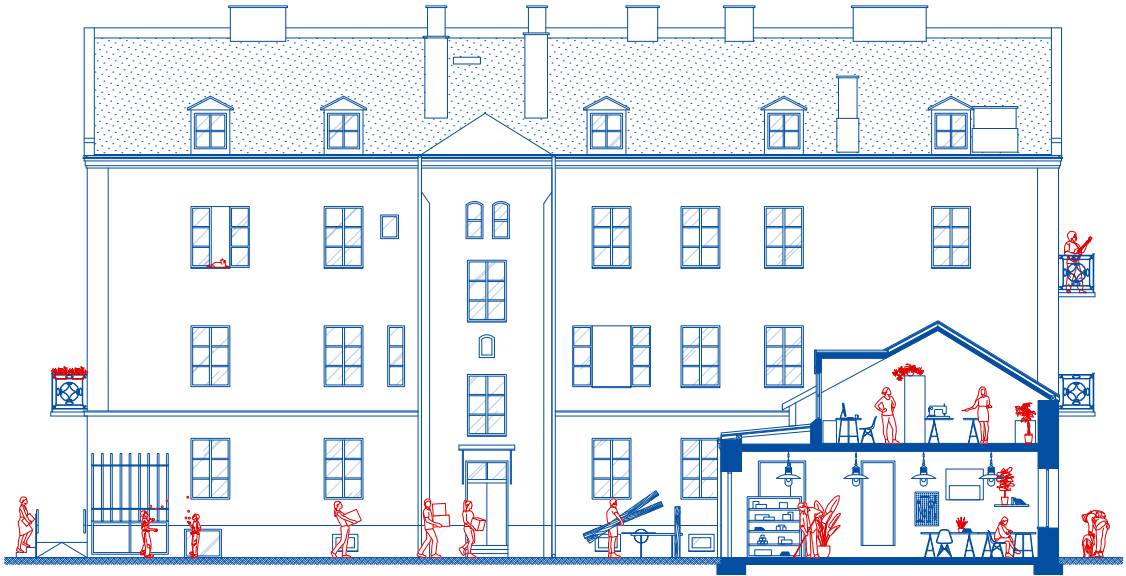
Agnieszka Lizis: *Economic and cultural revival: mainly the creation of new workplaces, more precisely the workplace, in order*

not to divide it into single jobs, but rather refer to the opportunity to act and develop. From the perspective of revitalization, renovation itself is an insufficient objective.

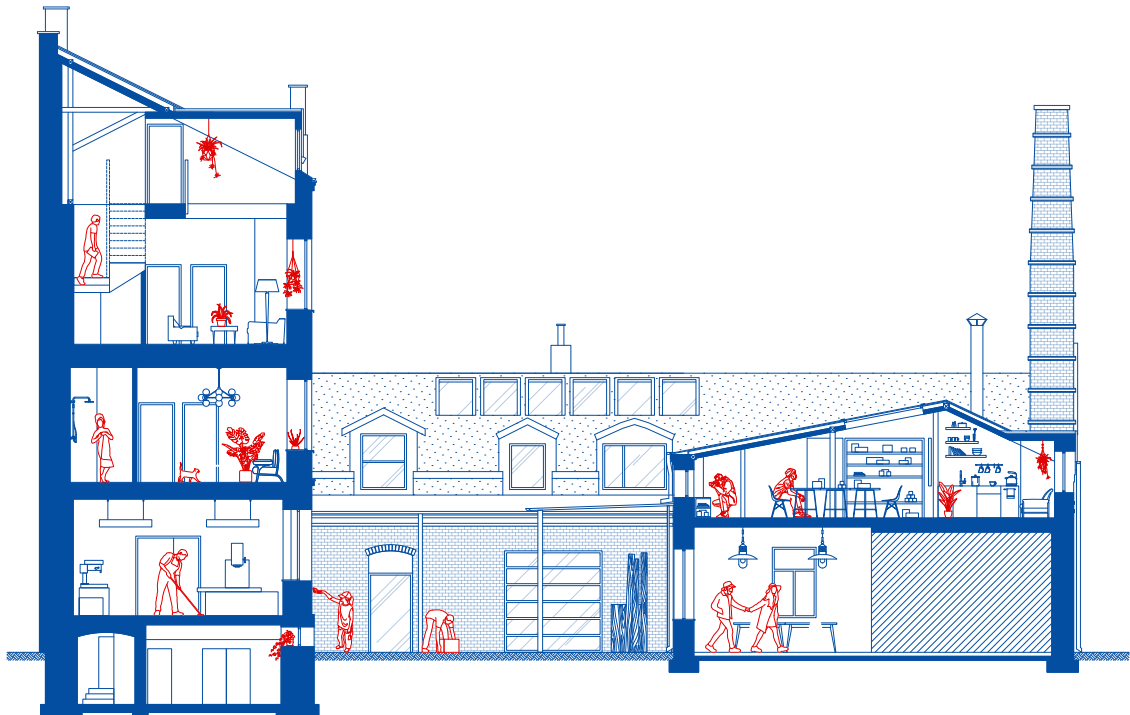
Katarzyna Wrońska: *The place of joint cooperation of experts (artisans, artists) should constitute a pilot project for the rental of service premises based on good principles, directed at the revival of the space, at the same time preserving the unique atmosphere of the Praga district of Warsaw. On the other hand, the “makerspace” offering workshops or classes, for example in the field of traditional carpentry, could be addressed to “new” affluent residents and in this way, earn the funds for its operations.*

Architecture and new functions of Piekarnia

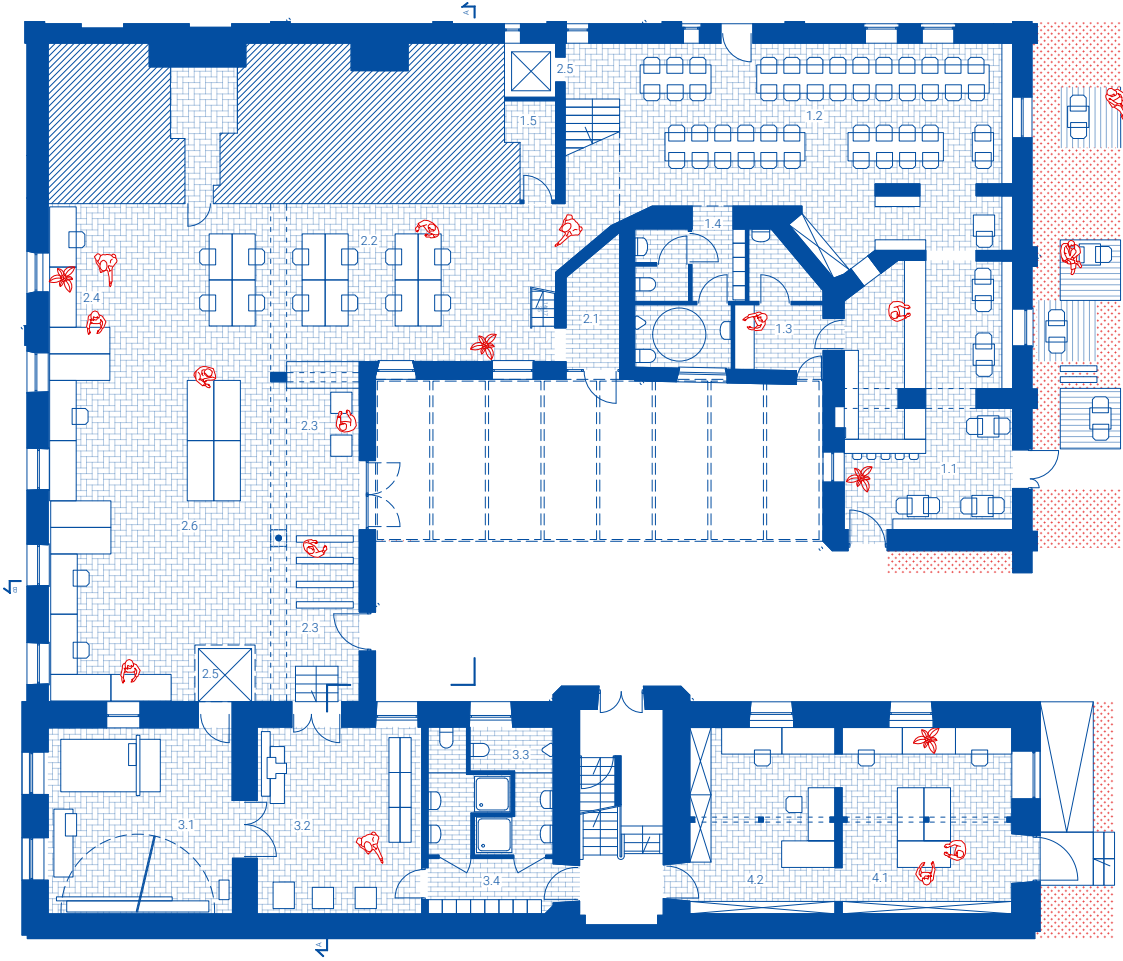
According to the assumptions made prior to the workshops, new functions of Piekarnia were supposed to be connected with production, manufacturing, repairs and circular economy. The teams suggested various functions which met these conditions. In both cases it was necessary to remain flexible in the context of shifting the functions inside the facility; reducing or increasing the space for subsequent functions; adjusting to changing conditions, including the demand for different functions, new technical opportunities etc.



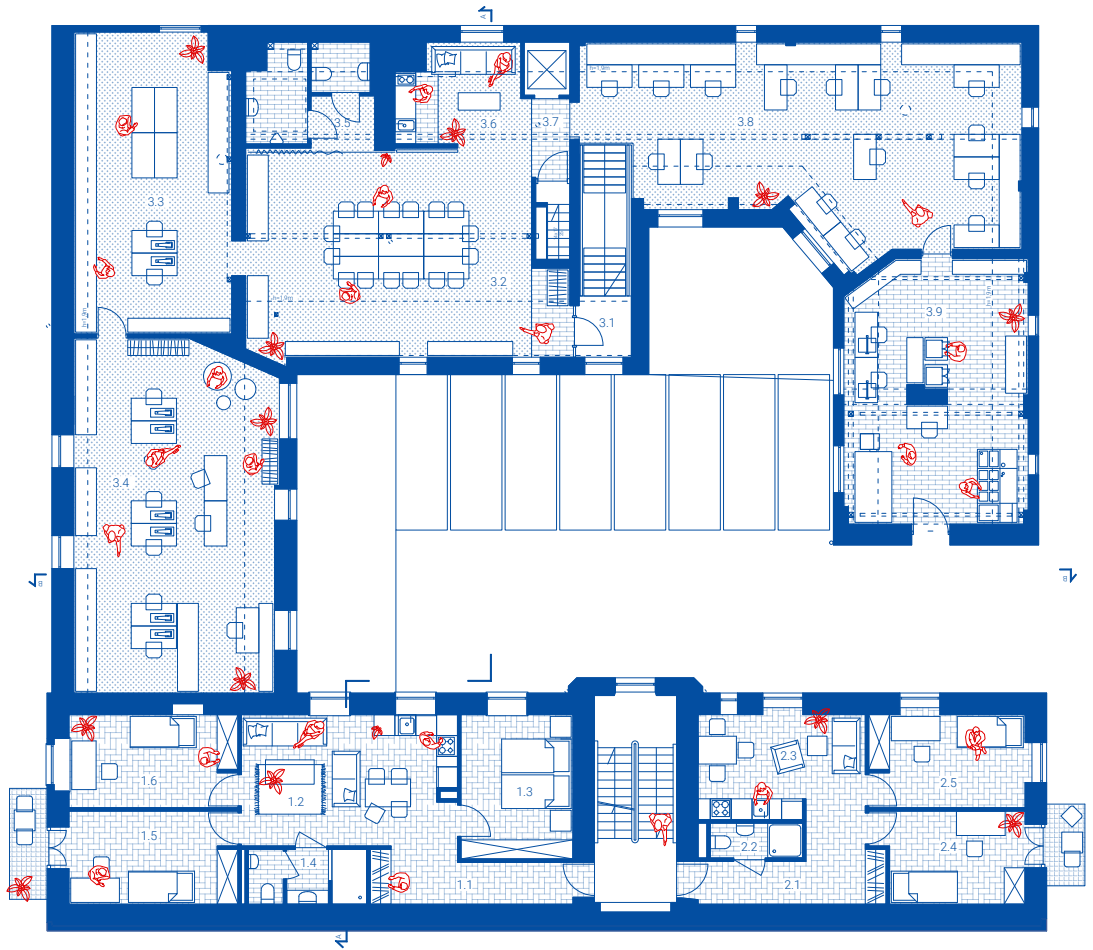
Cross section of Piekarnia [elaborated by Zaczyn]



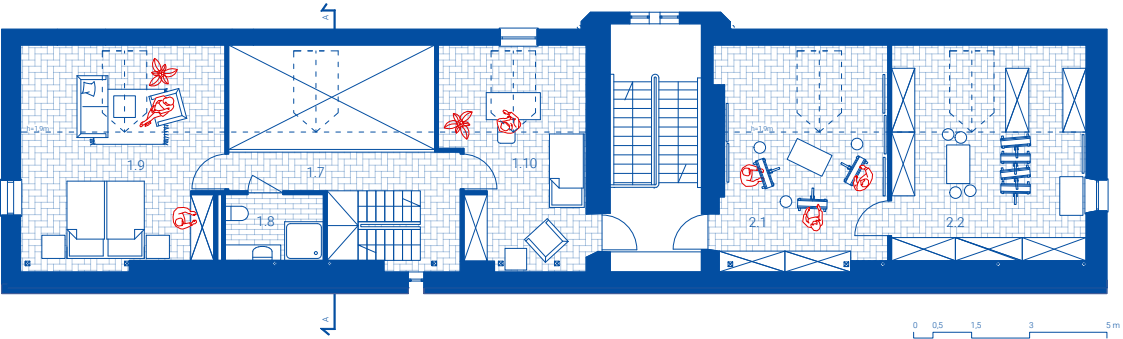
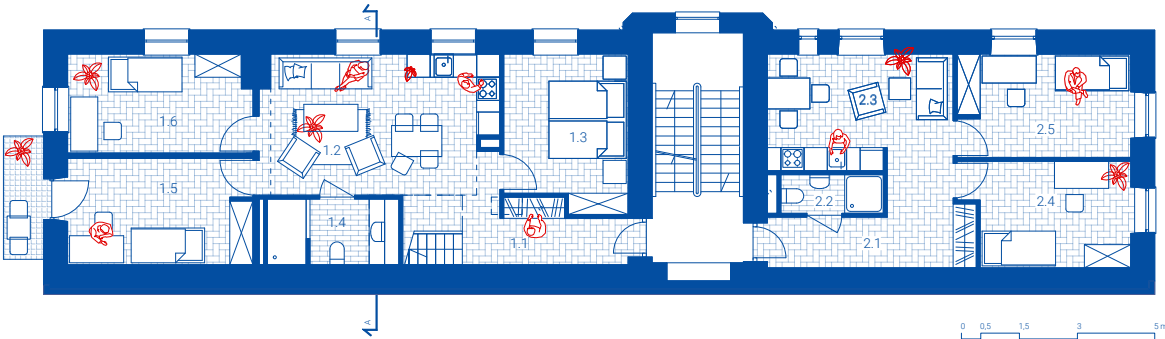
Cross section of Piekarnia [elaborated by Zaczyn]



Ground floor plan [elaborated by Zaczyn]



1st floor plan [elaborated by Zaczyn]



2nd floor plan [elaborated by Zaczyn]



Visualisation of Piekarnia from ul. Stolarska [elaborated by Zaczyn]



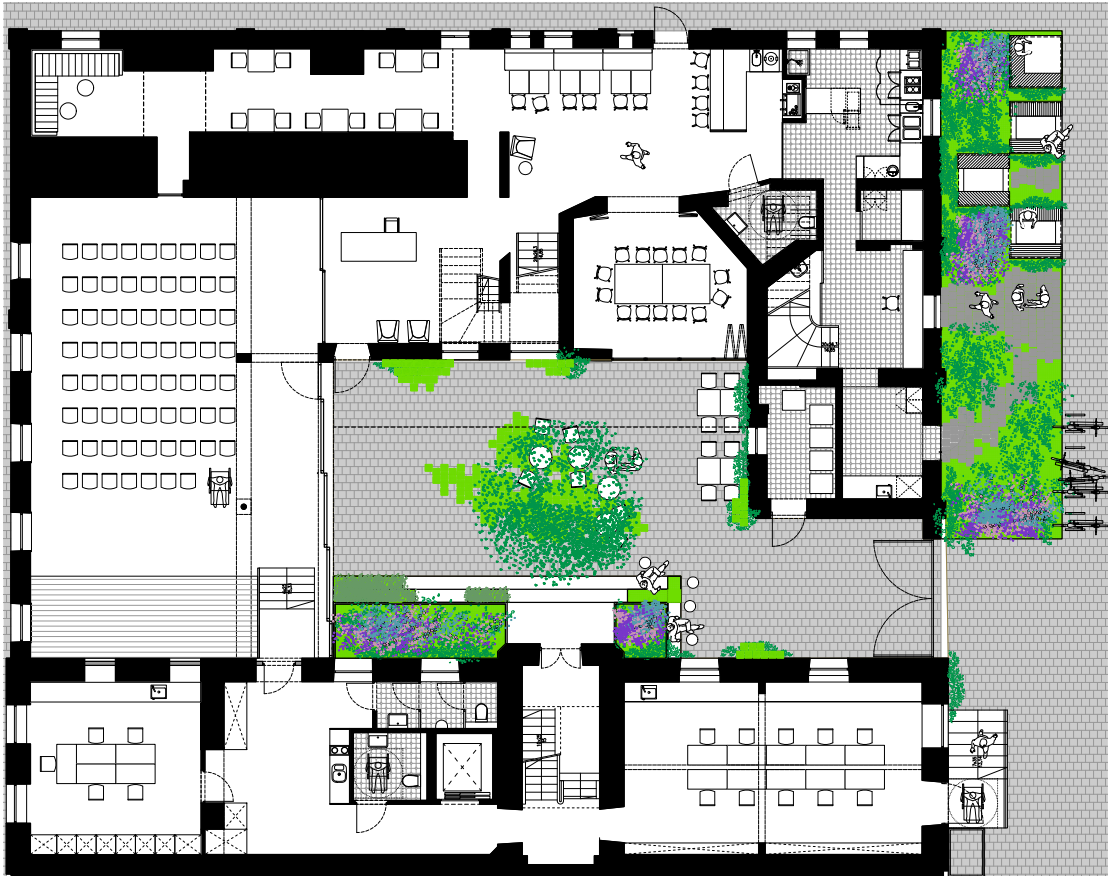
Courtyard visualisation during daytime [elaborated by Zaczyn]



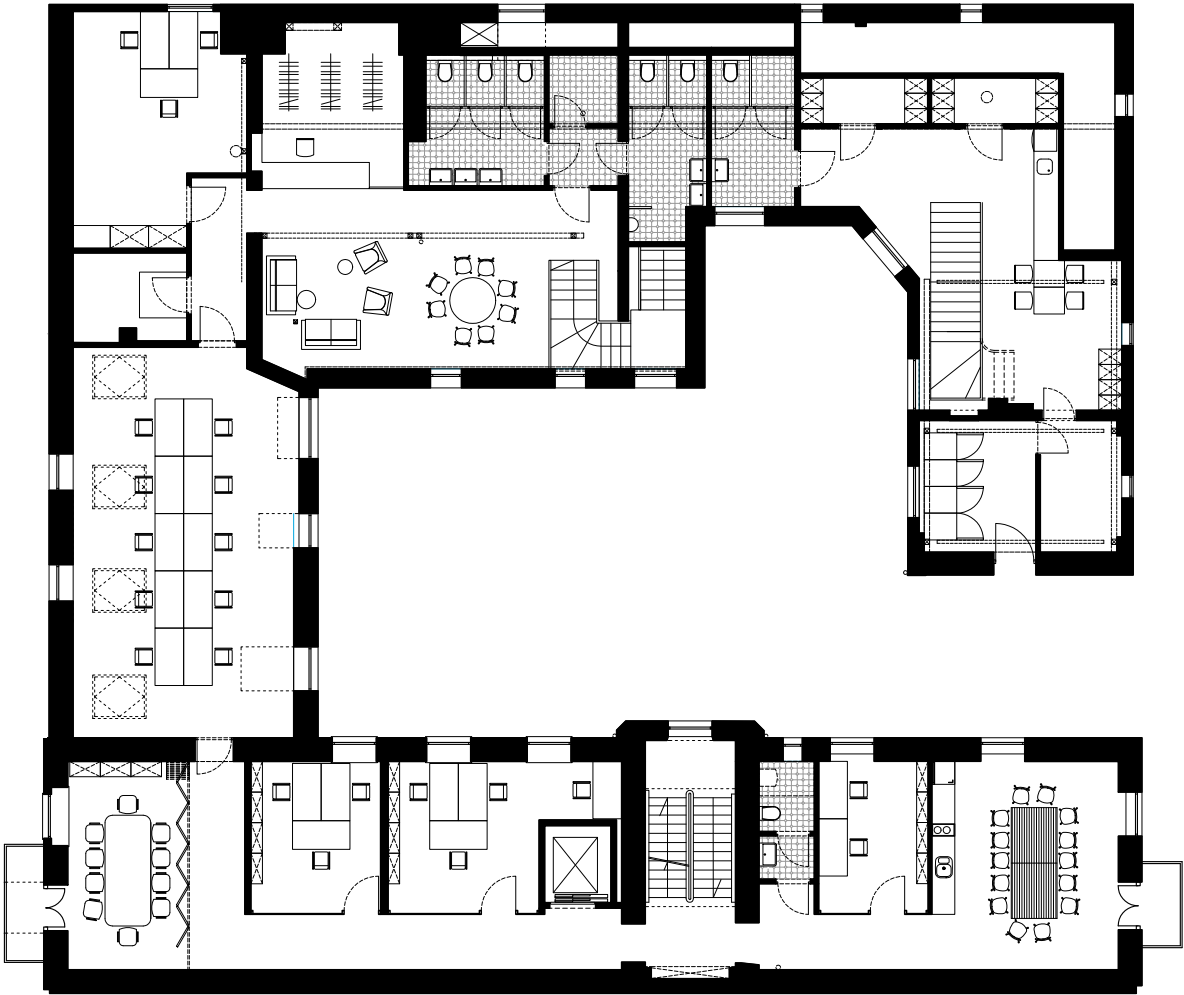
Courtyard visualisation during nighttime [elaborated by Zaczyn]



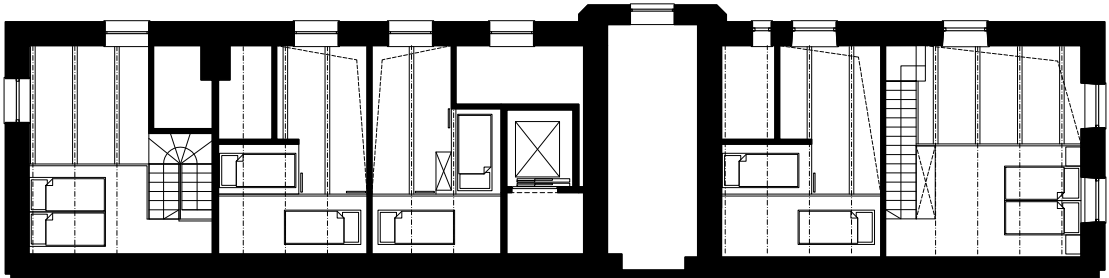
Visualisation of common working space (spółPracownia) [elaborated by Zaczyn]



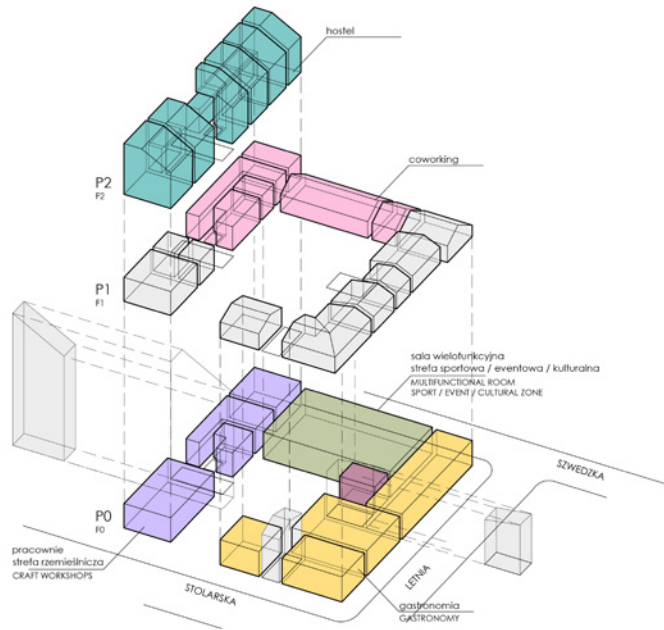
Ground floor plan [elaborated by mamArchitekci]



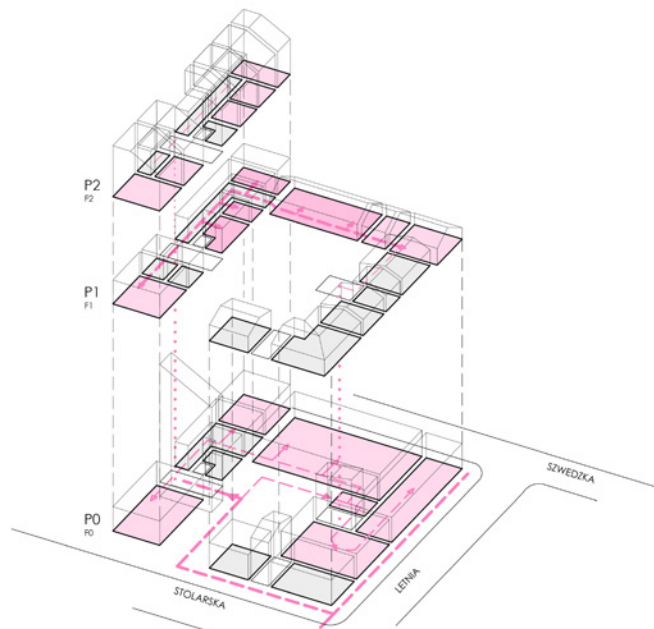
1st floor plan [elaborated by mamArchitekci]



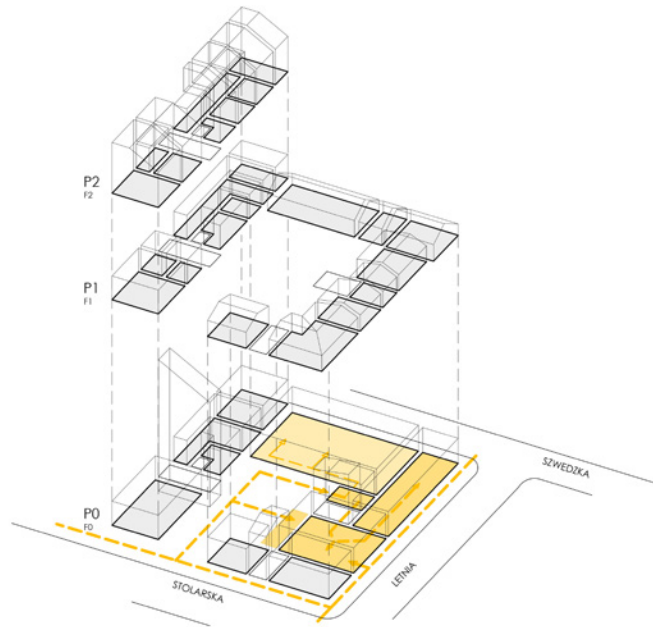
2nd and 3rd floor plans [elaborated by mamArchitekci]



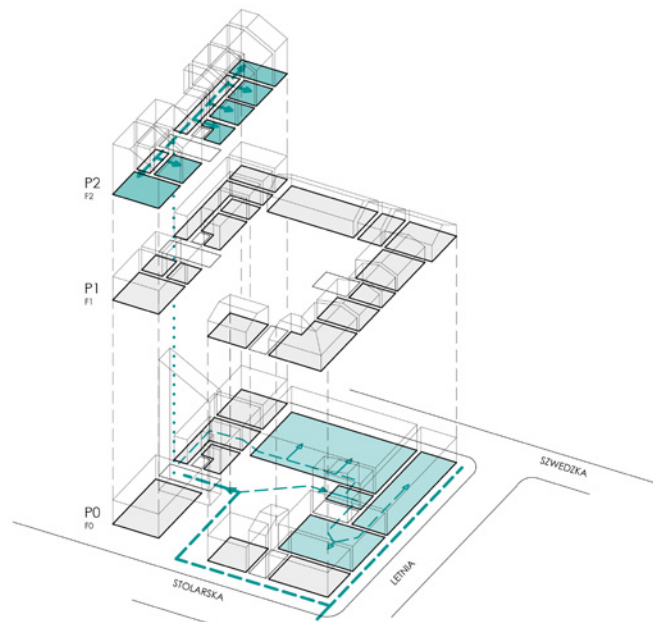
Functional scheme [elaborated by mamArchitekci]



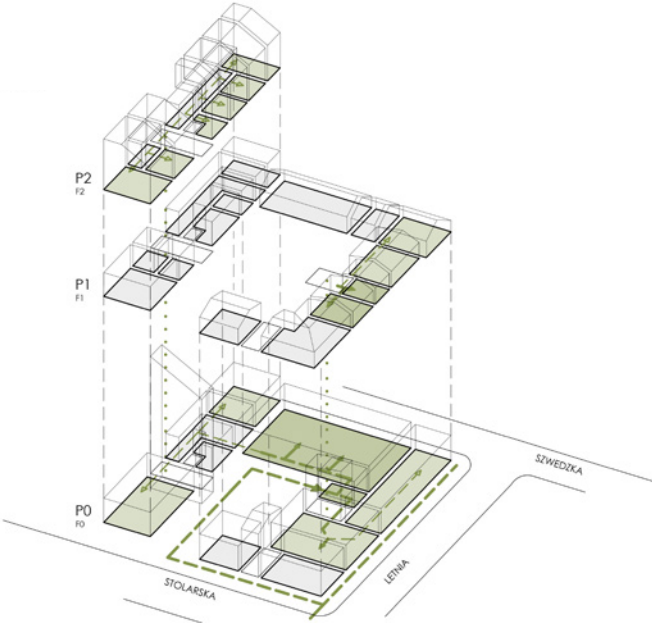
Communication scheme – coworking space user [elaborated by mamArchitekci]



Communication scheme - gastronomy user [elaborated by mamArchitekci]



Communication scheme - hostel guest [elaborated by mamArchitekci]



Communication scheme – multifunctional room user [elaborated by mamArchitekci]



Communication scheme – workshop user [elaborated by mamArchitekci]

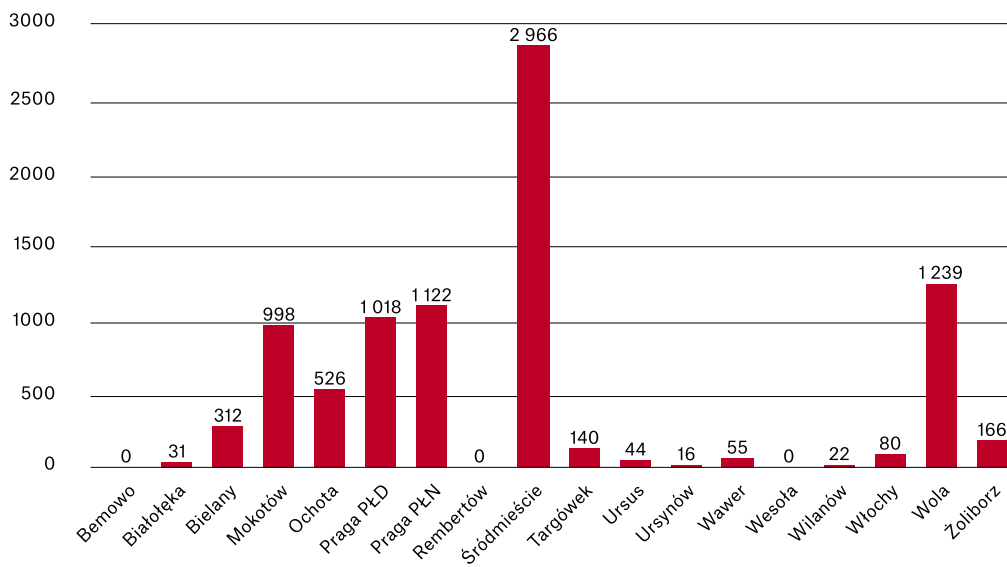


Visualisation of Nowa Piekarnia courtyard [elaborated by Zaczyn]



Visualisation of Nowa Piekarnia interior [elaborated by Zaczyn]

The number of commercial premises belonging to the city of Warsaw in individual districts in 2019



Financing, management and cooperation with Warsaw authorities

Piekarnia, similarly to other public utility facilities in the Praga district, is the property of the capital city of Warsaw. In connection with this fact, the Office of the Policy for Premises (BPL) constitutes the entity responsible for its management and ongoing administration is provided by Property Management Office (ZGN) of the Praga-Północ district. When it comes to the number of utility premises that can be found in this district of Warsaw, it takes up the second position, immediately following the central district of Śródmieście.

According to the Resolution number XXIII/663/2019, the rental period for utility premises shall extend beyond 3 years, but no longer than for 10 years. Having concluded the agreement for the definite period of time, the capital city of Warsaw may conclude the next agreement with the same entity (which actually consists in extending the rental period) on condition that the entity fulfils the provisions of the previous agreement, including financial obligations towards the capital city of Warsaw and the premises shall be intended for rental for the subsequent period. The next agreement is concluded for the period from 5 to 10 years, unless the tenant applies for a shorter period or a different period in specific cases is defined by the Mayor of Warsaw. Front premises, to be understood as premises situated within the front façade of the building with direct access from the street, situated on the ground floor within commercial and service complexes by the streets with high pedestrian or vehicle traffic are rented for the period of 10 years,

excluding the cases specified by the Mayor of Warsaw.

Tender constitutes the main form of selecting the tenant, while the reference point for the criterion of price is constituted by market prices of renting similar premises. The basic assessment criterion is the suggested rent, while the organizer may take into account criteria other than the price.

Special rules refer to the area subject to revitalization, including the Nowa Praga district, which remains within the field of activity of PragaLAB. Within this area it is among others possible to:

- reduce the rent for using the premises by 10% in the case of full-time job or 5% in the case of part-time job if the tenant employs a citizen residing within this area of revitalization basing on the employment contract in this premises on condition that maximum rent discount may not exceed 20%;
- make available for rent for the period of over 3 years the premises that require thorough renovation.

The following rules shall apply for the reimbursement of investment costs incurred by the tenant and improving technical condition of the premises:

- Settlement during the rental period of part of documented expense incurred by the tenant for the renovation of the premises or permanently increasing the value of the premises, including also conservation works, within the scope agreed with the landlord.
- The scope of renovation works first needs to be specified with the landlord

and the agreement shall be made in this matter.

- The amount of monthly settlement of the incurred investment costs is limited by the total of monthly expenses attributable to the landlord, excluding the landlord's exploitation costs, exploitation fees and renovation fund fee incurred for the benefit of the housing association, conservation and repair costs as well as other fees independent from the landlord;
- The settlement of documented expenses made by the tenant for removing architectural barriers for the elderly and persons with disabilities in the scope agreed with the landlord.

It is necessary to consider the following issues:

- Conditions are generally the same for different entrepreneurs. Micro entrepreneurs or artists (excluding premises leased as their studios) need to meet the same requirements and compete with the entities, e.g. forming part of commercial chains or financial institutions, that are on a much more privileged position when it comes to acquiring the capital and have much more experienced management staff.
- It is possible for the entity to obtain the support from public owner if it creates local workplaces. However, in particular in the case of micro and small enterprises, it is necessary to estimate the costs of creating such workplace together with potential benefits consisting in the reduction of the amount of rent (10%) as well as thoroughly consider the possibil-

ity to fulfil the requirements connected with it.

- The support for specified types of activity is possible to obtain in profiled competitions – it requires the capital city of Warsaw to recognize social needs well, bear the costs in this field as well as deciding on its both social as well as economic character. This criterion specifies the type of activity, while it is rather necessary to take into consideration the desired social and economic effects (e.g. strengthening the image of the location, creating workplaces, increasing qualifications, social integration etc.).
- Many utility premises within the Praga district are in a very bad technical condition and require big or very big amounts of investment funds for the activity to be inaugurated. Some micro and small entrepreneurs will not be able to bear the costs with their reimbursement (probably only partial) being deferred in time. The other, in turn, will not be capable of performing appropriate calculations and will not decide to assume the risk. Some of these issues may be solved in the course of time thanks to introducing a rental operator.
- Legal regulations clearly differentiate commercial undertakings from the activity of non-governmental organizations. They do not take into consideration (apart from the specified workplaces) social benefits of business activity, the dimension of social economy as well as solutions combining social (cultural etc.) and commercial aspects, which are mutually financed.
- Legal provisions do not include the

aspects concerning modern challenges of sustainable development, environmental actions within business activity etc.

The mamArchitekci team suggested two solutions. The organization of an open tender in order to select the investor who complies with a number of requirements connected with previous experience and access to the capital or inviting the entity acting for the benefit of the society to serve the function of operator of Piekarnia. The following assumptions were made:

- long period of task implementation,
- possibility to obtain discounts for ongoing expenses,
- launching of the activity of subsequent parts of the building together with its functions divided into stages,
- diversified sources of funding,
- flexibility of functions (possibility to modify them in order to match the needs of users-customers).

The second team, Zaczyn, developed the following recommendations in the field of financing and operational management.

Zaczyn

- Separation of two fields of activity and assigning two separate entities to them, which can be connected personally. For the purposes of activities undertaken in Piekarnia, it is suggested to establish the consortium consisting of two entities, with each of them representing separate scope of activity and generating different streams of income and expenses. The first field of activity

consists in broadly understood social activity, while the second in property administration and management together with monitoring the investment process.

- The lease period (the period of using the property) should last at least 20 years. Shorter period is not justified from the financial point of view.
- The tenant shall have the possibility of subletting the space on commercial conditions.
- The operator shall apply for the funds from strategic investors.
- In connection with high investment costs as well as high risk of losing financial liquidity, it is suggested to proceed to rental exemption as well as the reimbursement of utility costs on condition that scheduled renovation works are carried out and the pro-social program is implemented. The abovementioned solution may represent the character of public aid within the framework of the de minimis category.

In order to fulfil the abovementioned assumptions, Zaczyn team suggested the establishment of two entities, linked with one another basing on the principle of a consortium:

- OBU (building operator – objective: protection of material heritage, specifying and acquiring the funds for investing in the building) as well as
- WPS (executor of the social program).

Another crucial point for the entire project consists in the fields referring to tenants and potential users of services

offered in Piekarnia. Please find below the criteria of benefits brought in by the tenants suggested by mamArchitekci:

- Pro-social and mission-oriented objective of the activity of Piekarnia may be implemented through the cooperation between partners: the operator and subtenants; multi-functional hall, catering facilities as well as the courtyard together with its immediate surroundings can be made available at a lower price (50% of the rental cost) for small local initiatives that inscribe with their offer into the scope of social benefit purposes;
- activities in favour of specific social groups experiencing hardship;
- changing the image of the district of Praga and its promotion.

The Zaczyn team, in turn, suggested the creation of a brand supposed to constitute a keystone for the functioning of the model. The promotion under the common brand of business activities connected with Piekarnia would make it possible to establish stronger economic bases for pro-social activity. Main characteristics presented by the Piekarnia brand are:

- traditional manufacturing activity – linking the product with its creator;
- local cooperation – establishing the network of local connections through loyalty cards, alternative currencies;
- sustainable development and the principles of local circular economy;
- protection and creation of citizens' spaces, limiting investment pressure;
- sustainable construction used as a model for the renovation of the bakery (only the necessary elements).

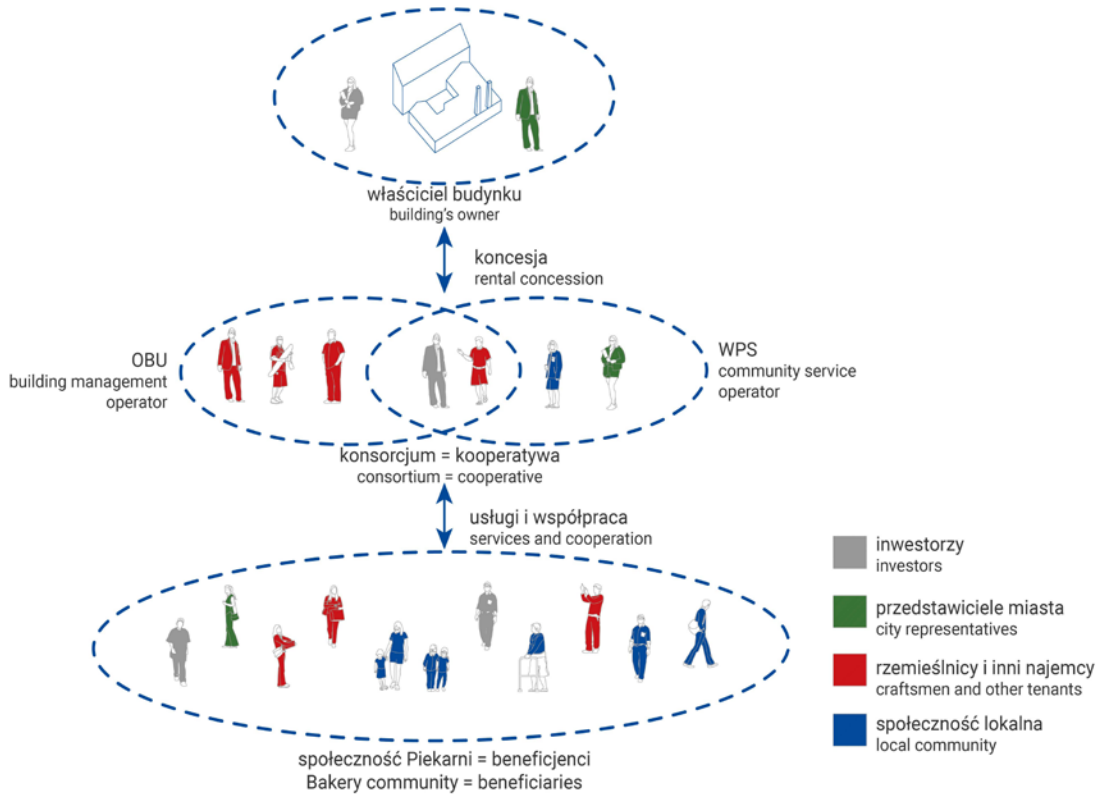
The suggestions and recommendations of teams taking part in workshops referred also to the question of property management by public entities as well as to organizational issues.

The mamArchitekci team suggested the establishment of the database of municipal premises intended for rent under the form of a website. Each of them should not only have its basic parameters described (as at <http://mapa.um.warszawa.pl/mapaApp1/mapa?service=nieruchomosci>), but there should also be their current photographs, short information about the functions acceptable in a given area, according to the development plan or the information that such document has not been prepared for this location. Micro and small entrepreneurs also need advice in the field of the investment process, the function of substitute investor, promotional activities and the support in acquiring funds. As the project is aimed at bringing benefits both to the entrepreneur as well as the capital city of Warsaw, joint activities in this field are of course justified. It is important to ensure the information on conservator's protection of subsequent facilities and areas.

The Piekarnia community

Zaczyn

Activities within the Praga district should promote the mitigation of the phenomenon of gentrification which takes place here as well as the establishment of a multi-class community of the Praga district.



Scheme of proposed management approach in Piekarnia [elaborated by Zaczyn]

Gentrification processes seem to constitute a threat in particular for relationships between neighbours, which help people build bottom-up networks of mutual support.

Particular threat consists in the increase in the value of utility premises, which may result in forcing local craftsmen and shop owners to move out. It may become even more problematic for new craftsmen intending to begin the activity concentrated on the needs of the less affluent part of the local community, being in particular long-time residents of the district. This could create or enhance the impression of replacing old residents with new ones as well as visitors.

In order for long-time residents of the district of Praga to take part in the initiatives addressed to them, it is first necessary to establish the relationship with them, make a suggestion instead of passively waiting for their participation.

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Several social groups that need particular support remain within the scope of influence of Piekarnia:

- Teenagers, for whom the offer of after-school clubs is not valid anymore.
- Women, who remain professionally inactive more frequently than men.

- The elderly. They may take part in classes or conduct them as well.
- Foreigners, as a lot of them have settled in the Praga district, mainly in connection with the possibility to find cheaper accommodation.



Participants of Jesienne Cuda Wianki Festival
[photo by PragaLAB]



Participants of Jesienne Cuda Wianki Festival [photo by PragaLAB]

Circular economy – Piekarnia as an experimental venue

Circular economy constitutes a new concept of organizing economic processes – acquiring resources, production, consumption and waste management (if it is produced). Nowadays, it is often defined according to the notion developed by the Ellen MacArthur Foundation¹, consisting in eliminating waste and pollution, relying on the durability of products and materials as well as the renewal of natural resources.

The circularity of services, products or undertakings may be determined basing on:

- the quantity of resources used,
- quantity of waste and/or pollution produced,
- durability of manufactured goods (possibility to repair them as well as the quantity of resources necessary to maintain their appropriate condition).

The idea itself of adapting the buildings to serve new functions of course inscribes into the principles of circular economy. It at the same time creates further important opportunities as the preservation of historical or cultural values constitutes a good stimulus to search for circular solutions – instead of throwing away and building/

manufacturing something new one should try to preserve what exists already. Fields connected with manufacturing as well as crafts and repairs represent big potential for new economy based on sustainable production and consumption thanks to the working space and still present skills of the residents/staff.

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In Piekarnia, the capital city of Warsaw may be implementing its “revitalization living lab” with the use of modern standards of circular economy, and even the combination of the idea of a sustainable city with a smart city.

Zaczyn

It is necessary to undertake the following actions:

- Maintaining the building in the best possible condition and using it in a sustainable way to the largest possible extent.
- Selecting tenants in a way to stimulate the closing of product and waste exchange circle as well as optimize the use of shared space.

Products and services created by the Piekarnia community and signed with its brand should take environmental impact into consideration.

1 More information at: <https://www.ellenmacarthurfoundation.org/circular-economy/what-is-the-circular-economy> [access 3.09.2020].



Summary

Piekarnia is at the same time a special and a typical facility. The aim of the workshops was to search for solutions for this specific place, but always having in mind the conclusions that may be drawn from this experience for other historical workplaces that need: the improvement of their technical condition, new function (or the restoration of the previous one); adjustment to new environmental standards; new business models. The PragaLAB team was at the same time convinced that Piekarnia itself is a perfect place for conducting an experiment – so far an intellectual one, but to be implemented in the future, combining different actors and resources in favour of a joint objective. It is of particular importance to perform the adjustments of historical facilities and use them for modern challenges – respect for the environment, social inclusion and circular economy.

Definitions of key terms used in the report:

- **Cultural heritage:** a collection of resources inherited from the past which is, independently of ownership, perceived as the reflection and expression of their constantly evolving values, beliefs, knowledge and tradition. It includes all environmental aspects resulting from interaction between people and places in the course of time [definition according to the Faro convention].
- **Adaptive heritage re-use:** adaptation of heritage with respect for its values constitutes the process of introducing a new way of using the buildings, urban development concepts and spaces, with respect for tangible and intangible heritage.
- **Heritage community:** it consists of people who appreciate specific aspects of cultural heritage and want to maintain it and forward to future generations within the scope of public activities [definition according to the Faro convention]; all those who appreciate this heritage and form part of own identity.
- **Circular economy:** economy the resources of which do not lose their value and are not wasted and their functioning is maintained through applying a number of diversified activities throughout their entire lifecycle.

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