



FÁBRICA DA CERVEJA

Faro 2027 will accelerate a new center for the arts and creativity

Faro City Council will transform one of the city's most iconic buildings into a center for art and creativity, open to all.

If Faro receives the title of European Capital of Culture 2027, this building will be the headquarters and promoter of international projects.

Summary

PHASE 0. OPPORTUNITY

This is the result of a reading, which has been intensified, of the enormous potential of **this space as an agitator of the cultural, social and economic dynamics of the municipality and an instrument of urban regeneration of the center of Faro.**

PHASE ONE. WORK PROCESS

To respond to this intention, the work plan covered the following phases of

Sceneization
Positioning strategy
Basic architecture program
Auscultation of agents
Management model / Budget estimation

AUSCULTATION

Assuming as a fundamental principle the involvement and participation of the various groups and scales of interest in the strategic planning of the building, a model of auscultation was created that promoted dialogue with different agents, at different stages of the process, using different formats of auscultation:

- Political **actors who have** responsibilities in the development of public policies in the cultural sector, as strategic decision-makers;
- Technical **agents** reporting cultural public policies;
- The agents of **the cultural and creative sector and participants in the dynamic of the building** as knowledgeable of the potential of the equipment;
- The agents of **the cultural and creative sector of Faro and Algarve**, in a broad perspective of potential new uses of equipment and local and regional impacts;
- Some prominent players in **the national cultural and creative** sector, in order to obtain information on the global trends of the sector;
- Cultural **audiences as the beneficiaries of the cultural offer** and the process of urban regeneration.

PHASE TWO. SCENERIZATION

SWOT ANALYSIS

FORCES	WEAKNESSES
<ul style="list-style-type: none">• Privileged location within the perimeter of Vila Adentro and tangential to the Municipal Museum and the Ria Formosa, classified natural landscape.• Great accessibility by air, rail and road.• Ongoing implementation of the Strategic Plan for Culture of Faro 2030, which integrates the Fábrica da Cerveja as a strategic project.• Asset value (military and industrial) of the building.• Good condition and diversity of architectural spaces.• Ongoing occupations demonstrating the potential of space.• Space of desire for both agents and citizens.	<ul style="list-style-type: none">• Little economic relevance of the SCC of Faro in the economy of the municipality.• Exodus of creatives.• Weaknesses in the network of cultural equipment, particularly in the context of creation in subsectors such as design, media arts and music.• Hegemonic role of the Municipality as a promoter of cultural programming.• Little knowledge about the cultural search and loss of national audiences in museums and readers in the Library.• Insipidity of regional cultural cooperation networks and little presence in international networks.• Weaknesses in the skills of agents in the areas of creativity, digital and internationalization.• Scarcity of qualified tourist-cultural offer.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Faro's application to the European Capital of Culture in 2027.• Creation of the Magallanes Centre, favoring connection to Andalusia (Spain).• Relevance of culture as an agent of urban development in European and international agendas and instruments.• International dynamics of the municipality as a means for the intensification of creative and digital mobility.• Trend in recent years sharp growth of audiences in live shows.• Trend of demand for sustainable tourism models.•	<ul style="list-style-type: none">• Fragility of the creative economy in the Algarve Region.• New social reality of coexistence with the pandemic covid-19.• Emerging economic crisis.• Changes in cultural consumption habits, consciously digital.• Third-party dependency to restore castle's original drive.

PHASE THREE. POSITIONING STRATEGY

WHAT WILL BE

The Fábrica da Cerveja will be a center for art and creativity.

MISSION

DESIGN THE CREATIVE TALENT OF FARO IN A SUSTAINABLE FUTURE.

It will assume the mission of reflecting on the challenges in the field of environmental and social sustainability, establishing a research laboratory for future, through artistic disruption, patrimonial rooting and the potential of digital.

VISION

Aims to position itself as the main creative center of reference of the Algarve Region and relevant agent in the articulation between North Africa, Euro Region AAA, and Atlantic.

Located in the articulation between historic center and classified natural landscape of the Ria Formosa, it will be the place where heritage and environmental sustainability combine with creativity and digital transition in a highly differentiating and attractive combination for the creative community.

GOALS

STRATEGIC OPTIONS	SCOPE	GOALS
FÁBRICA DA CERVEJA IS A PERMEABLE ECOSYSTEM FÁBRICA DA CERVEJA OPERATES IN MULTILAYERS	Cultural and Creative Sector	<ul style="list-style-type: none"> Attract and boost talent, fostering the connection between creators and developing an effective community of talents, physical and digital. Articulate resources at the service of the training and strengthening of a progressively more propositiona-positive cultural sector. Facilitate regular display devices of new creation and ongoing laboratory processes.
FÁBRICA DA CERVEJA IS SHARED MANAGEMENT	Management Model	<ul style="list-style-type: none"> Establish participated formats that combines different qualities of agents and modes of production, consumption and leisure.
FÁBRICA DA CERVEJA IS MULTISCALE KNEECAP	Internationalization	<ul style="list-style-type: none"> Affirm Faro at the international level through culture, promoting the international mobility of its creative production and contributing to European agendas in the areas of ecological, digital and social transition. To include Faro's contribution to the cultural dynamics of the Euro AAA Region and as a kneecap of Europe's relationship with the Mediterranean.
FÁBRICA DA CERVEJA PUTS DIGITAL CREATIVITY TO THE SERVICE OF SUSTAINABLE DEVELOPMENT	Territorial development	<ul style="list-style-type: none"> Positively impact the place, making the FÁBRICA DA CERVEJA a cultural instrument at the service of the territorial development of the municipality, the Ria Formosa and the Region.
FÁBRICA DA CERVEJA IS PLACE OF CULTURAL MISCEGENATION	Public Communities	<ul style="list-style-type: none"> Facilitate the contact of the community with new formats and creative languages developed in the Fábrica da Cerveja. Develop extended audiences representing the sociocultural diversity of the territory and contributing to the increase of cultural habits.

PUBLIC

TARGET AUDIENCES	FEATURES
Professional Cultural and Creative Sector	<p>Professionals, independent or collective, of the cultural and creative industries, with emphasis on the areas of digital media, audiovisual, design, contemporary art, heritage.</p> <p>This is a priority audience that should see in the Brewery a resource to promote its creative and economic activity.</p> <p>Regional, national and international scope.</p>
Educational Communities of Artistic Education	<p>Students, educational communities and institutions linked to vocational education and artistic training and at all levels of education, from pre-school to higher education. Establishing structuring partnerships with local and regional institutions, Fábrica da Cerveja will present itself as a pivot for international collaboration projects.</p> <p>Local, regional.</p>
Audiences with special needs	<p>Today, any cultural equipment and programme is required to be designed on the basis of the assumption of reach of the widest possible spectrum of audiences.</p> <p>This requires preparing the space, the exhibition devices, the communication and the human resources in order to know how to receive equally with quality of public experience that need instruments to support visual, auditory, cognitive, mobility or other disabilities.</p> <p>Local, regional, national and international scope.</p>
Cultural audiences, Non-cultural audiences	<p>Brewery will aim to gradually develop and expand different audiences.</p> <p>Actions should be developed aimed at opening up opportunities for non-public, whether due to territories or social groups less exposed to opportunities to enjoy and propose creative expressions.</p> <p>In a way, the whole public, in the role of visitor and creator, with or without technical qualifications subordinate to the sectors of art, with whom stimuli are shared to see, learn, experience, create.</p> <p>Local and regional scope.</p>

Visitors, tourists and leisure public	<p>Fábrica da Cerveja includes a programmatic dimension dedicated to the encounter, leisure and consumption that can constitute a first way of contact with the mobilizing equipment of audiences and complementary sources of revenue.</p> <p>Thus, we consider the public on a tourist visit to Faro and public who can enjoy the leisure offers of catering and commerce, integrated in the Fábrica da Cerveja.</p>
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LINES OF ACTION

The value chain.

ENABLE/TRAIN	<p>Vocation of the project to promote the advanced training of skills of the cultural and creative sector, focusing on local agents, as well as the development of audiences and mediation.</p> <p>It integrates spaces and training programs of the SCC and spaces to support the service of cultural mediation.</p>
PRODUCE	<p>Understood as the set of resources – spaces, equipment, programs – and initiatives focused on innovation, experimentation and prototyping to address the key questions and challenges for the Fábrica da Cerveja and the county.</p> <p>It integrates spaces and programs to support creation in various disciplines from heritage to new media.</p>
INSPIRE	<p>Vocation of some exhibition spaces and cultural programs to promote contemporary discourses and artistic practices, both national and international, and bring them closer to the diversity of audiences of the Fábrica da Cerveja, positively contaminating cultural and public agents.</p> <p>It integrates exhibition and debate spaces and programs of contemporary production, from visual to performing arts.</p>
ENJOY	<p>Identification of spaces and protocols for the active participation of agents and groups related to the values of the project for the development of activities of a public or private nature. The granting of spaces will be temporary, limited to the organization of specific programs and activities. The design of spaces can be accompanied by technical and logistical support from the teams of the Fábrica da Cerveja (see line of action "Enable").</p> <p>It integrates spaces and programs for the reception of local, emerging or consolidated creative practices, translators of effervescence and possibilities of crossing between SCC agents.</p>
SHARE	<p>Set of spaces and dynamics aimed at making the project a meeting point of diverse audiences, where socialization and conviviality are promoted and the dialogue between the like and distinct for collective learning is facilitated.</p> <p>It integrates spaces and programs of incitement to socialization between audiences and creatives in the context, and on the pretext, of creative production.</p>
AMPLIFY	<p>Configuration of physical and digital channels, replicating the idea of a resonance box, to centralize and enhance the communication possibilities of own and external programs associated with the Fábrica da Cerveja and the cultural strategy.</p> <p>It integrates spaces and programs specially dedicated to expand the media projection of the production leveraged by the Fábrica da Cerveja and position fully within the digital structures.</p>
ENABLE	<p>Provision of human and technical resources to provide support services, both to the programs of the Fábrica da Cerveja, or external programs aligned in the pursuit of the same objectives. These resources are concentrated in specific spaces of the building of technical/reserved access and public access.</p> <p>It integrates spaces and programs to support the operation of the Fábrica da Cerveja and its relationship with the public domain.</p>

PARTNERSHIPS AND NETWORKS

The success of the Fábrica da Cerveja, as a hybrid equipment aggregating agents and valences, will be the establishment of partnerships:

<p>Municipal Partners</p> <p>Municipal management equipment whose articulation with the Fábrica da Cerveja will be central to the establishment of a local network to support the entire value cycle of the cultural sector.</p> <ul style="list-style-type: none"> · Faro Municipal Museum · Quintalão Studio · Municipal Trem Gallery · Municipal Theatre 	<p>Nuclear Partners</p> <p>Cultural agents or sectors of relationship with the Fábrica da Cerveja (environment, social) whose action is to call directly to the global action of the Fábrica da Cerveja and its management bodies. All these partners will provide a close and assiduous collaborative network in a cyclical turnover model.</p> <ul style="list-style-type: none"> · UALG · ETIC Algarve · School · Local and regional CCS
<p>Strategic Partners</p> <p>Agents - local, regional, national or international - whose scope of action is strategic within the specific programs and actions of the Fábrica da Cerveja. These partnerships will be particularly relevant to the factory's positioning within the AAA Euroregion and at European level.</p> <ul style="list-style-type: none"> · Magallanes Centre · Moreira Salles Institute · La Fabrique Culturelle des Anciens Abattoires De Casablanca · Watershed · Ars Electronica 	<p>Networks</p> <p>Regional sectoral networks with which it is important to establish articulations as a means to reach agents of a given cultural subsector and also international networks representing centers of creation and cultural dissemination in which it is important to integrate the Fábrica da Cerveja as an agent available for exchanges of ideas, creators and projects.</p> <ul style="list-style-type: none"> · Networks or institutions representing culture in the region · Networks or groups representing the tourism sector · Social networks or action groups · International networks

IDENTITY

The complex will continue to be designated as a FÁBRICA DA CERVEJA underlined or backed by the idea of being a center for art and creativity. The communication of the project will be expanded in the following dimensions:

The condensation of the identity in the letter 'F' – similar to the solution found by the equipment "U - Centre for Art And Creativity" – will allow the adoption of a multi-format brand, moldable according to the different work areas of the Fábrica da Cerveja. The letter 'F' enjoys the happy coincidence from the outset between Fábrica, Faro and Formosa and extendable to other key terms.

F - FACTORY: swarming; fortifying; idear; congeminar...

- Front of creative work, artistic and disciplinary crossing.
- Workshop, laboratory and collaborative work front

F - FARO: to provide, focus, root, develop...

- Work front dedicated to the return to the territory and the "Farenses".
- Work front of reinterpretation of endogenous property and singular values.

F - FUTURE: future, ferment, risk, return...

- Work front committed to territorial challenges.
- Digital innovation work front.

F – FORMOSA: fertilizing, fertilizing, diluting, crossing, sustaining...

- Work front dedicated to environmental challenges.
- Work front of crossing between natural sciences and media arts.

PHASE FOUR. ARCHITECTURE BASE PROGRAM

PRINCIPLES OF ARCHITECTURAL INTERVENTION

The rehabilitation of the Fábrica da Cerveja should be oriented according to principles of architectural intervention that value the spatial and compositional diversity of the building, maintaining its formal, material and historical characteristics that give it heritage recognition and territorial reference.

- Perform a historical reading, which informs and values the project options;
- Maintain the composition, spatial structure and historical/constructive "layers";
- Guide the intervention by the international principles of rehabilitation;
- Adapt the spatial characteristics of the building to the new valences;
- Provide the building with technical, functional and accessibility infrastructure;
- Establish new urban relations of the building with the surrounding;
- Design the possibility of integrating the set built to the south and "Reestablish" the perimeter of the wall.

TPOLOGY OF SPACES

STRUCTURING SPACES: To support the operation of the building, integrating its most specialized and permanent areas

- Permanent spaces: indoor and outdoor
- Technical spaces/support/circulations

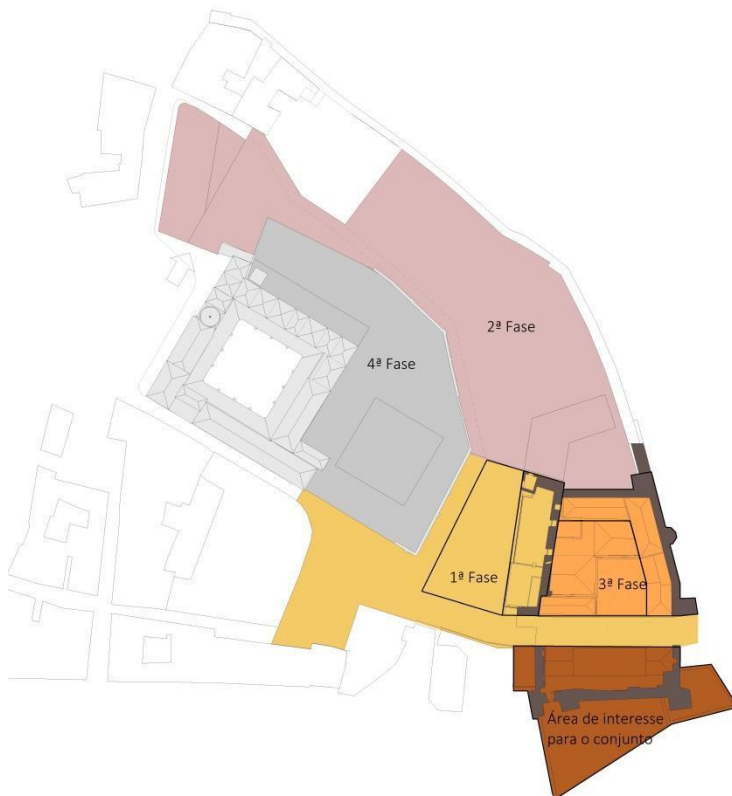
FLEXIBLE SPACES: They can host different projects, demultiplying the possibilities of organization and use.

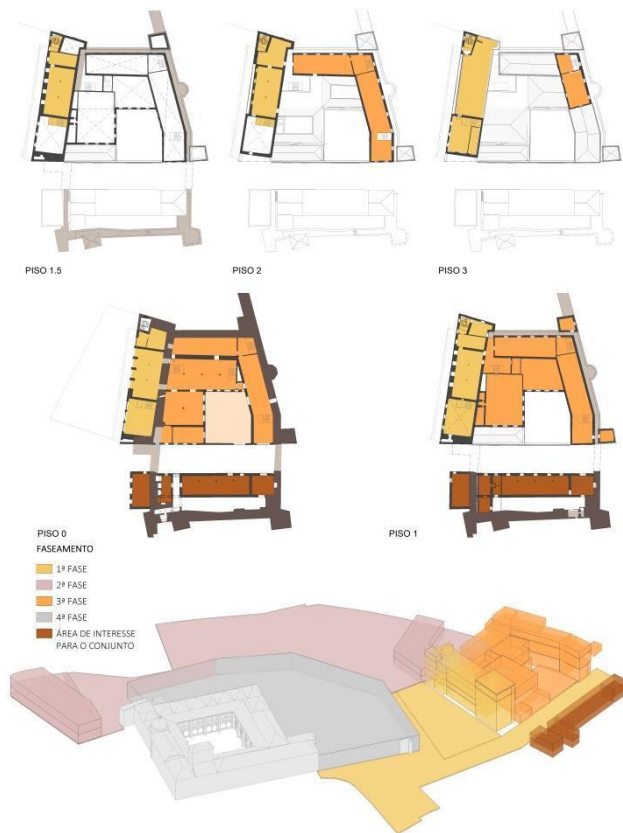
- Presentation
- Working
- Laboratory
- Disclosure
- Residence

PHASES

Phase 1	Phase 2	Phase 3	Phase 4	AIC
<p>It focuses on the Fábrica da Cerveja building and Largo/rua do Castelo, whose property is municipal, a fact that allows a procedural autonomy and corresponding to the following interventions:</p> <ul style="list-style-type: none"> - <u>Rehabilitation of the north body of the building</u> - <u>General requalification of Largo and Rua do Castelo and integration of the factory's front yard</u> 	<p>It corresponds to the integration of the Wall Garden, currently private property, in the process of urban rehabilitation and requalification of the public space, which by its characteristics and valences will contribute to the valorization of the whole.</p>	<p>It corresponds to the <u>intervention in the other spaces of the building</u>, around the central courtyard, where the most specific programs of the functional activity of the Brewery are to be installed, which lack more demanding technical and spatial requirements.</p>	<p>It <u>corresponds to the expansion of the museum</u> area where it is expected to be built on two floors (with about 1,500m² per floor), which total about 3,000m², with a view to housing the missing valences and creating new exhibition and entrance spaces, which is intended to be through Largo do Castelo. The expansion area will be limited to the perimeter of cerca do Convento, where it is intended to maintain the structure of the existing walls and butts. However, for the valorization and integration of the different cultural equipment with the surrounding public space, it is proposed that the expansion area of the museum be articulated around a "New Cloister" that establishes external relations with Largo do Castelo, the Wall Garden and the Fábrica da Cerveja.</p>	<p>The <u>Area of Interest for the Whole</u>, corresponding to the (eventual) <u>acquisition of the West Wing</u>, with a view to its reintegration into the set and where the complementary areas of artistic residences, presentation spaces and the reopening of the Wall Gate of access to the Ria Formosa are to be installed. This intervention is considered essential in order to re-establish the integrity of the castle as a whole, replacing the compositional and historical structure, in its different relations, but in particular with the Ria Formosa.</p>

Note: Desirably the 1st and 2nd phase occur simultaneously. The 3rd phase is dependent on the evolution of the first two.





ARTICULATION WITH EUROPEAN AGENDAS

Depending on the proposed lines of action and their programmes, the programme has been matched with the main European agendas aimed at structural reform of the continent by 2050 as a leader in climate action and digital transition, in a process that is both fair and inclusive of all Europeans. The three axes of action that remain in the European Agendas and which should be reflected in the strategic argument of the Beer Factory, for the future integration into cooperation networks and financed projects are:

Digital

The European Digital Strategy (see:

<https://ec.europa.eu/digital-single-market/en/content/european-digital-strategy>)

Social

The transition to a green and digital economy must be supported by values of social justice. The Portuguese Presidency of the Council of the European Union is expected to be created by the Social Agenda. (see:

<https://www.europarl.europa.eu/news/en/press-room/20201211IPR93637/fair-transition-to-digital-and-green-economy-a-new-social-agenda-for-europe>)

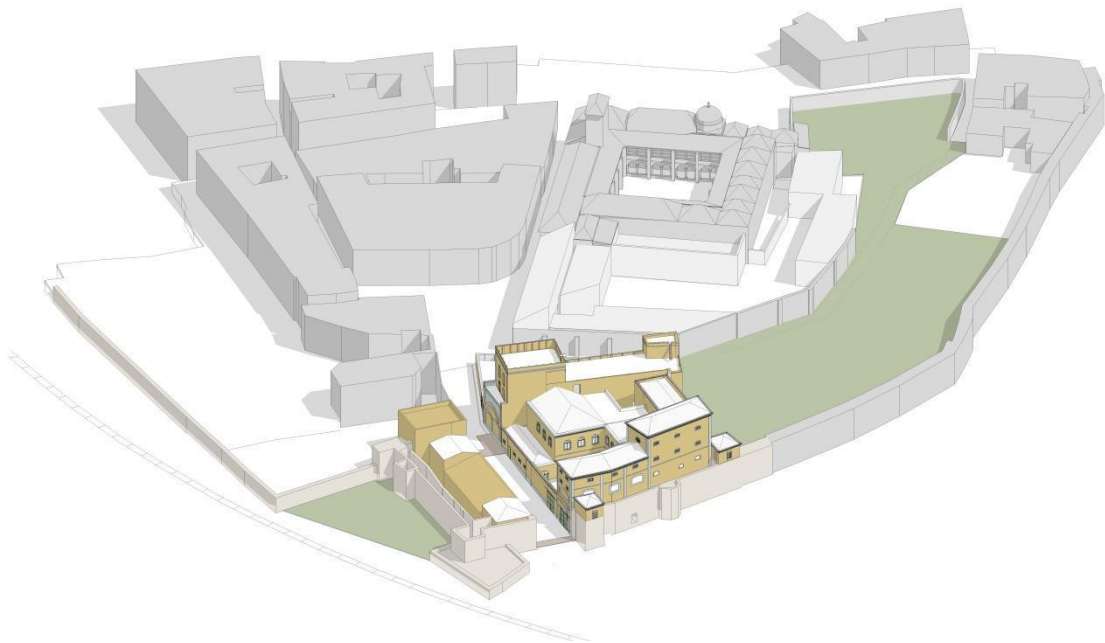
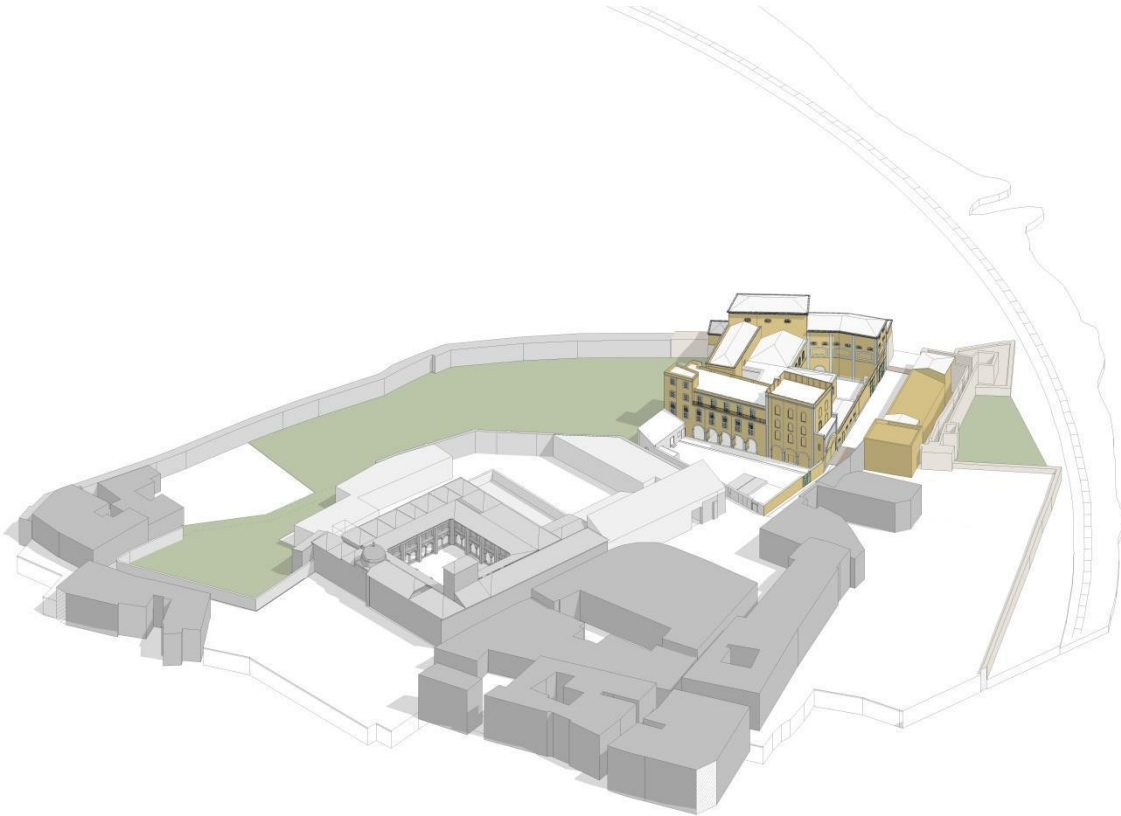
PHASE FIVE. MANAGEMENT MODEL

MANAGEMENT PRINCIPLES

- **The management model reflects and reinforces the mission** assumed by Fábrica da Cerveja.
- The Fábrica da Cerveja is first and foremost an instrument **at the service of the initiatives of the regional/international SCC and the citizens of Faro**. Therefore, it will be up to management to catalyze proposals, mobilize agents and facilitate production processes.
- The **resources** of the Fábrica da Cerveja (spaces, technical and human resources) are available to be shared **by** various agents according to different programs.
- The **management model is hybrid**, aggregating differentiated partnerships according to each program.
- The management model actively seeks to foster relations of **citizen and 3rd sector participation in** the design and conduct of programs.
- The management model is based **on principles of economic sustainability**, seeking to raise additional sources of revenue beyond municipal and regional budgets, in line with the mission.
- The management model is **of variable** geometry, adapting according to the annual action plan, redesigned its network of partnerships and concessions.

Following the options presented regarding the legal figure to be adopted and an idea of gradually setting up the management model, a first approach to decision-making levels and organisation between different decision-making bodies and programme implementation is explored here. Above all, we want to overcome the idea of a management limited to the Municipality and the figure of the Artistic Director or Curator who takes on in a singular way an individual programming proposal. Rather, a model of coordination **shared between the municipality and agents** is advocated, facilitating the implementation of related projects with the mission and objectives of the Fábrica da Cerveja.

VIEW OF EXISTING (CURRENT)



FUTURE PROPOSAL

