

The 7 Most Endangered 2016

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Convent of St Anthony of Padua, Garrovillas de Alconétar, Cacaré, Extremadura, Spain

Report

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1. Summary

The Convent of Saint Anthony of Padua, lying on the outskirts of a small town: Garrovillas de Alconétar, Extremadura, Spain is at risk of terminal decline. Arguably, it is already in terminal decline.

The Convent was established in 1476, although the first buildings on the site appear to date from 20 years later, with a Chapel aligned East-West in accordance with tradition. Although the term Chapel is used, the building itself is substantial and would have been described as a church if it were not tied to the Convent. There were then three main phases of development. In the mid-16th Century, the Chapel was redeveloped to establish its current footprint, with a Chapter House and other religious offices to the South. In the mid-17th Century, the Chapel was extended with a side Chapel and reconfigured to the South where double-level cloisters were created, along with cells for the Sisters. The final phase, in the first half of the 18th Century, saw the creation of a new entrance on a new South wing which included additional cells for the nuns, an extension to the South of the cloisters to provide a refectory and infirmary, and the dedication of the Side Chapel to Cristo de las Injurias, with richer interior decorations. Appendix I shows an annotated plan of Convent in its final form.

The reason for the Convent's decline and eventual closure may be discussed, but while the remarkable physical landscape of the Extremadura region was unchanged, the social, political and economic landscapes did change and the site of the Convent was deconsecrated and sold in the early 19th Century. There were originally two lots: one for the building and another for an associated and contiguous orchard. The buildings were then used for a range of artisanal and industrial purposes including a sheep shearing station, weaving shed and forge. Many of the carved stone elements were looted, something which has continued since, along with stones and wooden beams for building. The Chapel roof disappeared during this period but most of the vaulted ceilings are still in place.

The core church building is mostly complete, although it has lost its outer roof structure, and much of the interior detailing has disappeared, either through neglect or theft. The unusual double height cloisters have partly collapsed, and a substantial part the other structures do not exist above the ground floor. The site as a whole is unsafe. However, the quality of the original architecture and construction, the range of architectural styles of the different phases, and indeed the scale of the site for a relatively remote part of Spain, make the Convent worth preserving. When the main Chapel and offices were built in the 16th Century, they would have physically dominated the landscape, and had a major influence on the social and economic life of the area, quite apart from their spiritual and religious importance. Rescuing this Most Endangered nominee so that it could lead, and be a focus for, an economic and cultural renaissance in one of the poorest and least developed districts of Spain, would be clearly desirable. There are only three questions to be asked. Firstly, should the Convent should be an active or passive element of that renaissance? Secondly, to what degree does the Convent need to be restored to meet those objectives? Finally, what revenue generating services need to be provided within the Convent to make the renaissance physically, financially and economically sustainable?

2. Purpose, location

Garrovillas de Alconétar, in the Province of Carcarés and the Autonomous Community of Extremadura, is a town and commune almost due West of Madrid, close to the Portuguese border. It has a registered

population of just over 2,300, but this is in gradual decline and the actual number of permanently present residents is probably lower. However, the Town Council is active, led by the Mayor and supported by a number of vigorous community and volunteer groups. They are working hard to re-orientate the local economy and see tourism as a major opportunity for the area. Recent initiatives have included themed artistic and music festivals based on the historic buildings in the town. Although small, the town has a long history and has a beautiful, colonnaded town square and a range of mainly religious historic structures. A sample of these may be seen in Appendix I. Sitting on a corner of this square is a historic palace, formerly belonging to the Dukes of Alba, which was completely restored by the Junta di Extremadura and transformed into the four star Hospederia Puente de Alconétar. This has recently been extended, with a new wing providing additional accommodation plus meeting rooms and spa facilities. It was awarded approximately EUR 3.6 million in grant funding from the European Regional Development Fund. This combination of restoration of a historic structure and re-purposing and expansion in support of economic development may be seen as a model for the use of historic structures in revitalising rural economies under threat. It is therefore of particular relevance to the Convent. At a local level, community groups have established a high quality museum of local life, restored various historic buildings, mainly religious, and supported initiatives to provide additional, small scale, tourist accommodation

The Mayor and Town Council would like to see the Convent being fully reconstructed and restored, to provide: accommodation for a wider range of potential visitors, a Franciscan Interpretation Centre, and meeting and performance spaces. This combination would support both local organisations and an enlarged programme of national and international events. However, while the Commune looks after the site on a day-to-day basis, it is classed as an Historical Monument and, as such, falls under the responsibility of the Junta de Extremadura, and specifically the Directorate General of Libraries, Museums and Cultural Heritage.

The Junta has extensive experience of renovating and restoring historic buildings and monuments, and in the promotion of these as destinations. It is also a gatekeeper for the use of European Regional Development Funds. One of its programmes involves the Via de la Plata, based on an old Roman Road, which now forms one of the pilgrimage routes to Santiago di Compostela. It has used the road as a theme, linking eleven of its restored historic structures as sites to visit, and using eleven accommodation projects. With one exception, these modern hotels and guest houses are based on historic structures ranging from convents to railway stations. The route itself passes close to Garrovillas, offering the Hospederia Puente de Alconétar as one of its accommodation stops. The redevelopment of the Convent would be a natural fit with this programme. The Junta is very interested in the Convent and has committed internal resources to moving the project forward. However, to date this has been focusing on the question of ownership. After nearly two hundred years in private hands, with the division of land on inheritance, the number of proprietors has increased substantially. At the time of the site visit by Europa Nostra, the Junta had acquired nearly half of the site and was negotiating with thirteen individuals for the rest. The Junta's representatives were optimistic that transfers of ownership could be negotiated in the

coming months. However, until it has clear title to the whole site, it would be inappropriate to devote significant public resources to the project.

3. Context

Extremadura is slightly bigger than the Netherlands, but has only 6% of that country's population and less than 50% of its *per capita* Gross Domestic Product. It is one of the largest of Spain's Autonomous Communities, but it is also the country's poorest region in terms of purchasing power parity, has one of the lowest population densities, one of the highest rates of unemployment and, at -0.3%, has the lowest rate of economic growth. Taking an optimistic view, this economic weakness, combined with above average unemployment, should limit any rehabilitation costs, and increase the Convent's eligibility for external funding. The region's weakness becomes a strength. However, the region's economic characteristics, and currently low visitor numbers, may make it difficult to establish an economic argument for the use of limited public resources. The weakness of the local economy was confirmed during the visit. However, the wider area around the site of the Convent has a wealth of prehistoric and historic structures, particularly ecclesiastical buildings, as well as being the home of the historically important Counts of Alba. There are also a number of geological and geographical features which could attract increased visitor numbers, including a local river and lake system which offer significant tourism development opportunities.

The Convent, dedicated to Saint Anthony of Padua, sits on a low hill above the town of Garrovillas de Alconétar. The province of Carcarés was home to the Dukes of Alba, formerly the Counts of Alba and Aliste, and previously the Lords of Alba. The Dukedom of Alba de Tormes was created by King Henry IV of Castille in 1472. The title, and the three dynasties which have since held the title, are inextricably linked to the Convent, which held the family crypt and sepulchre for three centuries. The first family line was Alvarez de Toledo which died out in 1755, to be followed by the House of Silva which only survived until 1802. The final and continuing line is the House of Fitz-James Stuart, Duke of Berwick, which follows an illegitimate line from King James the VII of Scotland and II of England. This line continues, based in Madrid, and has been an active supporter of the Nominator: Hispania Nostra.

Although the Convent was founded in the period of the Second Duke of Alba, it only started to develop under the third Duke: 1507 – 1582. This duke became a powerful military, political and intellectual force across Europe and was for many years the Governor of the Netherlands. There was a further major development during the time of the VIth Duke and, arguably, these two phases represent the most significant periods of development of the Convent, both architecturally and in religious terms, although there were later developments in the 17th and 18th Centuries. There would appear to be a correlation between the growth in power and reach of the first dynasty and the development of the Convent, followed by a decline and collapse as the second and third dynasties became more removed from the geographical origins of the title.

At both Commune and Autonomous Community level, there is a belief that tourism is the economic sector which offers the greatest potential for growth, particularly employment growth. For the Junta,

there is a clear policy emphasis on cultural tourism as an engine of growth and employment. The actions at the Commune level are more direct, seeking to drive up visitor numbers through special events. In 2016, Extremadura provided 3.2 million bednights accommodation in 1 358 structures. It is particularly worth noting that only 12% of these visitors were foreign. Castilla y Leon to the North provided 10.7 million bednights (19 % foreign visitors) in 6 509 structures, while the figures for Andalucía to the South were 66 million (45% foreign) and 6 723 respectively. There is clearly scope for an increase in tourist numbers to Extremadura generally, and particularly for foreign tourists. However, to attract tourists, and particularly foreign tourists, to Garrovillas de Alconétar will require action in five areas:

- Transport - There is only one airport in Extremadura, in Badajoz, offering domestic flights only: to Barcelona, Madrid and Tenerife. There is no high-speed rail line, although an express service from Madrid may start operating in 2018. The road system is good, but foreign tourists will need to allow half a day's travel time by hire car or public transport from either Madrid or Lisbon.
- Skills – An increase in tourism numbers offers the prospect of increased employment, but that employment will go to people who have the required skills, or who are prepared to gain those skills: hospitality skills, presentational skills, language skills, etc. This training must be planned and prepared for, and must be carried out in advance.
- Accommodation – At present, Garrovillas has approximately 45 letting rooms of different standards. With typical occupancy and double occupancy rates, a five-month season, and a three night stay, the existing facilities can cater for 3,000 individual visitors per year, with a peak capacity of 85 and an average of 60 per day.
- Attractions – Providing a wider, broader and deeper range of attractions. The existing museum, historic structures, geological formations, river/lake attractions and a revitalised Convent would form a sound platform for developing tourism in the area. However, there are additional products which could be offered to attract and hold tourists in the area: agro-tourism, mountain biking, speciality food providers, etc.
- Season – The accommodation figures are based on a five-month season. However, this could be extended to seven months if more foreign visitors could be attracted, particularly from northern Europe. Day-time average temperatures are above 20°C from mid-March to mid- October.

Historically, while the presence of the Convent would have been important for the town, its impact would have been economically less important than the presence of a palace of the house of Alba. If the Convent could now be rehabilitated and become a focus for tourism in the region, then the situation might be reversed, with the Convent drawing the clients which will help sustain the Hospederia and the local economy.

4. Description

The Convent of St Anthony of Padua is a complex structure, constructed in a variety of architectural styles, using a range of building techniques and materials, over a period of nearly 300 years. The diagram presented here shows the development of the Convent in four phases. A larger scale version may be found in Appendix I, Figure 2. During the development process, early structures were modified or built over without regard for the historical or architectural value of the original. Its two most important elements, historically and architecturally, are probably the main Chapel and the double height Cloisters. Fortunately,

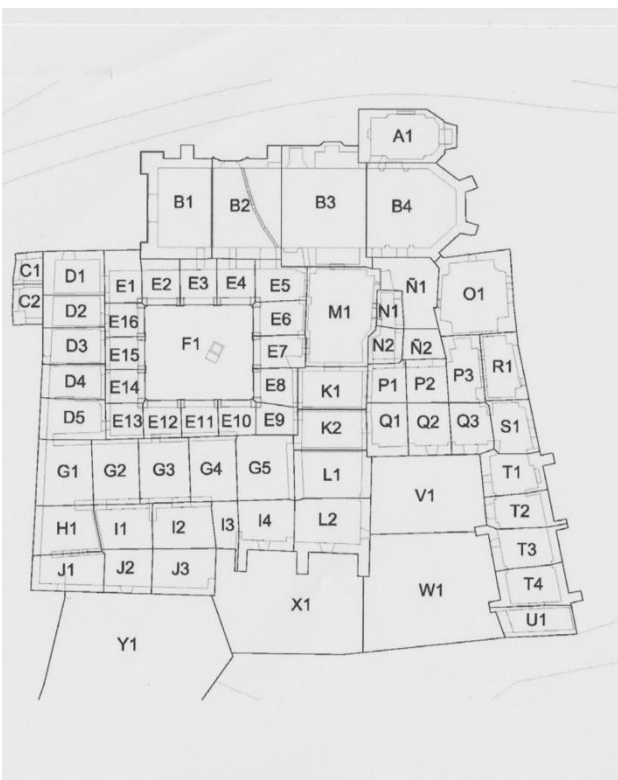
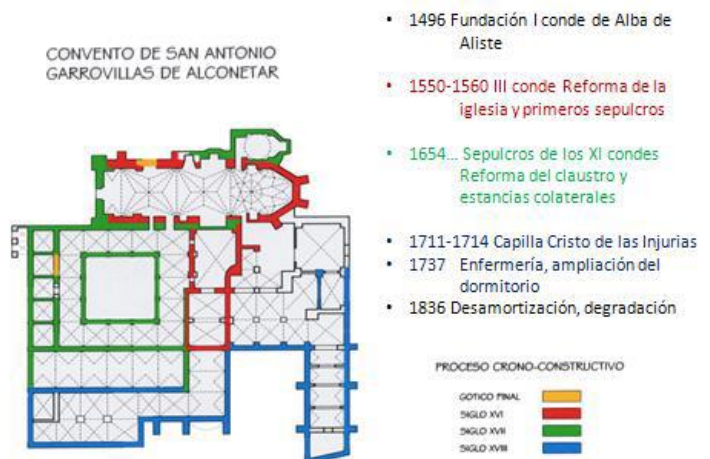
the main structure of the Chapel and a large part of the cloisters are still standing. The description which follows will focus on the most significant areas of the buildings and will work from North to South using the alphabetical references shown below and in greater detail in Appendix I, Figure 1. Accurate data does exist, but the surface areas are rounded for simplicity and to give a sense of scale without spurious accuracy. Large areas of the site have rubble and debris within the walls. The hope has been expressed

that there may be reconstruction materials e.g. dressed stone or even artefacts, in amongst the waste. However, in view of the “recycling” of structural materials from the site over two hundred years, this may be optimistic.

The following list concentrates on the major areas of the site, and does not cover appendages and appurtenances.

Chapel and Side Chapel (A, B1-B4) (10m x 40m)

It is not clear what the earliest form of the main chapel was. However, the floorplan and proportions laid out in the mid-16th Century are largely unchanged. The Apse contains openings to the side chapel and to a space which may have been the sanctuary. The Chapel has had floors at various levels over its life, and the area marked B1 is a 3m high box. This box is accessed separately via a gated opening in the West wall and has the appearance of a crypt. The area above is described as the Choir. This is indeed the area where a choir



would normally sit in smaller Roman Catholic churches. However, the term is usually applied to the area between the congregation and the clergy. The side chapel clearly shows evidence of its original, rather plain decoration and the fact that it was re-plastered and re-decorated to create a dramatic Cristo de las Injurias chapel. The chapel currently has a large fireplace where the altar would have been, but this was probably built after de-consecration. It is interesting to note that the current rough doorway which sits inside a carved, arched entrance to the chapel (Appendix I, photo 1), is itself constructed from dressed and carved door posts from somewhere else on the site.



The chapel contains a number of original features, but a key element is the ribbed, fan-vaulted ceiling which is largely intact. This is one of the aspects of the site which is most at risk. The actual roof of the church was looted in the second half of the nineteenth century, exposing the ceiling and stonework to the elements. Protection, i.e. re-roofing, and reconstruction of the ceiling, must be a high priority. If action is taken quickly, then the chapel could become an important space around which to redevelop the rest of the site.

Upper and lower cloisters (E1 – E16) (25m x 25m), Cloister access (K1, K2) (8m x 7m), and Quadrangle & F1 (12m x 15m)

Cloisters were physical communication structures, in this case giving access between the Sisters' cells, the chapel and the other offices of the Convent. However, they were also an interface between the Sisters' contemplative lives and their social lives.

The cloisters are unusual in having two levels, in different architectural styles. On the North side, they back on to the original outside wall of the Chapel, at least on the ground floor. To the East, the Chapter House. To the South, the Infirmary; and Sisters' cells to the West. Although the inner ring of supporting columns are still standing, only the West wall on the upper levels remains. The lower cloister has vaulted ceilings to support the upper storey. Cracking in these vaulted ceilings indicates that the structure is becoming unstable and the western walls in particular are at risk of collapse. Plans exist showing the works needed in the short term to stabilise these structures and render them safe until a more comprehensive development plan is prepared.



There is a strong argument that the cloisters have the second highest priority for the redevelopment of the site, subject to the temporary reinforcing works being carried out in the short term. The main elements of the structure are still standing, and the cloisters are one of the site's most important architectural features. A development proposal prepared by the Commune, and discussed under the heading "Redevelopment" in **§6. Implementation**, gives over this area, and the immediately surrounding structures such as the Sisters' cells, to a Franciscan Experience, to reflect the origins, work and development of the Convent and the Franciscan Order.

Religious Offices: Chapter House (M1), Cloister (N1, N2, N^1 and N^2), and Porterhouse (O1)

Total footprint +/- 200 sq.m.



Contiguous with the Apse, this set of spaces formed part of the earliest construction and would probably have provided religious offices and social quarters for the Sisters. These may originally have been on a single level, but were certainly on two levels later. However, while some of the lower level rooms with their vaulted ceilings are complete, the upper rooms have disappeared. In view of the connection/interconnection between the Chapel and the double height Cloister, and its age, this area of the site should have some priority. While some of the ground floor structures are in poor condition, a significant

proportion of the ground floor is sound.

Hallway (R1), Reception (S1), Cells (T1 - T4), Reception (U1), Unassigned (P1 – P3, Q1 – Q3)

Total footprint +/- 250 sq.m.

These spaces date from the 18th Century and are some of the newest parts of the Convent. R1 and S1, along with additional work to O1 created a new façade over two floors, and provided the Convent with an arched entrance. Until 1995, this façade was largely complete. However, while some of the backing walls up to the first-floor level are still in place, the façade itself has fallen away and the whole area is structurally unsafe. Conversely, the East and West walls of T1-T4 and U1, which are supported by buttresses, are still standing to their full height, although the interior and end walls have fallen away. These outer walls and their buttresses were originally rendered and painted with a motif/pattern which is still visible.

While it is possible to make a strong case for the reconstruction of the Chapel, Cloisters and religious offices, the arguments of support for this part of the Convent are less obvious. As architectural and religious artefacts, they may not have the same merit as the older parts of the site. If prioritisation is required, then although some of the walls remain standing, this area would have a lower priority than the areas already discussed. Keeping the walls, but making them secure for visitors would add to the overall

cost of works on the priority elements, but would be substantially cheaper than reconstructing the buildings. The possible exception would be the recently (in relative terms) collapsed entrance wall. However, if the commune proposal to create a multi-purpose facility were to be developed, then this zone would be ideal for the creation of hotel or hostel accommodation. It would revert to its original purpose.

Infirmery (G1 – G5), Ambulatory (H1), Kitchen (I1 – I4), Reception (J1 – J3), Refectory (L1 – L2)

Total footprint +/- 500 sq.m.

Again, with the exception of the Infirmary structure, which is integral with the double cloisters, these spaces mainly date from the last round of development. As with the previous group of structures, it could be argued that the value of the site would not be seriously reduced if they were simply made safe, rather than fully restored. Relative to the previous group, they also appear to be in a more degraded condition. However, the amount of accommodation they could offer if restored could be put to commercial or public use. They would offer approximately twice the floor area, and, with less of the original structure to restore, the unit cost of redevelopment would be lower.

Walled Gardens (V1, W1, X1 and Y1)

Apart from the walls, which would need to be made safe, and the clearing of the ground, the gardens offer a relatively low-cost amenity to the site as a whole. However, the area given over to the infirmary is more than a relatively small community of Nuns would have required. It is therefore possible there was some medical focus in the convent, in which case there would have been a formal or informal “Physic Garden”. Creating, or recreating such a garden would provide an additional attraction to potential visitors.

Nearby Historical and Cultural Attractions

The Convent has a certain intangible religious, cultural and historical significance. However, the justification for funding rehabilitation, restoration, or reconstruction and development of the Convent may depend on its ability to offer a positive economic or even financial return. A single, remote artefact can be difficult to justify; there is a need for complementary attractions. Apart from the historical structures on the Via de la Plata already mentioned, there are a number of more local attractions to deepen the cultural and historical draw of the Convent. Sample Images may be found in Appendix I:

- Plaza de la Constitucìon – large and beautifully colonnaded town square;
- Iglesia de San Pedro Apostol – 15th Century gothic church in a striking setting;
- Convento de Nuestra Senora de la Salud – small convent with some particular architectural features;
- Iglesia de Santa Maria de la Consolaciòn – very early 15th Century church, well restored and with one of only three fully operational church organs in the world from the period;

- Ermita de San Anton – slightly misleading name: a small restored chapel close to the centre of town;
- Museo Etnografico – well presented and substantial collection of artefacts based by theme on the different trades of the town and locality.
- Hospederia Puente de Alconétar – former palace of the Dukes of Alba, now a hotel.

In addition, the historic city of Alcàntara is only 30 km away.

5. Technical and economic aspects

Technical

The site has been the object of a number of studies over the years. However, if funding were to become available, then archaeological and structural surveys of the whole site would be required, even if only part of the Convent would be the object of restoration work. Any areas which might not be restored will almost certainly need to be stabilised to ensure safety around the site. This would apply both during the works and later if visitors are going to be able to gain an impression of the how the Convent looked in its heyday. Linked, and possibly integrated with the surveying process, would be the temporary reinforcement of all structures particularly at risk. A Memorandum prepared in 2014, specifically relating to the Cloisters presented temporary measures needed to stabilise key features such as the arches and vaulting. This, and the collapse of the O1, R1, S1 facing wall (see above), indicate the fragility of the site. There is a need to ensure that the site is a safe working area, which may limit the use of heavy machinery in the first instance, and the works must not exacerbate the existing degradation in sensitive areas of the site.

The parties with direct experience of both the area and the special needs of historic structures are confident that a substantial renovation is feasible. The skills, manpower and appropriate materials are available to be able to reproduce the original structures. However, there should be four priorities:

1. Re-survey the site to identify the structures at greatest risk. The priority areas may have changed since the last survey, as structures have deteriorated at different rates and previously latent defects become evident. Related to this should be clearance work on the site, partly to allow a clear view of the structures at ground level, partly to identify any areas which might justify further archaeological investigations, and partly to identify original materials suitable for re-use.
2. Stabilise the cloisters, to ensure that existing structures remain intact while a development plan is prepared for the rest of the site.
3. Protect and stabilise the ceiling structure of the chapel. Under existing plans, this area has a lower priority than the cloisters and is seen as an area where works can be postponed. However, unless the proposed survey indicates that the ceiling works can safely be deferred, and that there is minimal risk of collapse, then this should be given the same priority as the cloisters. While the cloisters may be of more architectural importance, there is a window of opportunity for the vaulted ceilings. Areas of ceiling between the ribs of the vaulting have already fallen away. There is a risk of accelerated decay and collapse if preventative stabilisation work is not carried

out in the near future, including a temporary roof structure. It is probably only the low rainfall and almost total absence of sub-zero temperatures which has allowed the ceiling to remain largely intact.

4. Define the other works to be carried out. At this stage, there are multiple options for the site and a range of preferences between the stakeholders. There are at least five stakeholders or stakeholder groups to be considered:
 - Existing Proprietors – Until agreement is reached between the existing proprietors and the Junta, it is unlikely that any work will be carried out on the site. At the time of writing, the Junta was confident that negotiations would proceed over the next few months, but the agreement of all of the proprietors is required. In theory, some works might be carried out unilaterally on the grounds of public safety, but this could create conflict and be a potential liability for the Junta. If no agreement can be reached then the Junta could resort to a compulsory purchase order: ‘expropiación forzosa’. However, this would be time-consuming and possibly expensive for both sides. A related factor would be that if it is planned to use EU grant funding for the project then it is unlikely that such funding could be used while the property is owned by third parties, particularly if the parties are in dispute.
 - The Junta – At present, the Junta does not have a fully defined plan for the site. The cost of a full redevelopment of the site, as favoured by the Commune, would be of the same order of magnitude as the restoration costs of all of the monuments in the Via de la Plata programme. Their plans may therefore be less ambitious than those of the Commune.
 - The Commune – The Commune’s representatives were quite clear that their preferred option was for a full restoration of the site, to include performances spaces, a Franciscan Interpretation Centre, meeting rooms, catering facilities and a range of accommodation types.
 - The Nominator – Hispania Nostra – The objective on the Nomination Form was quite conservative: to stabilise the cloisters area and clear up the site such that it would be ready for organisations with authority to restore the site to make an immediate start on the project.
 - Pepe Pérez (Joe Soap) – The local population was not surveyed. However, it was clear that there is a significant group of local people who want to see the community develop, while remembering its history. Local interest groups have developed a number of small and medium scale initiatives to promote an understanding of where the Commune has come from and where it would like to go. Although, the actual town of Garrovillas de Alconétar is quite small, it acts as a regional centre with facilities that a town of its size would not normally justify, e.g. banks, pharmacies, etc..

Economic

The proper test of desirability and viability of the project should be an economic analysis. The economic rate of return would be an appropriate measure, but the hurdle rate to be achieved is not clear. However,

it is likely to be very low. At the time of writing, Spain's long-term government bond rate has been hovering between 1.5 and 2%, more or less the same as the rate of inflation. It might therefore be argued that now would be a good time to undertake investments in cultural heritage. Unemployment is high and the shadow price of labour is very low, although exact values may be difficult to determine. It is believed that there is a statistically significant number of people either under-employed or not registered as unemployed. The cost of capital in current terms may also be negative, and the life of the asset to be (re)created would be significantly longer than the economic cycle. Central and local governments are under pressure to limit spending. Fortunately, if that is an appropriate term, the region's economic weakness makes it a prime candidate for EU funding for least developed areas: Extremadura is eligible for the highest level of EU support of any of Spain's autonomous communities.

Considering three cases – described in **§6. Implementation:**

Nomination – as defined below. These works will have minimal economic benefit, except if an avoided future cost is allowed. The costs of acquiring the site will have been incurred, but there will be no benefit stream unless the site is made fully safe for visitors, and visitors will want to come and pay admission and/or spend money in the local economy. There would be some benefits to the region because of the works themselves, but on balance there is no economic argument for leaving the site in a semi-safe, semi-completed state.

Stabilisation – as described below. In this case, the site would be safe to visit, there would be something for visitors to see and, because the chapel and the religious offices area will be roofed, it will be possible to hold events and attract additional numbers of visitors.

It is difficult to predict visitor numbers when there is no comparator and only a limited history of events. However, the activity of the Hospederia may be used as an indicator of potential visitor numbers, to which can be added pilgrims on the Via de la Plata. Add a margin for growth, and it is possible that the site could receive 10,000 visitors per annum, each paying an entry price of EUR 4. In addition, the chapel might be used for 10 events per year, adding an additional 50 people per event, at a net benefit per person of EUR 10.

This would give a positive Economic Internal Rate of Return (EIRR), without considering intangible benefits but, in reality, benefits in the early years would be low and some level of grant funding would be required to make the project financially viable.

Redevelopment – as described below. At this point, the project ceases to be considered as a heritage project. Most of the main heritage features are retained, and the addition of a museum space gives it added depth. However, it needs to be considered as a running business offering community accommodation, hotel accommodation, hostel accommodation, restaurant and café facilities, and events and conference spaces. It also becomes a significantly more expensive programme. Although the objective of the project is still cultural, historical and third-sector oriented, unless it is at least self-financing, it would become an economic drain on the region. The summary sheet of a financial analysis is presented in Appendix II, showing the principal assumptions. The figures presented are based on grant support of 50% of capital costs. Even with this support, the Financial Internal Rate of Return (FIRR) is

less than half what a private operator would have been seeking. This suggests that a substantial level of grant funding will be required to break even. However, the project is still positive in cash terms, ignoring the costs of debt funding. The level of grant funding included would be relatively high for a commercial, private sector operation, but this project offers community benefits, reductions in unemployment, preservation of cultural and physical heritage, and integrates with a number of other economic initiatives in the region.

6. Implementation

As presented in the Nomination and views expressed during the site visits, there are three quite different scenarios which need to be considered: Nomination, Stabilisation and Redevelopment, and within the “Stabilisation” a range of options would be possible.

Nomination

The scope of work proposed in the nomination is quite modest and could perhaps be described as a “taster”: giving a flavour of what the site could achieve. The proposal has two components. Firstly, there is the temporary stabilisation, mainly of the double cloisters, to provide a safe working environment for the work that is to follow. The second component is the clearance of the site using volunteer labour, with the volunteers being housed and fed by the people of the town.

This schema has many merits, not the least of which is the minimal cost. However, perhaps a more important merit is that it would reveal more of the structure and the condition of the convent. To the casual visitor, the vegetation and the build-up of detritus and rubble makes it difficult to appreciate how much of the structure remains and what its condition might be. Clearing the vegetation, clearing the floors back to grade level, and collecting and sorting the reusable materials on the site would give a much clearer appreciation of the work required and the resources available.

Three costs need to be covered: a) the stabilisation costs, b) the costs to ensure that the site would be a safe working environment for volunteers, and c) the funding of supervisory personnel to organise and direct the works, maintain safety and security, and identify the usable and re-usable from the waste. However, these costs are not large, and this approach would not require a major fund-raising effort.

The Nomination, or base case, concentrates on some areas, e.g. the cloisters, where there is evidence of structural movement. It also calls for action to clear out the debris and rubbish. The cost of these actions in 2014 was estimated to be EUR 30 000 plus the “free” labour of volunteers, supported by the local population. The problem with this scenario is its limited scope. It might create a site that is safe for further restoration, but it would not necessarily create a site that is safe for visitors.

The principle of using volunteer labour, and the extension of using labour which is prepared to pay for the experience of working on natural or cultural heritage, is well established in some countries. An example is the “Unesco World Heritage Volunteers Project”, and in the UK the (English) National Trust has a similar programme for the maintenance and repair of mountain paths. It may be called heritage rescue or training in restoration techniques, but it can be a cost covering mechanism for maintaining or

restoring natural or cultural heritage at risk. Assuming that free, basic accommodation could be found, then twenty trainee volunteers, or their parents, paying EUR 200 per week for the experience would cover the operating costs and the cost of the structural works in two seasons, assuming only a ten week season. It does require some experienced volunteer personnel to act as leaders, but suitably motivated, experienced individuals should be available.

There is still the pre-requisite that the ownership situation is resolved. However, in heritage terms, a more important issue is the condition of the chapel ceiling. The exact condition is uncertain, and there does not appear to be a photographic record of the rate of deterioration. However, at the time of the site visit, areas of the ceiling between the ribs of the vaulting were missing and large areas of the ceiling were badly stained, suggesting water penetration. A study prepared for the Commune suggests that the cost of re-roofing and restoring the ceiling would be of the order of EUR 150,000. This looks optimistic and the real cost could be several times that figure. A substantially higher amount has been included in this report's analysis. However, this would be an obvious area for grant support via the Junta.

On completion of these works, the Chapel and some of the religious offices would be usable as spaces for exhibitions and meetings, and the cloisters could be seen, but the rest of the site would be off-limits to visitors.

Stabilisation

Following naturally from the "Nomination" would be a "Stabilisation" option. This programme would take the existing structures, rebuild them to extent that the existing material resources allow, reconstructing areas where necessary to render the site safe and secure to be visited. More importantly, the works would leave the structure in a condition to withstand weathering for a period of, say, 25 years. As discussed in **§4. Description** there are a number of priority areas, and achieving weathering resistance for 25 years would mean re-roofing the chapel, the double cloisters and the religious offices.

Unlike the "Nomination" option, this approach would require a substantial budget, much more than could be generated locally, and likely to be significantly higher than any of the Junta's previous investments in monuments in the Via de la Plata programme. As a first estimate, the cost would be EUR 4.75 million¹.

This case would render the whole site safe for visitors, and create usable spaces in the 16th century religious offices, some of the cells, and the chapel. The remaining structures, most of which are currently crumbling, with potentially unstable walls, would be stabilised. The objective would be to protect the key features of the Convent while stabilising the whole site and making it safe for visitors.

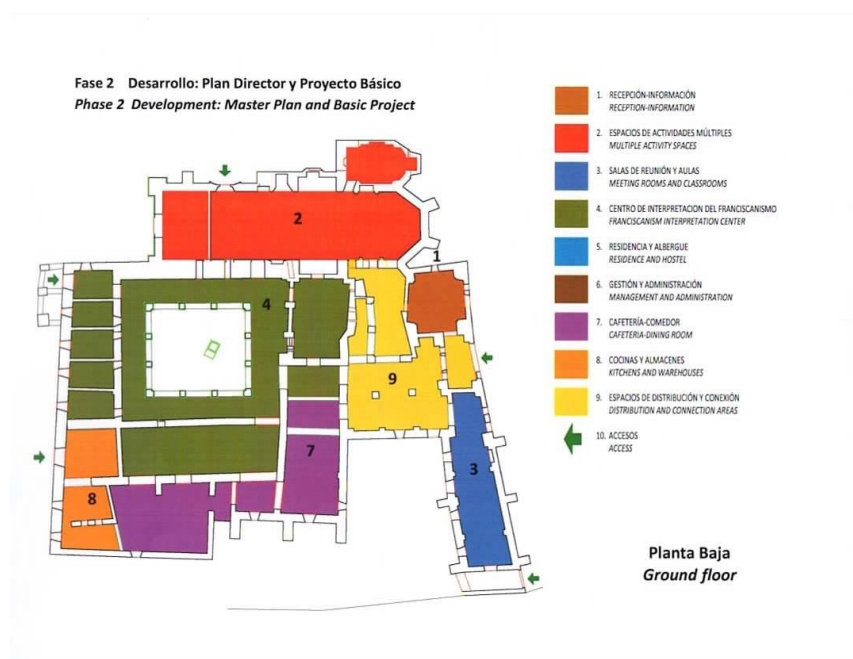
However, it would not generate significantly more revenues than the "Nomination plus Chapel Roof" option, which would cost an estimated EUR 1.54 million, and might be more difficult to justify in purely economic terms. However, it would give the opportunity to include a Franciscan Interpretation Centre.

¹ See Appendix II

Redevelopment

One stage, or several stages, removed from the “Stabilisation” programme would be the Commune’s proposal to completely redevelop the Convent. The objective of the proposal is to use the redevelopment of the Convent as a motor of regeneration for both the local community and the local economy. Within a recreated historic structure, there would be sleeping accommodation, catering facilities, and performance and meeting spaces. The closed public spaces would be fully heated and air-conditioned and designed to draw in visitors and local people to use the facilities. This would probably be the most expensive option, but would also probably have the potential for a greater economic impact. What is difficult to predict at this stage is whether it would also be the more economically efficient option.

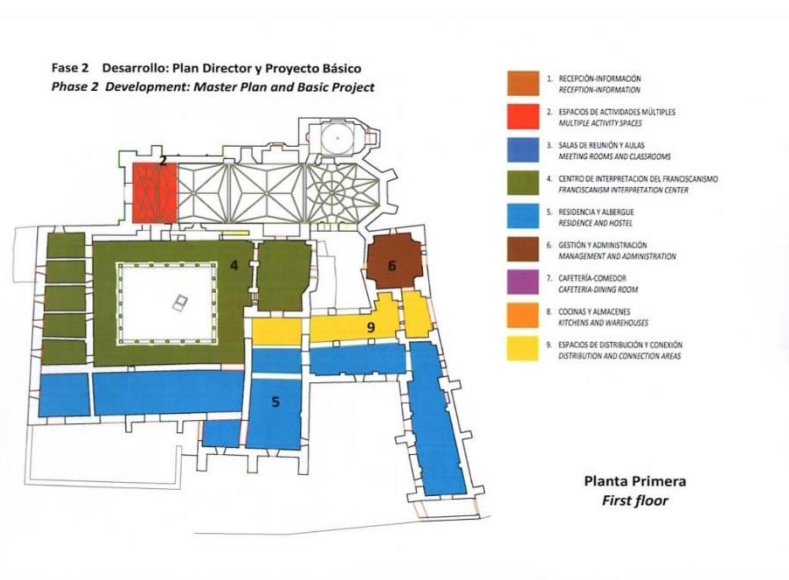
The three identified scenarios may be seen as three points on a spectrum, with “Do nothing: let it collapse” at one end, and “Over-restored pastiche” at the other. The three identified scenarios should lie well within this spectrum. The “Nomination” case focuses on cleaning up the site and stabilising the cloisters. The “Stabilisation” covers reconstruction of the Chapel, The Cloisters and the most original religious offices, while the “Redevelopment” case is based on the Commune proposal, but may not include all of the proposed building services to be installed



The cost to restore the whole site fully and sympathetically is uncertain. A full schedule of the works required cannot be established until the site is cleared and a full structural and ground survey carried out. However, based on a sound knowledge of the site and its problems, a qualified architect has priced the main works at a total of EUR 5.9 million, excluding VAT (EUR 7.1 including VAT). However, it is believed that this figure may underestimate costs in some

areas. The addition of air-conditioning and access lifts would add EUR 0.8 million including VAT and while this would not be required as a purely historic building, if the proposal is for the Convent to have a second life as a combination of community centre, performance arts facility, congress centre and tourist accommodation, then air conditioning would be required in many areas along with disabled access. Allowing an additional EUR 1.1 million to cover the potential additional roof costs and other contingencies, give a total cost in round terms of EUR 9 million, as structured and presented in Appendix II.1.

This would produce a building with the same footprint and external appearance as the last iteration of the site, although the internal finishings in the most heavily degraded areas may be different to the original. This raises the question of the construction and renovation techniques to be employed, and the extent to which modern building services are compatible with historic structures. Although some people expressed the hope that original materials will be found on the site which might be used to restore the buildings, this has not been the experience at other sites. In a poor region, with limited transport infrastructure and few alternative sources of construction materials, the dressed timbers, flagstones and stonework would be too great a temptation to resist, particularly if the site had been deconsecrated for some time. These materials might have been sold by the owners of the land, or simply “recycled” by the local population. Wall treatments and window frames can probably be reproduced without a significant cost penalty. Similarly, the roofing materials. However, roof trusses as originally installed would carry a significant cost penalty, except where there are ceilings to hide them, in which case modern techniques might be employed to limit costs. Other problem areas would be the window surrounds, which would probably have been in dressed stone, and the flooring which would, at least in later years have been dressed stone flags, although earlier floors may have been compacted earth with rush or reed coverings.



7. Procurement

As currently organised, and assuming there is an amicable settlement with the proprietors, the organisation responsible for rehabilitating or reconstructing the site would be a public body. EU rules on public procurement would therefore apply. Within the EU, works projects with a value greater than EUR 5,225,000 must follow an international public tendering procedure, with publication in the Official Journal of the European Union. The cost of a full restoration of the site would be considerably higher than this. However, provided it could be demonstrated that a phased approach was in the best interests of the project, and if there were clear breaks between the various phases, and with tendering on a phase-by-phase basis as and when the previous phase is completed, then competitive bidding at a national or even regional level might be accepted. The Junta should have the necessary experience to be able to manage a bidding process in the best interests of the project.

As already reported, the Junta is in the process of negotiating the purchase of the *solum* of the Convent from the current proprietors. This is a confidential process and no timetable for the transfer of the land could be discussed. From a legal perspective, until the Junta has clear title to the land, or at least a final agreed settlement and timetable for its transfer, it would be inappropriate to carry out any significant restoration or development work. However, from a structural and conservation perspective the works should be started as early as possible. The Junta is believed to have planning for an early start to works, possibly in 2018.

8. Environment, sustainability, social

The remaining structures on the site are not sustainable in the long term: witness the collapse of the East entrance wall. The laws of physics and thermodynamics tell us that, sooner or later, the Convent will collapse. If the Chapel had been located further North, or in the mountains, it would probably have already collapsed. If the remaining structures are to be sustainable, then they will need to be repaired, reinforced and protected. This work of stabilisation should have a positive environmental impact and create a secure site for visitors.

However, the Mayor sees the Convent not just as a cultural heritage asset, but as an instrument of social redevelopment. Converting the existing structures into usable spaces, either incrementally or in a single act, could have a strongly positive social impact. Garrovillas de Alconétar is at risk, like many other relatively remote Spanish villages. There are mountain villages which can be acquired at zero cost, if there is a commitment to create a tourist resort bringing income and employment. Not far from Garrovillas is the abandoned town of Granadilla, with its imposing fort: a piece of physical heritage in an economic and social desert. The Commune sees the region's cultural and social heritage as potential draws for visitors, who will put money into the local economy and arrest its economic and social decline. However, there is a risk that the Commune's plans for the Convent to support both local and visitor development, may rob the town of its principal heritage asset: the Convent. An over-restored and modernised convent may mean that its history becomes hidden. The risk is that if the Convent is over-restored it will lose its appeal, and if its appeal is lost then so will the revenues from tourism.

9. Use, market, demand

The three identified scenarios may be seen as three points on a spectrum, with "Do nothing: let it collapse" at one end, and "Over-restored pastiche" at the other. The three identified scenarios should lie well within this spectrum. The "Nomination" case focuses on cleaning up the site and stabilising the cloisters. The "Stabilisation" covers reconstruction of the Chapel, The Cloisters and the most original religious offices, while the "Redevelopment" case is based on the Commune proposal, but reduces the scope of the building services to be installed. Guests and users of the Convent should not have to take vows of poverty and chastity, but there is an argument that they should take a vow of relative simplicity.

Nomination

On completion of the works as presented in **§6. Implementation**, the Chapel and some of the religious offices would be usable as spaces for exhibitions and meetings, and the cloisters could be viewed, but the rest of the site would be off-limits to visitors. The general operating costs for the site would probably be no higher than the current expenditure, i.e. the “do nothing” scenario. However, events to be held in the available spaces would incur costs. If events are to be run, and the public is to be allowed entry, then some additional capital expenditure would be required to provide heat, lighting, ventilation and electrical power. Also, part of the religious offices, or possibly the space below B3, would need to be set aside to provide toilet and catering facilities. Depending on the specification, the cost of these facilities would be of the order of EUR 50 000. In addition to covering the direct costs of mounting events, organisers would need to cover the direct costs of operating the site as a venue. These would be a minimum of EUR 100 per day for the provision of very basic facilities.

Stabilisation

Under this scenario, the site could welcome paying visitors. Comparable sites in the region have modest entrance charges. If the Convent is to be in line with these, the average entrance price would be EUR 4. However, as well as the higher investment cost (see **§10 Investment Cost and Financing Requirements**), there would be costs of maintenance and security. Assuming that, on average, events to be held in the Convent’s closed spaces would fully cover those spaces’ operating costs, entrance fees would only need to cover daytime security and the upkeep of the grounds. These may be estimated at EUR 20 000 per annum for personnel, plus EUR 4 000 incidental costs. On this basis, and retaining 6 000 visitors per annum used previously, then an entrance price of EUR 4 would allow the site to break even. The previous analysis ignored passing visitors which would increase the numbers. Alternatively, local volunteering could reduce operating costs and would easily cover the difference.

The stabilisation scenario would offer at least the same potential and capacity for running events as the Nomination case above, with a similar capital and operating costs.

Redevelopment

The suggested floorplans for the restructured and rebuilt Convent, presented in Appendix I suggests a total usable space, i.e. excluding the cloisters, of approximately 1 100 square metres (sq.m.). Of this, 155 sq.m. would be used as meeting rooms, 320 sq.m. as food and beverage areas and 620 sq.m. as sleeping accommodation. Allowing for corridors, stairways and emergency exit provisions, this could provide a large reception and café/bar area, three meeting rooms of 50 sq.m. each, a 70 cover buffet restaurant/breakfast room, a 70 cover full service restaurant, 16 double budget bedrooms and 8 superior double bedrooms. Included in the financial analysis is the revenues from the use of the main chapel as an auditorium with a capacity of 200 seats.

On that basis, and attributing costs between meeting/concert facilities and the sleeping accommodation, the Convent would need to achieve a 70% Occupancy Rate for the rooms and be welcoming 110 meeting delegates per month by the end of year seven for the project to be financially viable, even allowing for a 50% grant contribution.

Demand

The level of demand for both accommodation and the events is uncertain. A number of small congresses and meetings have been held in the town, but these have been in specialised topics linked to music, art and the existing historical features of the town.

One area of growth is *Camino* pilgrims heading to Santiago di Compostella on the Via de la Plata. For 2017, nearly 300,000 are expected to arrive in Santiago de Compostella, of whom 3.3% will have used the Via de la Plata, a potential market of 10,000 per annum. The Convent is close to the route and the synergies are obvious. Initially, the use of the Convent as accommodation for pilgrims would displace accommodation elsewhere, although the value added per tourist is likely to be higher. However, with the currently limited availability of accommodation on the route through Extremadura, the expected growth in pilgrim numbers would require additional accommodation. Many of the Northern routes, e.g. from France, are very busy and the organisations which promote the *Camino* are trying to persuade pilgrims to consider other, possibly more challenging, routes. One of the handicaps of the current route is the long distances between potential stopovers. Garrovillas has the Hospederia offering accommodation, but many of the pilgrims would prefer the simpler, cheaper accommodation that the Convent could offer.

Two more groups which are difficult to quantify are non-pilgrim walkers using the Via de la Plata as a long distance footpath and cyclists: touring and sports. The scenery, terrain and lack of vehicular traffic on good quality roads, draw cyclists. Unfortunately, there is very little data on either category, although there are enough clients for specific sports cycling tour operators to be active in the region. Finally, there are motorised tourists. Tourism by car accounts for a significant proportion of the existing visitors, but another group, again drawn by the roads and terrain are group tours by motorcycle. It might be argued that the existing clients represent the realistic level of demand, particularly independent travellers by car. However, the other categories offer opportunities to increase the number of visitors to the region. Similarly, and importantly, the number of international travellers is currently very low. Spain continues to recover as a tourist destination, as potential clients avoid the Southern and Eastern Mediterranean regions. It would only take a very small proportion of the available tourists to decide to try Extremadura for all the available beds to be filled. It would require a degree of training, particularly in languages, but it may be that a recovering local economy would draw back internal “émigrés” working in the main tourist regions in Spain, who already have the skills required.

Appendix II presents a financial and economic analysis of a fully restored Convent providing mainly accommodation, but supported by more Meetings Incentives Conferences and Events (MICE) activities than are currently taking place.

10. Investment Cost and Financing Requirements

A table of investment costs for the three options is presented in Appendix II.2, based on the outline costs noted above in **§6. Implementation**, plus allowance for start-up operational costs and employment.

The capital cost should be eligible for funding under the European Regional Development Funding programme at the maximum level.

Nomination

As may be seen from the table, costs are limited to EUR 30 000 to be spread over two years but, as has already been suggested, this could be self-liquidating if a programme of training camps could be organised to draw in people who want a different experience and are willing to pay for it.

Nomination Plus

Here the cost has risen to EUR 1.542 million. This is a substantial increase, but it includes the renewal of the roof, which would, in turn allow the Chapel to be used for events. Temporary flooring and some carpentry work would be required, but this could be covered within the roof costs. The costs also include for the provision of a basic electrical system, toilets and a kitchen. This would allow the space to be used for paying events including touring music shows.

Stabilisation

The total cost has now risen to EUR 4.785 million, which appears to be a substantial increase. However, this would allow full access and operation of the pre-18th Century phases of the Convent. There would be a number of spaces which could be used for events and meetings, and the suggested Franciscan Experience/Museum space would have a home.

Redevelopment

At EUR 9 million, this would obviously represent a significant investment by the Junta, even if a substantial part of this could be covered by ERDF and other funding. The Convent has been reconstructed, and all that is needed is enough visitors to cover the operating costs. In view of the risk associated with this investment, which takes the project out of public sector operations, the Junta would be well advised to seek a review by professionals in the sector, particularly those with a track record in new market development. However, there is the example of the Hospederia, and its current and short term future growth should give a strong indication as to the future viability of a facility like the redeveloped Convent.

11. Financing Possibilities

Although the Junta is confident that it will become the beneficial owner of the whole site, it has not formally begun a process of defining the final form of the Convent's future. This is expected to take place during 2018. Until then, any investment cost projections are speculative, hence the options presented in Appendix II. However, it is difficult to see a future which does not lie on the spectrum between the "Nomination Plus" and "Redevelopment" cases described in **§6. Implementation**. The

investment cost will therefore lie between EUR 1 000 000 and EUR 9 000 000. The first level would be within the budgetary capacity of the Junta, although it is likely that the Junta would use as large a proportion of the EU funds it manages as possible. The Junta is fully experienced in the use and application of ERDF resources but one issue might be the extent to which the Convent could become a profit generating organisation. At the higher level, commercial funding might be required to leverage the resources the Junta has available to it.

In the short term, as suggested by Appendix II, while the Convent may create employment, generate revenues and show economic profitability, it is unlikely to be financially profitable in the early years, particularly if low interest rate loans are not available. Pure commercial credit is unlikely to be available, in which case the Junta would need to use budgetary funds to support the development of the Convent as well as channelling grant funding. In terms of operations, further budgetary support may be needed in the short term until the operations reach a breakeven point. Appendix II.2 shows profitability from an early stage, but that excludes financing costs. However, although the financial performance may show a loss in the early years, the operation should be economically viable and desirable from an early stage.

In financial terms the funding, financial and management control systems would be as follows:

- For the first two cases, which may themselves be a development process leading to a full reconstruction, the Convent could be managed administratively by the Commune. There would be no, or minimal, trading in the Nomination Plus and Stabilisation cases;
- The use of the Convent's spaces for meetings and events, and the management of the site when open to the public would be controlled by the Commune directly;
- Alternatively, either local authority organisation might want to ring-fence itself from the site's employment requirements and its trading and financial arrangements by setting up a special purpose vehicle. This vehicle could either be profit seeking or non-profit taking, but would seek to run the site on a breakeven basis.
- A third option, in view of the existing hotel and event activities of the Hospederia, would be to use a common management team to operate the two sites.

In addition to grant funding, there may be other sources of long-term funding at reasonable rates available from national and international financing organisations, including the Council of Europe Development Bank and the European Investment Bank. This would avoid the need for the Junta to employ taxpayer resources. However, even from organisations like the local *Caixa*, some additional security may be required. The Junta may not be able to offer security itself, in which case the Convent might need to be offered as security.

12. Conclusion: Proposed Action Programme and recommendations

The Convent of Saint Anthony of Padua has a remarkable history which holds a mirror up to both the noble family which founded the convent, and the condition of the country itself. The House of Alba established the Convent, which became home to the mortal remains of its Dukes, and supported it for over two hundred years, while Spain flourished in Europe and the New World. This was followed by a

decline as the remains of the Dukes were removed and the focus of the changing dynasty became Madrid. The Convent closed, its chapel deconsecrated. In the next phase of their life, in the 19th century, the convent buildings were put to practical country use: manufacturing textiles, blacksmithing, animal husbandry, but all the while the structures were crumbling. Eventually the convent was abandoned, much of its masonry and woodwork were purloined, and it fell into desuetude. However, in the second half of the 20th Century the country's fortunes started to recover and the economy boomed from 1997 until the financial crisis of the 2007. Spain was badly hit, but the recovery is almost complete. Now would be a good time to rebuild the past for the future.

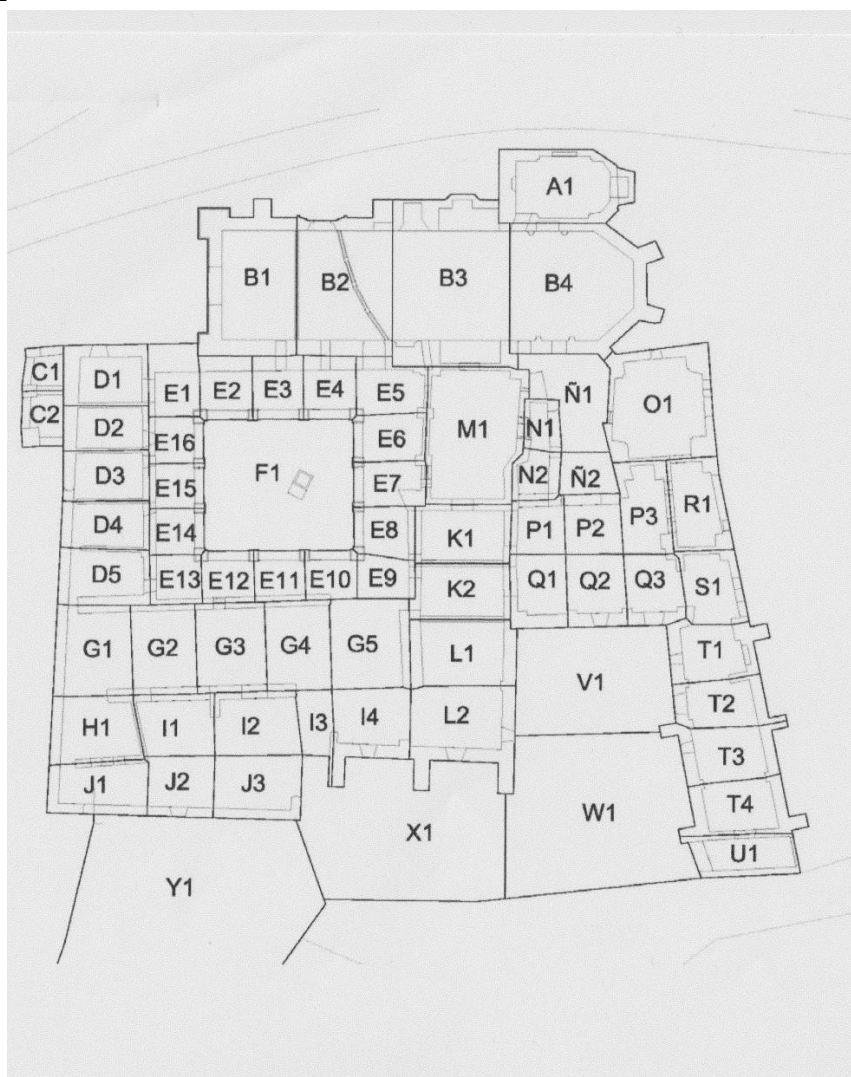
The Junta has developed a sound track record in rescuing historical structures, and developing a marketing strategy to draw visitors to the wider area. However, in its Via de la Plata programme, for example, it appears to separate its historic structures, which tourists will visit, from the ones they will stay in. The Hospederia "Puente de la Alconétar", is a case in point. It is run principally as a hotel and conference centre, which just happens to be in an historic building. The layout of the Convent, and the fact that its most important architectural and historical feature lies at the heart of the structure, suggests that the Convent either has to be a wholly open building, i.e. a public monument, or it has to be a mixed-use building: part public monument and part public or private functional building.

If it is to be a purely public building, then the lowest cost option which preserves the main character and key features of the site is the Stabilised case. This would allow the key architectural and religious features to be seen: the cloisters, the chapel and the religious offices, but with the outline and nature of the rest of the site being clearly visible. However, while this would contribute to the meeting and performance spaces which is part of the Commune's objective, it would not meet all of their space requirements, and it would not satisfy them in terms of guest accommodation or catering facilities.

A number of options have been presented in this paper. The Nomination case is difficult to question. Without these works, the convent will disappear, probably in the lifetime of the few young people remaining in the town. If they and the town are to have a future, then there needs to be a process of regeneration, and this will require a flow of new money into the community. However, while there is the current natural attractiveness of the region, there is a strong case that the town's future lies in its past. Leisure and MICE tourism offers a future for the town, but perhaps a different future to the one that the current residents foresaw. Ultimately, it will be the people of the town who will decide its future direction, actively or passively. However, it is the Junta which controls the levers of the local economy: accelerator and brake. In deciding what action to take concerning the Convent, it is important that both parties agree on the route and the speed.

Appendix I

Figure 1



A1 – Side Chapel*	B1 –Nave (Crypt under)	B2 - B3 – Chapel Nave
B4 – Apse	C1 – C2 - Portico	D1 – D6 – Cells (2 levels)
E1 - E16 – Cloisters (2 levels)	F – Quadrangle/Garth	G1 – G5 – Infirmary
H1 – Ambulatory	I1 – I4 – Kitchen	J1 – J3 – Reception
K1 – K2 – Cloister access	L1 – L2 – Refectory	M1 – Chapter House
N1 – N2 – Cloister	N^1- N^2 – Cloister	O1 – Porterhouse
P1 – P3 – Storage	Q1 – Q3 – Storage	R1 – Hallway
S1 – Reception	T1 – T4 – Cells	U1 – Reception
V1 – Walled Garden	W1- Walled Garden	X1 - Walled Garden
Y1 – Walled Garden		

* - Later dedicated to Cristo de las Injurias

Appendix I (Cont'd)

Figure 2 – Colour Coded Historical Map of the Convent

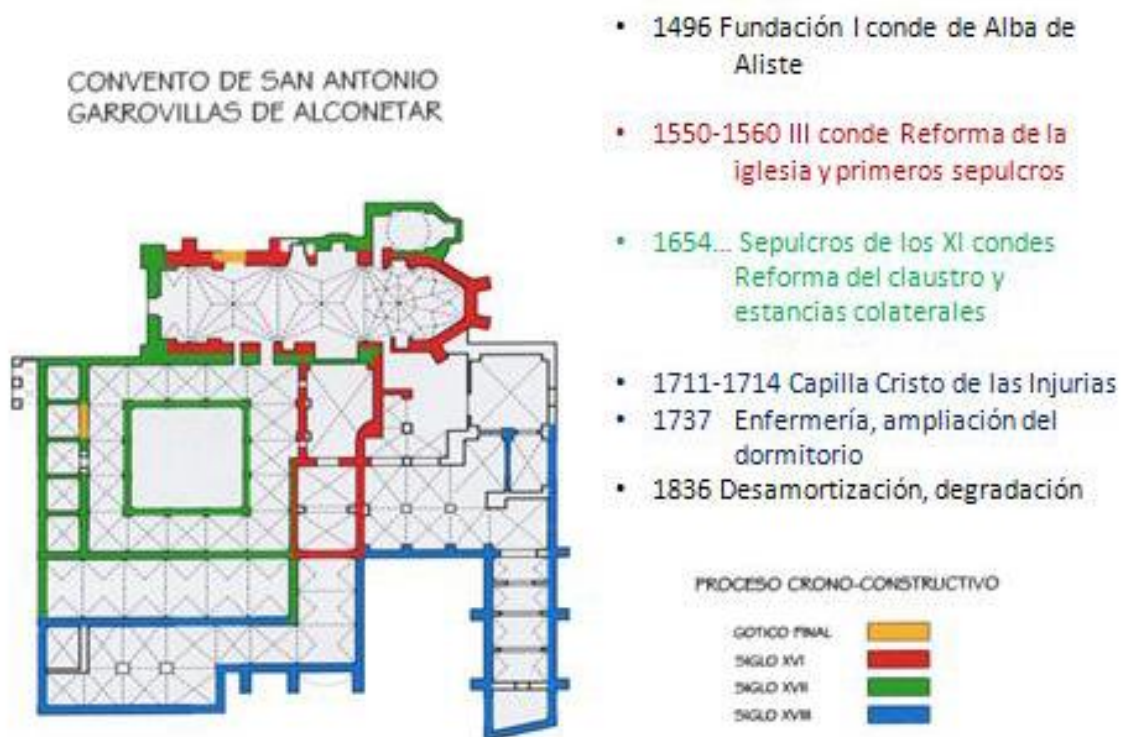
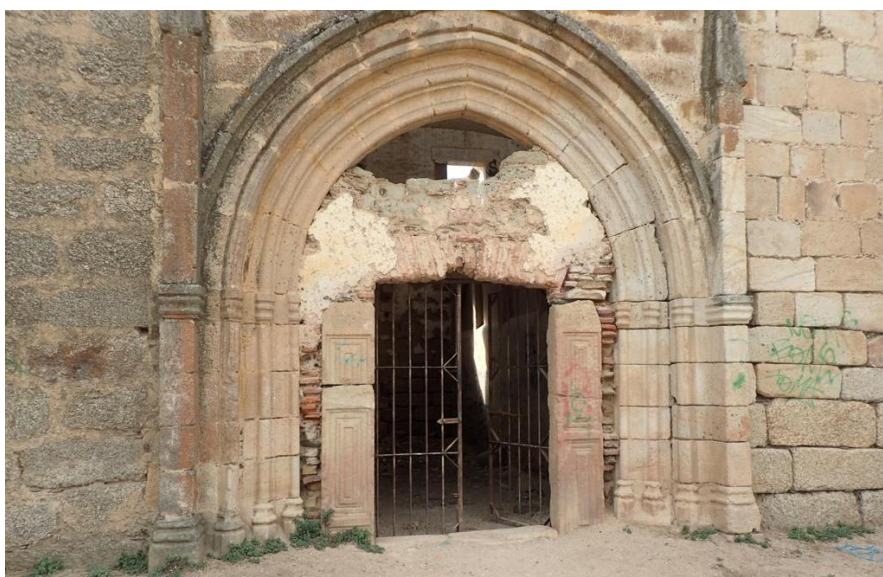


Photo 1 – Chapel Entrance



Appendix I Cont'd

Photo Set – Garrovillas de Alconétar's History and Culture



Appendix II.1 Convent Costs

Project: Convent of St Anthony		Title: Cost structures of options				Prepared: 28/10/2017				
		Year 1	Year 2	Year 3	Year 4	Sub total	M'gement	Works costs	VAT	Total EUR (000)
<u>Nomination</u>										
External Works	Framing	15	15			30				0
	Internal Works	0	0			0				0
						30	0	30		0
<u>Nomination Plus</u>										
	Temp. roof	40				40	7.6	47.6		9.996
	Roof		960			960	182.4	1142.4		239.904
	Services		50			50	9.5	59.5		12.495
						1050	199.5	1249.5		262.395
										1512
<u>Stabilisation</u>										
	Side Chapel		37	37		74	14.06	88.06		18.4926
	Chapel		205	205		410	77.9	487.9		102.459
	Portico		24	24		48	9.12	57.12		11.9952
	Cells		215	215		430	81.7	511.7		107.457
	Cloisters		280	280		560	106.4	666.4		139.944
	Offices		365	365		730	138.7	868.7		182.427
						2252	427.88	2679.88		562.7748
										3243
<u>Redevelopment</u>										
	Side Chapel/Chapel/Portico/Cloisters					502	95.38	597.38		125.4498
	Cells		70	70		255	395	470.05		98.7105
	Offices		110			87	197	37.43		49.2303
	Infirmary		255	255		210	720	136.8		179.928
	Kitchen		244	244		168	656	124.64		163.9344
	Access		65	65		56	186	35.34		46.4814
	Refectory		94	94		81	269	51.11		67.2231
						2925	555.75	3480.75		730.9575
										4212
										Total Cost
										8996

Appendix II.2 Convent Financial Projections

Financial Performance										
CONVENT OF ST ANTHONY OF PADUA, EXTREMADURA										
	Year -3	Year -2	Year -1	Year 1	Year 2	Year 3	...	Year 9	Year 10	
Income										
Occupancy Rate				30	35	40	...	70	70	
Average Room Rate				36	36	36	...	36	36	
Room Revenues				62,208	72,576	82,944	...	145,152	145,152	
Other Revenues				153,324	171,499	189,673	...	299,877	304,077	
Total				215,532	244,075	272,617	...	445,029	449,229	
Expenditure										
Direct				102,380	104,553	110,132	...	178,218	180,630	
Indirect				41,813	42,469	38,712	...	61,414	61,994	
Fees				10,777	12,204	13,631	...	22,251	22,481	
Total				154,970	159,225	162,474	...	261,883	265,085	
Gross Operating Profit:				60,563	84,849	110,142	...	183,146	184,144	
% of Revenues				28%	35%	40%	...	41%	41%	
Incentive Fee				0	0	0	...	0	0	
EBITDA				60,563	84,849	110,142	...	183,146	184,144	
Depreciation				0	0	0	...	0	0	
Interest				0	0	0	...	0	0	
Pre-Tax Profit				60,563	84,849	110,142	...	183,146	184,144	
Investment Schedule							...			
	-3,622,000	-2,206,000	-1,617,000	0			...			
Grant/Residual Value							...			
	1,811,000	1,103,000	808,500	0			...			5,828,000
Project Cash Flows							...			
	-1,811,000	-1,103,000	-808,500	60,563	84,849	110,142	...	183,146	183,146	6,012,144
IRR							...			6.5%

Appendix II.2 Financial Projections: Principal Assumptions

The following assumptions cover approximately 90% of non-overhead costs and revenues.

- Number of available double room equivalents: 24
- Achieved occupancy rates: 30% rising to 70% over eight years.
- Double Occupancy factor: 1.8
- Opening nights per annum: 240
- Average room rate (excluding breakfast): EUR 36
- Major events per annum: 6 rising to 10 over ten years
- Minor events per annum: 12 rising to 16 over 6 years
- Major event room charge: EUR 250
- Minor event room charge: EUR 50
- Service restaurant revenues p.p.: EUR 20 meals, EUR 10 drinks
- Buffet restaurant revenues p.p.: EUR 10 meals, EUR 4 drinks
- Direct material inputs: meals 30%, drinks 38%
- Direct labour inputs: meals 36%, drinks 30%

Appendix III

Non-Exhaustive List of Contacts Made during the Site Visits

Name	Attribution
M. Garcia Cabezas	Secretary General for Culture, Junta de Extremadura
F. Pérez Urbán	General Director for Libraries, Museums and Cultural Heritage, Junta de Extremadura
R. Claver Misas	Head of Service for Cultural Heritage and Historical Archives
A. Mateo Ortega	Architect
A. Hernández	Legal Adviser/Regional Delegate Hispania Nostra
C. Díez	Doctor in Art History
V. Gibello	Archaeologist
J. Maria Garzón	Project Co-ordinator. ADENEX (Mayoral organisation)
C. Domingo	Save the Convent
J. Alonso	Europa Nostra
E. J. Calderón	Hispania Nostra
B. Cordero Bellas	Hispania Nostra

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