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# Impacts of Adaptive Reuse of Heritage Buildings to Small Hotel Buildings in Bangkok

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#### **Abstract**

Adaptive reuse (AR) is the process of reusing building to new purposes. In Bangkok, the popularity of AR turned to small hotels (AR-hotel) is increasing. There are more criteria for substantial renovation, business investment and valuing of heritage buildings but no concern to the community surrounding. This study was aimed to investigate community impacts occurred from AR-hotel projects. The key variables focused on four main issues - physical, economic, value and social issues. The results indicated that there were better physical improvements, livable area, more public social interaction whereas there was a little disturbance, and not much socialization of privacy.

Keywords: adaptive reuse; hotel; heritage building; community impacts;

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### 1.0 Introduction

The Adaptive Reuse (AR), a method of heritage building preservation, can rehabilitate historical buildings and area. We can keep the constructions, façades and ornaments, and renovate the interior as much as possible and adapt to the new use inside (Pongsermpol, 2009). This method is the only one architectural heritage conservation approach that addresses all to three mains issues of sustainability development: the environment, economy, and society (Giddings, 2002). However, adaptive reuse (AR) can be controversial as there is sometimes a blurred line between renovation, facades, and adaptive reuse. It can be regarded as a compromise between historic preservation and demolition. Adaptive reuse is the process of reusing and building for the difference purposes of both accumulative incomes and non-income for building owners. Adaptive reuse patterns were classified into eight groups according to the usage pattern in the past and the present (Pongsermpol, 2011) such as old houses or palaces converted into office buildings, museums, boutique hotels or restaurants as well as shops.

For this research study, we focused on one kind of adaptive reuse building converted to Hotel Building (AR-hotels). At the time of the study, there were several reasons why conversions of valuable old houses into hotels (AR-hotel) were very popular in Bangkok. Firstly, regarding the awareness of heritage conservation, most landlords of heritage buildings were aware of the heritage value of their properties and considered using AR method to preserve them in the face of rapid urban development. Secondly, regarding the enactment of Hotel Act–2008, this Act was brought into legally support small hotels adapted from small buildings. For instance, small hotels whose capacity was not more than four rooms or not more than 20 guests did not have to follow the same standard as that for big hotels (Regulations, 2008) stated in another Building Act. An example of the clauses in the latter standard is such as a public corridor needs to be wider than 1.5 meters. Thirdly, regarding information technology development, the larger the worldwide social network was, the easier guests and everybody else could connect to the website of a hotel. Hotel owners could describe their business through their homepage or a web page of an on–line travel agency. Fourthly, regarding public transport network development, there

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were ten mass transit system routes covering a distance of 464 kilometers throughout Bangkok and the vicinities scheduled to be completed by 2020 B.C. in a government development plan (Chantong, 2015). Today, convenient modern mass transportation can reach more places in Bangkok than ever. Lastly, regarding access to ASEAN Economics Community (AEC), Thailand is a member of ASEAN countries and occasionally had a chance to welcome a large number of neighborhood tourists from the other ASEAN countries. Small hotel business could attract more tourists in the future; hence small-hotel conversion had a tendency to grow continuously.

In the case of AR-hotel, there were several criteria for substantial renovation, business investment and evaluation of heritage building. For the substantial renovation, there were architectural and interior standards applicable to small hotel design such as four main distinct types of areas: guest room, public area, administration office and 'back-of-house' facility (Pickard, 2002). For the business investment, there were five main issues in small hotel business operation: service design, operation, sales and marketing, finance and accounting as well as management (Suksawasdi, 2015). And for the evaluation of heritage building, there were some criteria concerning the heritage value and authenticity such as cultural and socio–economic value regarding authenticity: form and design; materials and substance; use and function; traditions, techniques and management systems; location and setting; language and other forms of intangible heritage; spirit and feeling; and other internal and external factors (WHC, 2015). Specifically, the social impact to the surrounding community has not been covered much in the literature even though it was a significant issue. For instance, the presence of an AR-HB-hotel in Tha Tien district in Bangkok has caused some conflict between the hotel manager and the neighboring residential community. As time passed, the hotel manager and staff were able to learn to improve themselves and started to take part some activities with the nearby community (Unnapirak, 2010). Most AR-hotel projects always initiated from consideration of the owner's asset but not took into account the surrounding community (Suksawasdi, 2016). Thus, the AR-hotels that we investigated and their business development might exert some impacts on the neighborhood. At this time, there still has been no particular study of social impacts, so we are interested in doing so.

#### 2.0 Objective and Scope

In this study, we aimed to investigate community impacts occurred from adaptive reuse heritage building converted to the hotel building (AR-HB-hotel). The key variables focused on four main issues which are (1) the environmental issue including community surroundings and infrastructure system, (2) economic issue including community development and investment opportunity, (3) social issue including safety and social interaction, and (4) value issue including the variety of value assessment.

For the research scope, this research is a primary survey part of a comprehensive research on the topic of 'Changes and Impacts of Adaptive Reuse from Heritage Buildings to Converted Small Hotel Buildings in Bangkok.' The target case studies were 50-year-old-or-over AR-HB-hotels and other small hotels of which capacity were not more than four rooms or not more than 20 guests and the surrounding communities all around Bangkok. As a pilot study, we chose to investigate three representatives of these AR-HB hotels with different surrounding communities; commercial, residential, and old waterfront community area.

#### 3.0 Literature Review

Because an adaptive-reuse could be a substantial renovation project that caused displacement of people and neighborhood as well as changes in social interaction, the review of the literature focused on community impacts affected by gentrification and tourism and value perception. We followed three main approaches found in the literature: gentrification approach, tourism approach, and heritage value approach as follows.

Firstly, gentrification is a concept about the phenomenon of urbanization, being a gradual process of spatial transformation of old buildings in the central urban area into new middle-class residential or commercial buildings (Loretta Lees, 2008). This phenomenon can be a powerful force that often rapidly transforms the physical, economic and social characteristics of an area (Rabiatul Adawiyah Abd Khalila, 2014). Regarding the benefits, gentrification can improve the declining–areas of a city, increase asset values, provide more revenue for local government, decrease vacant space ratio, cause less urban expansion into the suburb, and provide more social integration including urban or community rehabilitation (Atkinson R., 2005). On the other hand, this urban phenomenon can cause replacement of people through higher asset value and rent, less sentimental value than materialism, indignity, and conflict in the community, uncertain change in asset value, and loss of power in supplying housing. Moreover, it can lead to fewer available housing, lack of accommodation, replacement of commercial and industrial areas, change of local services, and loss of social diversity as well as original inhabitants (Atkinson R., 2005). Regarding neighborhood and change, gentrification is related to three issues, namely, (1) primacy of the neighborhood community; (2) diversified concepts of neighborhood: substantive nature, social ecology, cycle of equilibrium and disequilibrium, and social organization and assimilation; and (3) attention to race, ethnicity, and poverty (Miriam Zuk, 2015).

Secondly, two main issues of concern according to tourism approach were investigated: sustainable tourism management and tourism impacts to the community. For sustainable tourism management, there are three dimensions of sustainable development: (1) the environment, (2) the economic, and (3) social issues. The environmental issues are related to both natural and built surroundings while the economic ones are related to conditions of communities and concerned entrepreneur. The social aspects of tourism concern their impact on local cultures, tourists and the tourism employed (Swarbrooks, 1998). Of concern to this study, sustainable tourism development needs the informed participation of all relevant stakeholders, strong political leadership to ensure broad participation and

consensus building, as well as constant monitoring of impacts (World Tourism Organization, 2004). A hotel is an accommodation, a part of tourism components (Thammabut, 2006) which are attractions, accessibility, accommodation, activities, and ancillary.

Regarding travel impacts to the community, tourism impact includes some key independent variables that influence attitudes toward tourism (Samuel V. Lankford, 1994). Although tourism causes a positive economic outcome, tourism can exert negative impacts on the socio, cultural, economic, environmental and political development of the destination (UNEP, 2003) depending on the way that it is managed. There are three issues of tourism impacts: the environment, the society, and the economy (Mason, 2016). The environmental impacts, both natural and built environments, these concern natural resources, pollution, and physical impacts related to the construction of necessary infrastructure such as roads, and tourism facilities such as hotels, shops, and restaurants. For the negative ones, the resource of the environment can become gradually destroyed by tourism development (UNEP, 2003). Regarding the socio-cultural impacts, these are the direct and indirect effects on host communities in their interaction with the tourism industry. Host communities often are the weaker stakeholder in the tourism's interactions with other stakeholders such as tourists and service providers that often can leverage any conflict they may face. Normally, these influences are not clearly visible and difficult to measure, depending on value judgments (UNEP, 2003). Regarding economic impacts, tourism industry generates abundant economic benefits to both host and tourists' home countries. Especially in developing countries, one of the primary objectives to promote their region as a tourism destination is the economic improvement (UNEP, 2003).

Lastly, regarding heritage value approach, value types and authenticity in heritage assessment were the aspects that we sought for communities' perception. There are two main types of value; cultural and socio – economic value, detailedly expressed as identity, artistry, rarity, functional, economic, educational, social, and political value (Jokilehto, 1998). Authenticity is still significant in valuing cultural heritage of which UNESCO uses as a criterion in their evaluation of World Heritage. In the past, authenticity was classified as four issues: material, design, workmanship and setting (Jokilehto, 1998), but nowadays it has been categorized into eight-item groups: form and design, material and substance, use and function, traditions – techniques and management systems, location and setting, language and other forms of intangible heritage, spirit and feeling, and other internal and external factors (UNESCO, 2008). Thus, this study focuses on communities' value perception were about the issue of identity, aesthetics, design, rarity, history, tradition, function, investment, social interaction, and integrity. The overview of our usage of these three approaches is illustrated in the flow chart below (See Fig.1).

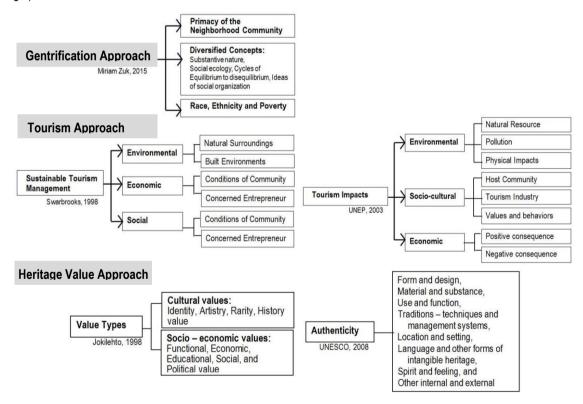


Fig. 1: Flow chart of Gentrification, Tourism, and Heritage Value Approach

To sum up, the literature review caused us to consider and choose significant variables in this study which are the primacy of the communities showing different community patterns, three dimensions of tourism impacts which are environmental, socio-cultural, and economic impacts as well as heritage values. The research framework and central issues were feelings and perceptions of the communities on the following impacts: environmental, economic, and socio-cultural impacts including value perception which are identity, aesthetics, design, rarity, history, and social interaction as shown in Fig. 2.

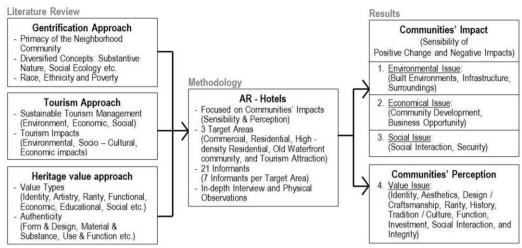


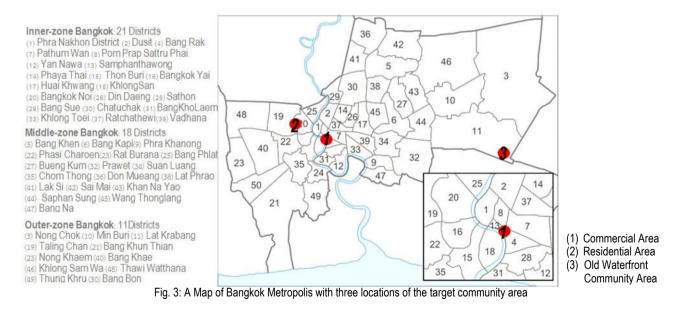
Fig. 2: Research framework shown relevant issues

#### 4.0 Methodology

#### 4.1 Target Area

The target areas are located in Bangkok metropolis. We searched for the pilot case studies with different community types from the secondary data, on - line information. There were three community patterns; (1) commercial, (2) residential area, and (3) old waterfront community area. Firstly, for the commercial area, we surveyed in Talaad Noi community where a remarkable feature as the old metal spare part trading area is. Secondly, for the residential area, one community located in a part of Bangkok Noi Canal bank was selected for data collection where it is residential and high–density area mixed. Thirdly, for the old waterfront community, we studied the old traditional community-based in Hua Ta Khe community, Ladkrabang District. All the target area locations are shown on the map of Bangkok Metropolis (see Fig. 3).

This research was focused on community impact perception so that the AR-HB-hotel names would not be revealed in this article. On the overview, the results from every case studies would be included all together which were explained in four main issues (mentioned above in the objective and scope).



4.2 Research Tools

Being a qualitative research, the physical and surroundings data were collected from survey and observation while the perceptions of the communities on the impacts were gathered from in-depth interviews. Digital camera, sound recorder, and interview guideline paper were used as the tools for data collection. A gift for each informant was offered as gratitude for the informants' participation.

#### 4.3 Data Collection:

The qualitative survey for in–depth interview was focused on seven people per one case-study area. Four main issues – sensibility of environmental, economic, and socio–cultural impacts and value perception – were collected from 21 informants who have been dwelling nearby AR – Hotels over ten years. The interview position around the hotels and primary site analysis were shown in the community maps (see Fig.4) including the surrounding perspectives also. The atmosphere and interview activities were shown in the pictures (see Fig. 5). As the pilot study, the interview guideline paper was improved step by step from the first day of data collection to analyze cogently and more efficiently (see Fig. 6).

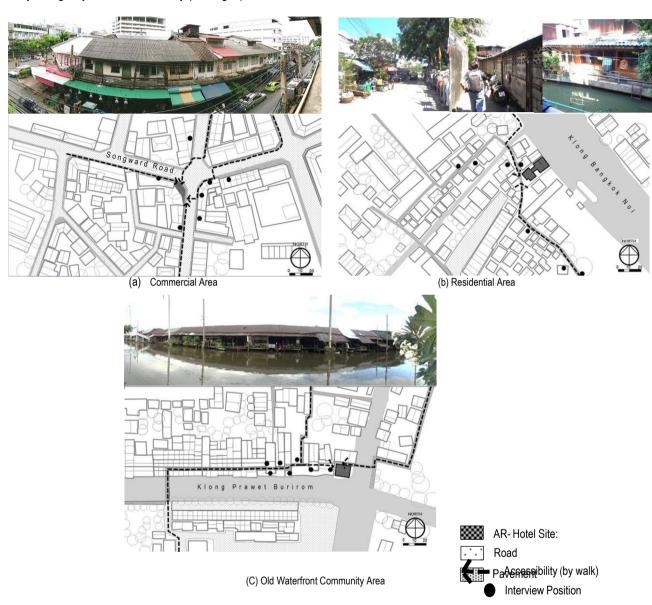


Fig. 4: Pictures of communities' map marked the interview location of three target areas







Fig. 5: Atmosphere, surroundings, and samples of interview activities for three target area



- a. some indicator questions were changed to clearer ones
- b. form-filling procedure for case study and informants' personal data were adjusted
- A bank space for recording qualitative data was added to match the Likert scale score for value perception

Fig. 6: Evolution of interview guideline paper in data collection

#### 5.0 Results and Discussion

#### 5.1 Results:

Concerning the AR-HB-hotel owners and all informants around the target case study building, the results were analyzed as the overview of the all 3 cases. Neither admiration nor criticism was intended for the participants' personal comments. The analysis results showed that the adaptive reuse projects affected the surrounding communities. The impacts on the communities were both positive and negative. The collecting period was from mid-November until the mid-December 2016. Start with personal data, range – one of simple descriptive statistics analysis – was used for twenty-first interviewed informants as followings; there were ten female and eleven male informers with 21 and 94 years old for minimum and maximum age respectively. Their careers were a little variety such as student, housewife, employee, business owner, monger, caterer, freelance, and retiree. Educational levels were ranges from primary school to bachelor. And their duration of residence was equally related to their ages.

The impacts of AR-HB-hotels or communities' effects were focused on four main issues which are communities' sensibility to (1) environmental, (2) economical, and (3) social issues. Comparatively, they explained in advantages - positive changes - and disadvantages - adverse impacts (see Table 1). Furthermore, (4) value issues were studied as the neighborhood's perception, described regarding the level of agreement (see Table 2). Overview, all the informants, expressed the neutral opinion mostly (62.6%) followed by advantages (33.3%) and disadvantages (4.1%).

Firstly, the environmental issue included built environments, infrastructures, and surroundings. The positive physical changes indicated that there were some better improvements and motivation in community renovation, being better-looking, and being better-than-abandon, including admiration to the hotel owner. Moreover, there were more illumination at night and water supply improvement for positive aspects. Conversely, some informants felt about the loss of used sharing public space such as public car park. For the neutral opinion, some people thought that there were no effect on the community on the three issues, and no effect to public electricity, water supply, thoroughfare, and traffic jam. Most people thought there were more advantages for the image of the AR-HB-hotels (71.4 %) followed by neutral opinion (23.8%) and negative thinking (4.8%). On the overview of all environmental impacts, they found that AR-HB-hotels have not affected to the community with their neutral idea mostly (66.6 %), then chose positive (28.6%) and negative view (4.7 %).

Secondly, **the economic issue** consisted of community development and business opportunities. The positive economic results showed that the hotels and tourism development made the communities better, giving the members more income, but not very much. There would be more business opportunities for supporting tourism. Some said they motivated them into getting into an AR-Hotel business. AR-Hotel or tourism might be another commercial alternative for the community in the future. On the other hand, some informants, especially the aging members, expressed that the hotels were inappropriate as an identity of their corresponding community. For the neutral opinions, the informants thought that the new hotels were typical of urbanization. They were not direct competitors and did not affect the informants' lives very much. On the overview of all economic impacts, the informants thought that

AR-HB-hotels have not affected to the community with the neutral opinion, slightly more than half (57.1 %) then expected to develop their community (40.5 %), and a little disadvantage (2.4%).

Thirdly, **the social issues** consisted of social interaction and security. For the neutral opinions, most expressed a neutral opinion, no positive or negative aspects; more than half of the informants did not associate with the hotels much, for example, they lived by themselves and did not socialize with the high-level hotel owner. The positive social results expressed that the area became livelier and better known to outsiders. More tourists came into the communities so that there were more public social interaction and cross-culture between local people and visitors. AR-HB-Hotels led them to recognize the value of their existing property and made them more alert to communicate with other people. And they felt more secure at night because of more illumination around the AR-HB-Hotels. On the contrary, some informants expressed that the hotels caused a little loss of their privacy such as their houses being taken photos of by visitors, but they got used to it as time passed. On the overview with all social we found that most of the informants responded with the neutral opinion (61.9%), followed by positive results (33.3%), and disadvantages in (4.8%) (See Table 1).

Lastly, **the value issues** consisted of ten items synthesized from the review of the literature: identity, aesthetics, design and craftsmanship, rarity, history, tradition and culture, function, investment, social interaction and integrity. As an overview, about half of the representative informants were able to realize the values of their corresponding communities that the author presented (57.6 %) while approximately one – third of them realized them but felt neutral about them (29.5) and a few of them had no idea how to assess the values (6.7) whereas very few had a negative perception (6.2).

For a review in detail, a little more than half of the informants accepted the identity value (52.4%) and almost half had a neutral opinion about it (47.6%). Two–thirds of the interviewees were impressed with the aesthetics value and Design / Craftsmanship value (67%) while one–third of them thought that the AR–HB-hotels were not exceptionally beautiful. For the rarity value, nearly half of the participants agreed to the rarity of old heritage buildings turned into small hotels (42.8%) while slightly more than half of them thought that AR-hotel buildings were common (52.4%). Next, the history value was responded in about the same proportion between being neutral and agreed (38.1% and 33.4%, respectively) while the cultural value was accepted by more informants (42.8%). The function value was agreed to with the highest number of informants (81%) while some still had doubts about the investment value (42.8% of neutral and no – comment opinions). For the social value, slightly more than half of the informants (57.1%) concurred that there were more social interaction in the communities while one–third of them thought that there were not more of it (33.3%) and stated a neutral opinion and no comment equally (4.8%). Lastly, about the integrity perception, most of them agreed to the AR–HB-hotels' integrity (85.7%) (See Table 2).

Table 1. Advantages and disadvantages to the communities from AR-HB-hotel projects

Main Issue		Sensibility of community representatives										
		Disadvantage (Negative Impact)			Neutral Opinion			Advantage (Positive Change)				
		Comment	Freq.	Ratio	Comment	Freq.	Ratio	Comment	Freq.	Ratio		
1.	Environment Built environment	- Loss of use of shared public space such as public car park	1	4.8	No effect on the community image     No comment     Ordinary	5	23.8	Better physical improvement     Better than being abandoned or closed down     Motivation for renovation in the community     Better – looking     Admiration to hotel owner	15	71.4		
	Infrastructure	(none)	-	-	<ul><li>Unrelated to public electricity &amp; water supply</li><li>No effect on thoroughfare</li></ul>	19	90.5	More public light along the passageway (by hotel owner)	2	9.5		
	Surroundings	<ul><li>More motorcycles</li><li>Sharing public car park</li></ul>	2	9.5	- No effect on traffic jam	18	85.7	More illumination at night     Water supply improvement	1	4.8		
	Total		3	4.7		42	66.6		18	28.6		
2.	Economic Community Development	- Inappropriate for identity of community image	1	4.8	Ordinary, Inactive     Not help because of different client group	8	38.1	Better community or tourism development     More communities' income (but not much)	12	57.1		
	Business Opportunity	(none)	-	-	No idea because of living in a large family and not being a house owner	16	76.2	<ul> <li>More chance for business that supports tourism</li> <li>Motivation in AR – Hotel business if possible</li> <li>AR-HB-hotel or tourism business may be another alternative for community in the future</li> </ul>		23.8		
	Total		1	2.4		24	57.1		17	40.5		

3.	Social Social Interaction	More crowded     A little disturbance to privacy but becoming familiar as time passed	2	9.5	No socialization     Not crowed     No problem     No disturbance	8	38.1	More well–known to outsiders     More Tourists coming into the community     More public social interaction     Recognition of the value of existing property     Development of learning society     Owner seemed to be of higher class	11	52.4
	Security	(none)	-	-	- No effect	18	85.7	- More security at night	3	14.3
	Total		2	4.8		26	61.9		14	33.3
TC	TOTAL			4.1		92	62.6		49	33.3

Table 2. Value perception of AR – Hotel projects in the view of the neighborhood community

Main Issue		Value perception of community representatives										
		Disagree		Neutral				Agree	Agree		No comment	
		Comment	Freq.	Ratio	Comment	Freq.	Ratio	Comment	Freq.	Ratio	Freq.	Ratio
4.	Value Identity	(None)	-	-	- Harmony to community - Not much	10	47.6	- Distinctive identity	11	52.4	-	-
	Aesthetics	(None)	-	-	- Simple / common - ordinary	7	33.4 - Good looking - Attractive - Simply good		14	66.6	-	-
	Design / Craftsmanship	- Not much	1	4.8	- Normal	4	19.0	- Good - Very beautiful	14	66.6	2	9.5
	Rarity	(None)	-	-	- Normal - Familiar - No idea for others	11	52.4	- Agree - Difficult to see regularly	9	42.8	1	4.8
	History	- No reflection - Not related	4	19.0	- Normal	8	38.1	- More interested people - Good	7	33.4	2	9.5
	Tradition / Culture	- No reflection - Not related	5	23.8	- Normal - Neutral	6	28.6	- More interested tourists - Reflecting local culture	9	42.8	1	4.8
	Function	(None)	-	-	- Normal (Up to travel seasons)	2	9.5	- Worthy - Good / smart idea - Alright	17	81.0	2	9.5
	Investment	- Maybe not worthy	2	9.5	- No effect	4	19.0	- Maybe good - Worthy / Perfect	10	47.6	5	23.8
	Social Interaction	(None)	1	4.8	- No socialization - Alright	7	33.3	More social interaction     Participation of hotel     owner     Leadership of hotel owner     Better / Alright	12	57.1	1	4.8
	Integrity	(None)	-	-	- Common / Ordinary	3	14.3	- Worthy / Perfect - Completeness	18	85.7	-	-
	TOTAL		13	6.2		62	29.5		121	57.6	14	6.7

#### 5.2 Discussion:

All data from three representatives of adaptive-reuse heritage buildings converted to small hotel buildings (AR-HB-hotels) in diversified surroundings were collected from 21 informants living around those AR-HB-hotels. The results may not be generalized to other AR-HB-hotel projects in other communities, but they can let interested people realize the positive changes and negative impacts that resulted from AR-HB-hotel development.

For communities' impacts, the research issues were classified into three main impact items— environment, economy, and social—so that the survey questionnaire as a whole would be easy to understand and that the informants would be able to tell their perception to the values quickly. From the overall results, these three case studies showed a trend of positive changes if compared to the conflicts that happened in some areas mentioned in the background. We found that these AR-HB-hotel projects would not exert negative impacts to communities' infrastructure or business opportunity. Although there were not many negative impacts (4.1%), we still had to consider each case in details, case by case.

For the environmental impacts, most people were aware that AR-HB-hotels could make the communities' physical better, community livelier, and create motivation in the community to renovate their own places, but that they did not have much effect on communities' infrastructure and surroundings. As an overview, just one – third of the opinions thought that the changes were positive. The same proportion of informants responded to the social impacts issues like the environmental impacts issues such as more tourists were coming into the communities, and there were more public social interaction. Most expressed a neutral opinion, no positive or negative aspects; more than half of the informants did not associate with the hotels much like a hidden social interaction, for example, they lived by themselves and did not socialize with the high-level hotel owner. About the economic impacts, there should be significant advantages for communities, but they were not because of concerned factors such as existing business, private

behavior, ownership, and the potential for building renovation or business. Interestingly, hotel business might be another alternative for the community in the future. Furthermore, some conflicts were occurred in the beginning and solved together afterward.

Lastly, regarding **the value perception**, slightly more than half of the informants realized the different types of values especially the function, integrity, aesthetics and design values. Some people felt that they were already familiar with this style of building, so they expressed neutrality for their ideas of identity and rarity values. Approximately, a quarter of informants considered that AR-HB-hotels did not reflect the history and tradition value. Moreover, more than half responded neutrally or as no–comment. Around half of them perceived investment value to be a little higher and social value to be a little lower.

Furthermore, the results can be used in a further study about the surrounding community impacts from AR-HB-hotels, for instance, in formulating criteria for assessments of the environmental, economic, and social impacts as well as value perception. For example, item value assessment can be classified into a few main groups such as performance, socio-cultural, and practical value as well as integrity to make the assessment clear and easy.

#### 6.0 Conclusion:

This investigation is an integral part of a comprehensive qualitative research entitled, 'Impacts of Adaptive Reuse from Heritage Buildings to Small Hotel Buildings in Bangkok. There were three main impact issues classified as the environment, economy, and social including value perception. As a qualitative study, the results cannot be fully generalized to all other AR–HB-hotel projects with different surrounding communities, but they can make interested people realize the positive changes and negative impacts that have occurred from AR – Hotels.

For positive changes, this study explains that AR-HB-hotels could improve the physical environment, livable area, and motivation for renovation in the community. The AR-HB hotel projects did not affect the communities' infrastructure and surroundings much, as for the environmental impacts. Moreover, they brought in more tourists into the communities and more public social interaction including more opportunities for businesses that supported tourism.

Anyway, more than half of the people did not pay attention to the hotels much as their mostly neutral opinions showed, no positive or negative responses were given. Being inactive status may be implied that there was not much socialization between the hotel owners and the communities, depending on each case study area and the participatory management. For further study, a guideline for a participatory method for AR-HB-hotels is still needed.

For value perceptions, they were not always clear and were difficult to measure. We found that slightly more than half of the informants realized the values of different types, especially the function value and integrity including aesthetics and design values. For further study, an item value assessment should be included in the few main groups.

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