

2nd Chance
Good Practices
Compilation



2ND
CHANCE

Good Practices Compilation

Policies, Programmes and Actions for the
Reactivation and Reuse of vacant buildings

WAKING UP THE
SLEEPING GIANTS

2nd Chance | Good Practice Compilation

Policies, Programmes and Actions for the Reactivation and reuse of (large) vacant buildings



City of Naples

Urban Planning Department

Carmine Piscopo

Councilor and responsible for the coordination
of the project within the City Council of Naples

Daniela Buonanno, Renata Ciannella

Project staff for the Urban planning Department

Lead Partner Team

URBACT Projects and Networks on Integrated
Urban Development Policies - Central Direction
Urban Planning and Management - UNESCO Site

Nicola Masella

Project coordinator

Roberta Nicchia

URBACT Local Group coordinator

Nicola Barbato

Finance officer

Maria Luna Nobile

Communication officer

Contacts:

Phone +39 081 7958932 - 34 - 17

E-mail urbactnapoli@comune.napoli.it

Lead Expert

Nils Scheffler

Project Lead Expert

Contacts:

Phone +49-30-4738 6041

E-mail scheffler@urbanexpert.net

www.urbact.eu

www.urbact.eu/2nd-Chance

This Good Practices compilation is
edited with the contribution of the
2nd Chance partners coordinated by
the **Lead Expert Nils Scheffler and
the Lead Partner Team.**

Maria Luna Nobile, Communication
Officer of the Network, contributed
to editing the document

Cover picture: City of Caen

February 2018



TABLE OF CONTENTS

2nd Chance – Waking up the sleeping giants	5
1 Policies and programmes to support the reactivation of vacant buildings	7
1.1 Long-term initiatives	9
<i>Building at Risk initiative, Liverpool (UK)</i>	9
<i>Building Preservation Trust, UK</i>	10
<i>Sales bourse for empty properties, Brussels (Belgium)</i>	11
<i>Consulting agency to connect owners of neglected houses with new users, Chemnitz (Germany)</i>	12
<i>Reclaim the spaces, Genoa (Italy)</i>	13
<i>CrowdBuilding, Netherlands</i>	16
<i>Co-housing, Germany</i>	17
<i>Guardian Houses, Leipzig (Germany)</i>	18
1.2 Public regulations & financial incentives	19
<i>Regulation on cooperation between citizens and administration for the care and renovation of common urban assets, Bologna (Italy)</i>	19
<i>Regulation of civic use of urban commons /common goods, Naples (Italy)</i>	21
<i>Financial incentives and information about funding opportunities, Brussels (Belgium)</i>	23
<i>Brussels' tool-kit for the reactivation of unoccupied buildings</i>	24
2 Awareness raising about the reactivation of vacant buildings	25
<i>The Pavillon, Caen (France)</i>	27
<i>Drawing walks, Caen (France)</i>	29
<i>Street Art Festival «Palma Festival», Caen (France)</i>	30
<i>Workshops for children, Caen (France)</i>	31
<i>BEGEHUNGEN (inspection Festival, Chemnitz (Germany))</i>	32
<i>Further examples</i>	31
3 Joint development of usage ideas for vacant buildings	35
<i>Hackathon – Urban Hacking, Chalons (France)</i>	37
<i>The student workshop & idea competition, Maribor (Slovenia)</i>	38
<i>Creativity workshop: From questions to actions, Maribor (Slovenia)</i>	39
<i>Participatory workshop, Brussels (Belgium)</i>	41
4 Interesting examples of reactivated vacant buildings	45
<i>Schaubühne Lindenfels – A community based theatre, Leipzig (Germany)</i>	47
<i>Peißnitzhaus – Cultural and educational activities for families and children, (Germany)</i>	49
<i>Cascina Roccafranca – The community centre, Turin (Italy)</i>	50
<i>Old market hall "Stava Trznica", Bratislava (Slovakia)</i>	51
<i>Spazio 13 – The Creative Hub, Bari (Italy)</i>	52
<i>Culture as the intermediary – Youth community centres, Aarhus (Denmark)</i>	53
<i>Pop-up to date, Antwerp (Belgium)</i>	54
<i>NGO house, Riga (Latvia)</i>	56
<i>Recyclart Art Centre, Brussels (Belgium)</i>	57
<i>The House of Words – Activating the local community, Lublin (Poland)</i>	59
<i>Old fortress – new life, Šibenik (Croatia)</i>	60
<i>Reuse of buildings for cultural activities, Maribor (Slovenia)</i>	62
<i>Alternative Housing Project "Kompott"</i>	65

2nd Chance | Good Practice Compilation

Policies, Programmes and Actions for the Reactivation and reuse of (large) vacant buildings

February 2018

2ND CHANCE – WAKING UP THE SLEEPING GIANTS

This publication intends to provide food for thought to deliberate creative ideas for the reactivation and reuse of vacant buildings and sites in Europe — making use of the opportunities these vacant buildings provide for a sustainable urban development of our European cities!

In many European cities smaller and larger vacant, run-down buildings and sites can be found¹. Some of them have been abandoned for years, are unsafe and present a public security hazard. These sites often have a negative impact on their surroundings. For example in tourist areas or in the city centre they harm the economic, social and touristic dynamism. Some of them are even listed and present an important piece of the cities' cultural heritage.

Opportunities

At the same time the vacant buildings present a great opportunity for the sustainable urban development, in particular larger ones. The reuse of these abandoned urban spaces provides space for needed and new functions, they can be anchors for the socio-economic and cultural redevelopment of the neighbourhood and even the entire city (depending on the size and use of the building). Their reactivation preserves the heritage values, reduces further land consumption and can be one pathway for greater resource efficiency by using the grey energy of the existing building stock instead of building new ones.



2ndChance network – Waking up the sleeping giants

To take advantage of these opportunities and make use of larger abandoned buildings as strategic places for a sustainable renewal of our cities and neighbourhoods 11 city partners from all over Europe² joined the [URBACT 2ndChance Network](#) (2016-2018). They develop and exchange about reactivation strategies for larger, degraded vacant buildings. Strategic uses are to be implemented, not only oriented on private exploitation interests, but also on the interests of the common good. Thus, they test and apply new step-by-step collaborative reactivation processes, involving city administration, citizens, NGOs and economic operators to give them an active role in the revitalisation of the buildings.

This publication presents policies, programmes and actions, applied by the 2nd Chance partners – and beyond –, to reactivate abandoned vacant buildings and sites. A focus of the strategy is to activate a larger number of supporters and potential users to become engaged in the reactivation process. This is necessary as the larger buildings and sites are too large to be redeveloped at one time and financially 'too heavy' for just one 'stakeholder'. **Chapter 1 provides** an overview about **policies and programmes** that have been applied by the 2nd Chance partners and beyond **to support and incite the reactivation of abandoned buildings**: through [long-term initiatives](#), [public regulations](#) and [financial incentives](#).

¹ In 2014, British media published an [article](#), stating that across the EU, enough houses are lying empty to house all of the EU's homeless people.

² Naples (Italy), Brussels (Belgium), Caen (France), Chemnitz (Germany), Dubrovnik Development Agency (Croatia), Gijon (Spain), Liverpool (UK), Lublin (Poland), Maribor (Slovenia), Porto Vivo S.R.U. (Portugal), University of Genoa (Italy).

Also the **awareness raising about the vacant buildings and their potential uses** was an important task of the 2nd Chance partners. Various activities were developed which are presented in **Chapter 2**.

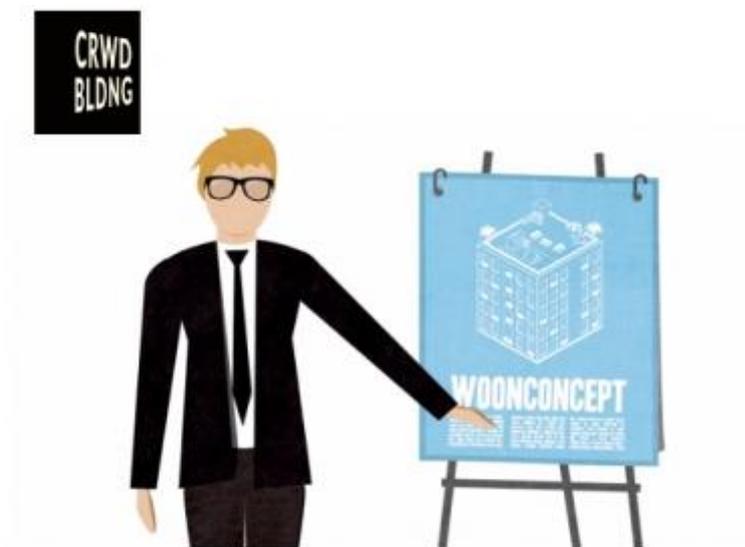
Key to the reactivation strategy was the **involvement of a variety of stakeholders in the generation of ideas for potential uses**. These approaches are presented in **Chapter 3**.

Chapter 4 displays **examples of reactivated buildings** which stand out through their community involvement and purposes.



1.

Policies and programmes to support the reactivation of vacant buildings



Many partners in the 2ndChance network share the general problem of vacant buildings and sites in their territory. All have larger derelict buildings, many of them listed, being an important component of the cities' cultural heritage. Many of the larger buildings have been vacant since years, even decades.

As funds are limited to reactivate and rehabilitate the buildings directly, different programmes and policies as [long-term initiatives](#), [public regulations](#) & [financial incentives](#) are applied to incentivise their reuse. Using these programs and policies in a well-coordinated manner, they make a significant contribution to the reactivation of abandoned buildings.

1.1 Long-term initiatives

Building at Risk initiative, Liverpool (UK)

Objective of project

- alleviate the problem of vacant and derelict historic properties in Liverpool;
- find new/alternative uses which are sympathetic to the history and character of the buildings;
- further the heritage and economic regeneration of the wider urban area of Liverpool.

Description of project

Key steps of the building at Risk initiative in Liverpool have been:

1. Quantify the problem (risk grade) with a well defined set of criteria by means of a condition survey of all derelict heritage buildings within a defined area.
2. Develop a plan of action for properties/ assets identified as being at risk, beginning with those most at risk first due to the time sensitive nature of the problem. This may involve a forum of some kind where property owners and perhaps the local press are invited to discuss the difficulties and opportunities. A principal objective of this exercise will be to generate a minimum level of consensus.
3. Establish a method of addressing the various types of problem depending on category of ownership (i.e. charitable, private, public, statutory, Crown etc.) and wherever possible have recourse to statutory powers where these powers are fit for purpose.
4. Establish a budget to assist in implementing the plan of action, e.g. where this involves engaging professional consultants, undertaking urgent works in default of building owners/ absentee landlords or under-writing the often cumbersome legal processes involved in compulsory acquisition.
5. Develop an exit strategy in order to ensure that buildings successfully repaired and re-used or mothballed are maintained into the future and to demonstrate the case for a contingency budget for the purpose of monitoring, quantifying and addressing future heritage at risk problems.



Recommendations / to be aware of applying the project/tool

- Develop a constructive partnership between leaders from the public and private/NGO sector
- ensure public funding to lever private money (1:5)
- regular and pro-active dialogue with relevant stakeholders and repeated survey inspections
- close monitoring of the buildings

Further information / examples in the web
urbact.eu/sites/default/files/import/general_library/Liverpool_casestudy.pdf

Contact person

Liverpool City Council, institution,
 Peter Hoey, Peter.hoey@liverpool.gov.uk

Building Preservation Trust, UK

Objective of project/tool

- Restore buildings of architectural and historic interest which are at risk from demolition;
- Find appropriate new uses for them which don't destroy the character;
- Retain the building after restoration and to generate income from it for the Trust, or sell the building and use the proceeds for the next project.

Description of project

Building Preservation Trusts operate throughout the UK. They are both charities and limited companies. They are founded by group of volunteers interested to set up a charity for building conservation. For this they constitute a Memorandum and Articles of Association which set out the rules for operating the charity and the company.



Their sources of funding are: grant making bodies; public authorities; bequests/legacies from private individuals on their death; trading (e.g. rental income from properties); fundraising; membership fees.

The Building Preservation Trusts promote the rehabilitation of heritage buildings within the community and encourage others to participate in the Trust's activities. Besides supporting the rehabilitation and reuse of historic buildings, they held public meetings and exhibitions, social events, produce newsletters, issue press releases and use social media.

They also use the rehabilitation of the buildings to acquire new craftsmen skills for younger (unemployed) volunteers and provide them with training experience. For older people (retired) they provide an opportunity to give something back to the community and develop new interests after a lifetime of work.

To find out and define new uses for the vacant, derelict heritage buildings, they produce an options appraisal for the building, produced by a professional architect with a team of interested people in the community. Consultation with as many people as possible is done.

Recommendations / to be aware of applying the project/tool

Restoration schemes run by the Building Preservation Trusts cannot operate at a loss. If a viability gap is identified this must be filled by other funding such as grants.

Further information / examples in the web

www.ahfund.org.uk
htnw.co.uk
www.heritagetrustnetwork.org.uk

Contact person

Heritage Trust for the North West,
 John Miller, info@htnw.co.uk

Sales bourse for empty properties, Brussels (Belgium)

Objective of project

- reuse and rehabilitation of abandoned industrial buildings
- strengthen the social and functional diversity of the inner city
- support the match making between abandoned industrial buildings with people that look for living accommodation and work space at affordable prices

Description of project

The Bourse d'Achat project was co-ordinated by the DDV (Délégation au développement de la Ville) in Brussels city council. It identified empty properties, negotiated a fixed purchase price with the owner and then assembled a group or co-operative of individuals to purchase the building. After the group (5 to 50 individuals depending on the size of the property) had reached a collective agreement on the use and conversion of the building, it would purchase the building from the owner.

The group received support from the DDV including assistance in arranging finance, weekly meetings to agree the development (who occupies which space and for what purpose etc.) and consultations with relevant authorities.

Recommendations / to be aware of applying the project

The Bourse d'Achat supported new ways of bringing people and working together. It supported the matchmaking of people looking for space with vacant buildings. Important to this is the lead role of the city (neutral match maker), the need to build trust and the use of flexible agreements. Problems identified include cumbersome bureaucracy and the appearance of speculators which distorted the target group and drove up prices. Consequently the project stopped in 2006, when private investors started understanding the potential of these old buildings for turning them into lofts.

Further information / examples in the web

<http://base.d-p-h.info/fr/fiches/dph/fiche-dph-8686.html>

http://www.habiter-autrement.org/35_colloque-lln-2000/12_coll.htm

<http://www.eru-urbanisme.be/fr/print/project/60/>

http://www.ecohub.be/uploads/4/2/1/9/42199477/achats_collectifs_vanoeteren_2012.pdf

Consulting agency to connect owners of neglected houses with new users, Chemnitz (Germany)

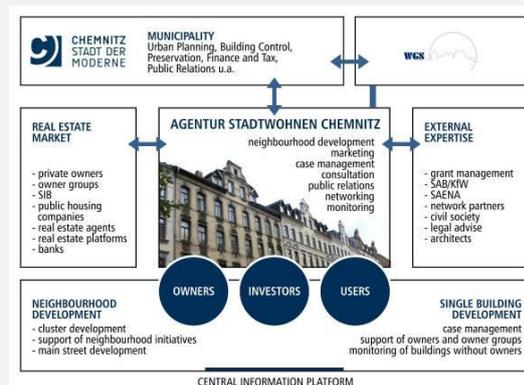
Objective of project

- Reuse and rehabilitation of abandoned historical tenement buildings in central districts
- Strengthen the social and functional diversity of the inner city
- Support the match making between abandoned buildings with people that look for living accommodation and work space at affordable prices

Description of project

In 2012 the public owned housing agency (Agentur StadtWohnen Chemnitz) was founded by the City of Chemnitz and carried out by the private urban development company WGS. It works outside the official city government structure, but is connected to the city's formal procedures. It acts in close liaison with the city's relevant departments: urban planning and development, funding, historic preservation, building regulations, land registry and taxes; it also works with relevant NGO, social and cultural associations and individuals. There are basically 7 steps to facilitate a change in the ownership of abandoned buildings to people that want to invest:

1. Identify the buildings in need.
2. Collect basic data about the buildings.
3. Contact the owner to know about his plans.
4. If the owner agrees, publish the building on the agency's website and other platforms.
5. Organise visits of the buildings with interested people.
6. Connect potential buyers with the owners.
7. Accompany the buyers to liaise with municipal departments and other relevant actors.



All of those services by the housing agency are free

for owners and investors. Among them also to connect to relevant stakeholders such as the building regulation department on safety issues, to talk to the preservation departments on the historic significance and burdens for future investors or to pre-check on possible grants to support the renovation.

Recommendations / to be aware of applying the project

Become the central collector and distributor of information on the buildings: monitor the abandoned buildings and publish supporting information for their revitalisation. Keep contact with the owners; help to organise the change of ownership; prevent the speculation with these buildings through contracts with the new owners; channel grant money to the buildings that need it most. Continuously communicate with the urban administration and city government and the owners, local initiatives and players in the real estate market.

Further information / examples in the web

www.stadtwohnen-chemnitz.de/

Contact person

Agentur StadtWohnen Chemnitz,
Martin Neubert, info@stadtwohnen-chemnitz.de

Reclaim the spaces, Genoa (Italy)

Objective of project

Agreements between Municipality of Genoa and civic associations about use of abandoned buildings.

Description of project

After the urban planning masterplan was approved, in which large areas of the city as well as vacant building complexes were identified in search of a new identity and use, together with the pressing request from civil society for participation, Genoa decided in 2016 to define a strategic program to enhance the community collaborative governance. The intention of the program is to

- look at urban space as a system of social relationship and capacity of combating its degradation,
- balance the development of the downtown area and the periphery,
- develop enhancement programs for the public space,
- commit to transparency and participation in the development of the public space,
- come up with new partnerships for the use of urban spaces, involving the civic sector.



One tool of the program is to match the vacant buildings and sites (military barracks, civic centers, ancient salt warehouses, insane asylum, beaches and other kind of spaces) with civic sector stakeholders (NGOs, cultural association, entities from the non-profit sector, schools, informal groups, citizens) for temporary use. In preparation of this a call for the public temporary use of the vacant buildings and sites is done, to which stakeholders of the civic sector can apply. The city determines which space is to be used by which civic sector stakeholder. The selected civic sector stakeholders sign a formal agreement with the city for the temporary use and management of a certain space in order to start with the activities they applied for. The spaces in general are rented for free. (positiver Anknüpfungspunkt zu Schutzgebieten)

Recommendations / to be aware of applying the project

The regulation is based on an organizational model of shared administration; that means a strong innovation at managerial level.

Important are the processes of involvement through the municipal structure, through field training as well as through cultural activities that accompany the information of the civil society. There should be also a co-design approach for micro-planning projects to transform them in long-term strategic projects.

Further information / examples in the web

Gigliola Vicenzo, gvicenzo@comune.genova.it

Genoa regulation on urban commons and template of agreement:

<https://drive.google.com/open?id=oB8rEL892ueogVGFnbzRJMTZCTEU>

Critical Concrete: Refurbishment of social relevant spaces, Porto (Portugal)

Objective of project

The project was developed to provide an answer to the question: how to lead a socially relevant and sustainable construction or refurbishment project with no economic resources?

Description of project

Critical Concrete, an academic and social initiative, developed a new model to refurbish socially-relevant spaces – social housing, cultural centres and public spaces – through educational programmes. They offer a summer school program for architecture, design students and makers who are interested in both the theory of sustainable architecture and getting physically involved in the construction work. In this process, summer school participants contribute to the thorough refurbishment projects that could not normally be afforded by the social housing occupants or covered in full by public funding. On top of rehabilitating social housing, they also conduct refurbishment projects for cultural and public spaces.

One example was the Summer school during which Critical Concrete, its partner and students worked on an *Ilha* house. This traditional social housing configuration of Porto has been used since the 19th century to host the workers coming to the city attracted by the new jobs. The factories moved away, but the houses are still here, very often in a state of abandonment.



The house was owned and occupied by a person, who received social support. The building itself lacked basic facilities like running water, insulation and sanitary facilities. It was in need of urgent repair. During this first summer school 40 students from all over the globe came to Porto to conduct a thorough refurbishment to transform the house into a functioning home within three weeks plus an additional two weeks of refinement. The work included room construction, insulation, water piping, electricity installation, solar water heating, as well as building furniture, flooring, tiling, and painting.

The refurbishment done by Critical Concrete Summer School gave a new life to this space. The teams built a new insulated bedroom, a functional kitchen, and a new bathroom. Water and electricity are also upgraded.

This year Critical Concrete continued its model and refurbished through its educational model a house for a family of two adults and three young children, none of them having a decent bedroom or functioning living space in three weeks, with 42 students from 19 countries.

Recommendations / to be aware of applying the project

It is fundamental to work and involve closely public administration when developing the project, both to select the house and the family or place, as well as social services that work in the context before and after the action of the project.

It is also critical to set up a non-speculative contract with the owner of the house, to make sure that the refurbishment is done in to create and improve affordable housing configuration, as an anti-gentrification measure.

Further information / examples in the web

www.criticalconcrete.com;

<https://drive.google.com/open?id=oB8rEL8g2ueogbollMXhoemYxTFE>



CrowdBuilding, Netherlands

Objective of project/tool

Bringing vacant buildings together with potential users who buy it as a group and use it.

Description of project

CrowdBuilding is a platform, which is operated by a cooperation of architect's offices.

The platform showcases vacant buildings for which interested people can search for. Thus, the platform facilitates to bring potentials users with a vacant building together. The whole process is organised that the potential users decide together how they will use the building in the future before buying it altogether.

The process is done in 6 main steps.

1. **The architect's offices are searching for empty buildings**, i.e. by asking municipalities and property owner companies.
2. **Like the building that suits you.** Through the web-based **CrowdBuilding platform** a person can search for one or more buildings where he/she would like to live.
3. **Follow your favourite building**
4. The building(s) the person is interested in **can follow by clicking the "Follow" button**. As soon as there is a news about the reuse of the building he/she will automatically receive an update.
5. **Specify what you want.** People interested in a building can describe the idea how they want to use the building. If someone is interested in that idea he/she can 'like' and comment it. Together the people decide what is going to happen to the building.
6. **The design phase.** Once an idea for a building has enough "followers", an architect starts to create a design / housing concept based on the idea. Once a draft of the concept is finished, all followers receive an update. The people can "like" or "unlike" the design and leave comments. Based on the feedback the concept is refined.
7. **Ownership.** Once the design for the building has enough "likes" the architect supports the interested crowd to contact the property owner and buy the plot. First then **a contract between the architect and the new owners for the architectural services will be concluded.**

Further information / examples in the web

www.Crowdbuilding.nl;
www.spaceandmatter.nl

Contact person

Space&matter
 Tjeerd Haccou / Marthijn Pool
info@spaceandmatter.nl



Co-housing, Germany

Objective of project/tool

- Affordable housing and reduction of vacant buildings.
- Bringing vacant buildings together with potential users who buy and use it as a group.

Description of project

Co-housing projects are about to bring people together to create a common living environment i.e. through the joint reuse of a vacant building (site). Key aspects of planning and implementation of a co-housing project are:

1. Orientation phase
Searching for further members for the co-housing project, for a suitable building, for experts to support the planning and implementation of the co-housing project. Organisation and legal form of the group has to be decided and fundamental decisions taken like outline of cost estimates and a conceptual design.
2. Planning phase
Selecting external experts like architect / specialist consultants, project manager. The project is planned/ designed, calculated and financing in a joint effort. A real estate purchase option is conceived.
3. Purchase and construction preparation
The property is purchased. All of the preparations for the construction phase are made as i.e. tenders for the construction / rehabilitation works, construction insurance.
4. Construction / rehabilitation phase
Site management/ supervision; Financial control; Accounting of modernisation/ own contribution/ construction; Final acceptance.
5. Residential phase
The property needs to be managed and administered. New group-related processes are initiated and run their course: Care and maintenance; Building management; Group process.

Recommendations / to be aware of applying the project/tool

Often websites are used to bring people, interested in co-housing, together and find a match with a building (site).

Further information / examples in the web

http://www.cohousing.org/what_is_cohousing

<https://en.wikipedia.org/wiki/Cohousing>

<http://cohousing.ca/what-is-cohousing/>

http://www.stadtentwicklung.berlin.de/wohnen/wohnungsbau/download/wohnen_in_gemeinschaft.pdf



Guardian Houses, Leipzig (Germany)

Objective of project

- Ensure the safety and preservation of the endangered buildings in Leipzig
- Acquisition of new tenants for these buildings on a non-commercial basis
- Bring owners and tenants for the re-use of these buildings together

Description of project

HausHalten e.V. is a registered private association working for the preservation and rehabilitation of endangered heritage buildings in Leipzig. Their motto is "A lot of space for little money".

The model of the Guardian houses consists of two main parts:

1. HausHalten e.V. arranges an interim tenancy contract with the owner of the building. The building is usually let rent free for the term of the contract. The rights of use and brokerage of the building are transferred to HausHalten e.V. All ownership rights and property duties remain with the owner. An option to prematurely terminate the contract in well-founded cases is part of the tenancy contract.
2. HausHalten e.V. rents for free the buildings to "house guardians", agreeing that they pay the occurring operating costs of the building, they do independent repair input in the building interior and control the unused parts of the building. "House guardians" have to be paying members of HausHalten e.V.

Thus, the house occupants become guards of the house. Their presence helps prevent vandalism, limits weather damage and insures general maintenance. Since general wear and potentially damaging problems are discovered by the occupants early, they can be minimized. For HausHalten e.V. people who have a special social, cultural, or commercial attraction for the neighbourhood are of special interest as house occupants and guards for the houses.



The "house guardians" are free to design and refurbish the houses according to their needs and aesthetics. This makes them bring their craft and arts skills to the improvement of the buildings. The labour and maintenance of the apartments and remaining areas of the house become the reimbursement to the owner of the house in lieu of rent. In addition, the owners benefit by being relieved of the running costs and concern of the day-to-day maintenance of the house. The owner's responsibility rests with arranging for the provision of electrical, heating and water supplies to the houses. In some situations owners are able to secure funds for contribution towards making the house basically usable.

Further information / examples in the web

www.haushalten.org/de/english_summary.asp

Contact person

HausHalten e.V., info@haushalten.org

1.2 Public regulations & financial incentives

Regulation on cooperation between citizens and administration for the care and renovation of common urban assets, Bologna (Italy)

Objective of tool

Regulatory framework to jointly manage the urban commons of Bologna by the local administration and its citizens for the care of the city.

Description of tool

The regulation provides a handbook for civic and public collaboration, as well as a new vision for government. It allows citizen coalitions to propose improvements to their neighbourhoods, while allowing the city to contract with citizens for assistance. Thus the municipality functions as an enabler – giving citizens individual and collective autonomy. The regulation demands that all levels of government should enable collective action for the common good and find ways to share their powers and cooperate with citizens willing to carry out activities of general interest.

Before adopting the regulation a research unit together with an administrative task force formed a project steering committee. Together they designed experimentations to get to a prototype of a governance/regulatory tool based on the principle of horizontal subsidiarity and on collaborative governance mechanisms. City officials facilitated the birth of experimental partnerships between the City and local residents with regards to the management of a public square and a public building, all assets in need of cooperative place-making.

On the basis of the lessons learned (act after understanding) through the experimentation and necessary tests and analysis of the current national, regional and regulatory framework, three city officials and two external experts, received from the Mayor of Bologna the mandate to draft the regulation. The draft was subject to public consultation. In 2014 the results of the project were presented and the regulation approved by the City Council.

Recommendations / to be aware of applying the project/tool

Sufficient administrative personnel must be assigned to the implementation of the regulation. They have been selected among employees who volunteered for this. They were trained in order to provide them with necessary tools for the successful implementation of the regulation.

In terms of resources, the creation of a network of alliances between stakeholders of civil society and the entrepreneurial world was crucial. In addition, groups of citizens, active in the field of urban liveability, were pinpointed. Supply, community, financial and social service foundations were involved, as well as other stakeholders committed to the care of common assets of Bologna.

Further information / examples in the web

www.labgov.it/governancelabs/bolognalab/
(regulation in Italian and English)

<http://citiscopes.org/story/2015/how-regulation-turned-bolognas-civic-pride-action>
(news in English)

Contact person

Municipality of Bologna – Active Citizenship
Coordination Office, Donato Di Memmo,
CittadinanzaAttiva@comune.bologna.it



Regulation of civic use of urban commons /common goods, Naples (Italy)

Objective of the tool

Tool (legal framework) to regulate the reuse and management of vacant public buildings considered as “common goods” through bottom up initiatives.

Description of the tool

When a vacant building is or starts being used informally by the local community for social, political or cultural purposes and is recognized by the local government as a “common good”, a regulation for its “civic use” is elaborated by the local community itself through a participatory process and is adopted by the local government. The regulation defines the rights, duties and responsibilities for using the particular vacant building as common good. The regulation defines i.e. the self-management structures (i.e. board of trustees, management assemblies or thematic tables for the programming of the building/activities); the involvement process (procedures to call meetings and assemblies, consensus building / decision making mechanisms); guarantees of public access and collective use; principles of cooperation and co-management; financial resources for the management of the site; integration of sustainability principles in the management of the site.

Based on this regulation, the initiative is officially allowed to use the building complex. A “pilot regulation” was experimented for the bottom-up management of the “ex Asilo Filangieri” and was transferred last year to further 7 building complexes recognized as “common goods”, all belonging to the historical heritage of the city and occupied in recent years by different citizens’ movements reclaiming space for self-managed socio-cultural activities.



This tool is part of the “governance ad hoc” that the city of Naples has been setting up since 2012 to experiment innovative forms of bottom-up management of the urban commons. The City’s statute (art.3) contains and describes the category of “common good” and two administrative acts define the “Principles for the government and management of the Common Goods in the city of Naples” (Resolutions of the City Council n. 17 of 21/01/2013 and n.7 of 9/03/2015), expressly related to abandoned or underused public and private buildings identified as “common goods” by the local community. In addition, a City Councilor for the “common goods” and two administrative bodies (Permanent Observatory on Common Goods and a dedicated administrative unit) were appointed, which are responsible to build up the list of “common goods” in Naples and to regulate their management by the civil society.

Recommendations / to be aware of applying the tool

Each regulation should be officially adopted by the local administration and government.

As each building complex, identified by the community as “common good”, has specific characteristics, each regulation should be unique and strictly connected to the local context and community it belongs to.

The rules to experiment innovative forms of use and management of a building complex should be defined by the local community developing it through a participatory process.

Further information / examples in the web

Regulation of civic use of the building complex "ex Asilo Filangieri":
<http://www.exasilofilangieri.it/regolamento-duso-civico/>

Contact person (organization)

Fabio Pascapè - Unità di progetto Beni Comuni,
Municipality of Naples
fabio.pascapè@comune.napoli.it



Financial incentives and information about funding opportunities, Brussels (Belgium)

Objective of project

- Financial support for the creation of separated access to housing above ground floors;
- Provision of information about funding opportunities to owners and adequate companies for the preparation and implementation of rehabilitation works.

Description of project

The City of Brussels (Strategies of Development Unit/ Urban Planning Department) has developed an interdepartmental database linked to a geographical information system which makes it possible to monitor abandoned buildings and to identify buildings to act on.

In the beginning, a letter is sent to the owner of an abandoned building. It "warns" the owner about the tools which the City of Brussels can use to "encourage" the owner to rehabilitate its building (i.e. tax on abandoned, neglected, unoccupied or unfinished buildings'). In addition it offers following incentive tools:

- Financial support for the creation of separated access to housing above ground floors in commercial use
As there are about 290 houses which floors above the shops are empty due to the lack of a separate entrance, the city offers financial support granted within the framework of a global project, subject to planning permission, which includes a separate access to housing and the reuse of the floors to housing. The financial support covers 70 % of the cost of the work, with a limit of 15.000 € per building.
- Information about funding opportunities and adequate companies for the preparation and implementation of rehabilitation works.
 - *Centre Urbain*: this free information desk informs and advises the citizens in their renovation and construction project (renovation/energy subsidies, on-site diagnosis, etc.)
 - *Project X*: this association, depending of the Public Social Assistance Center (PSAC) of the City of Brussels, conceives and realises necessary works, partially subsidised, in order to improve dwelling units to a minimum level of health and safety. Then, the management of these refurbished dwellings is taken over directly by the PSAC. Since the Project X is also a project for professional insertion, the works are realised by unemployed persons who want to develop technical competences on site works.
 - *Social Estate Agencies*: these associations act as intermediaries between private landlords and tenants looking for housing. They socialise the rental housing stock in order to allow people with modest incomes to access to quality housing at affordable prices.



Recommendations / to be aware of applying the project/tool

The amount of financial support is depending of the annual budget allotments voted each year.

Further information / examples in the web

<https://www.bruxelles.be/artdet.cfm?id=6107>
www.curbain.be/; www.projetx.be/

Contact person

City of Brussels, Strategies of Development Unit
Milena.Vleminckx@brucity.be

Brussels' tool-kit for the reactivation of unoccupied buildings

Objective of project

To incite or force the rehabilitation and reuse of vacant buildings

Description of project

Tool 1: Inventory & analysis of abandoned buildings

To find out about vacant buildings there are three main activities for a systematic inventory:

1. Field survey, estimating vacancy through a visual assessment from the public space
2. Asking water & electricity companies which buildings have a low consumption of water and electricity
3. A check of the population register to know if there is a domiciliation in the building.

Identified abandoned buildings and sites are centralised in a web-based GIS database, which contains all available information within the public administrations about these buildings/sites. The mapping gives a geographic overview and helps to define a territorial approach.

Tool 2: Incentive actions OR right of first option

Brussels provides subsidies for renovation, to create a separate access to floors above shops, for a team of experts to help with the renovation of protected buildings, etc..

For a well-defined perimeter and if accompanied by a valid argumentation, authorities can have a right of first option to buy a building on sale.

Tool 3: Taxes

Brussels has developed a tax on abandoned buildings/lands. The tax is charged to running meters façade * the number of floors. It is due on yearly basis, for every past year of vacancy.

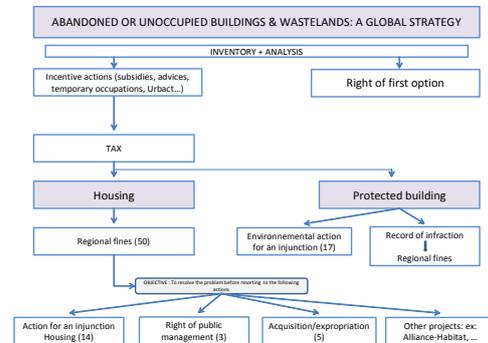
Tool 4.1: Protected buildings

The city of Brussels can request the region of Brussels to deploy a regional fine for neglected heritage on top of the municipal tax. Another option is to go to court to force the owner to renovate the protected building.

Tool 4.2.: Housing – regional fines & others

The city of Brussels can request the region of Brussels to deploy a regional fine for unoccupied building on top of the city tax fine. Another option is to go to court to force the owner to renovate AND to resolve the vacancy of the building.

Another instrument is that the owner keeps the building but is obliged to transfer its management to the city of Brussels. The city renovates the building and rents the property out to a people in precarious living situations.



Recommendations / to be aware of applying the project/tool

The amount of financial support is depending of the annual budget allotments voted each year.

Further information / examples in the web

<https://drive.google.com/open?id=1V-sAD6huZtT9Bu6E8TqUxcXlgpUJJrp->

Contact person

City of Brussels, Strategies of Development Unit
Milena.Vleminckx@brucity.be

2.

Awareness raising about the reactivation of vacant buildings

The Pavillon, Caen (France)

Goal of the tool

1. **Observe the territory, support projects**

The Pavilion offers a variety of actions such as presentation of projects, discussions, educational workshops, bike and canoe rides, etc. to help understand, explain and debate the stakes of the territory and projects.

2. **Open up to the "world"**

The Pavilion offers a variety of events to involve more global considerations and to get enriched by national and international references through architecture biennial, international exhibitions and conferences.

3. **Raise awareness of architecture and city planning among youngsters**

The Pavilion offers a variety of actions like workshops, guided tours of exhibitions, on-site visits, encouraging youngsters to take a new look at their environment. To make people discover the vacant site

4.

Description

To include the citizens in city planning, architecture and the development of the former harbor area, the wasteland peninsula, the city opened an underused, poorly maintained building "The Pavilion". At the same time, the master plan of the peninsula reached the validation phase. Among others the Pavilion was dedicated to help understand the master plan for the development of the peninsula, its complexity and the stages of the project.

The Pavilion is supposed to be a public space for civic participation, exhibition of ideas and plans and to present and discuss ideas and projects for the development of the peninsula.

An association (The Pavilion), detached from the city administration, but financed by the city, was created to run the place. It is responsible for animating the site for 4 years, continuously being present on site. It organizes activities and tries to put the site on the mental map of the citizens by creating a "habit of going there".

Achievements

The Pavilion has welcomed more than 33,000 visitors over the past three years, with a 30 % increase each year. With regards to the peninsula, the Pavilion has helped citizens to appropriate themselves with the master plan and the project of the development of the site. The citizens have started to discover this special territory with a new look.

Further information / examples in the web

www.lepavillon-caen.com/

Contact person

Nathalie Montigné, director of Le Pavillon:
nmontigne@caen.fr

Catherine Joubel, City of Caen: cjoubel@caen.fr



Drawing Walks

LE PAVILLON
URBANISME - ARCHITECTURE - PAYSAGE
PRESQU'ÎLE DE CAEN

ACCUEIL
LE PAVILLON
ACTU
ARCHIVES
REJOIGNEZ-NOUS
INFOS PRATIQUES



Activités
FÉVRIER ET MARS 2018
ATELIERS JEUNE PUBLIC ET FAMILLE // VACANCES HIVER

. DIM 25 FÉV, 14H >16H | VISITE-ATELIER Point.
Ligne. Surface. Volume
Découvrez les multiples réalisations de l'architecte Fabien Vienne : mobilier, hôtel, habitations...
Expérimentez la géométrie avec les jeux de construction inventés par ce créateur atypique.
Imaginez des dallages, des solides, passez du plan au volume, réalisez des sphères... à vous de jouer !
En famille, à partir de 6 ans.
. MERC 28 FÉV, JEU 01 & VEND 02 MARS, 14H >16H | MINI STAGE 3 bâtiments, de A à L...



Exposition
DU 31 JANVIER AU 25 MARS 2018
LE PALMARÈS DE L'ARCHITECTURE ET DE L'AMÉNAGEMENT DU CALVADOS - 2018

Le CAUE du Calvados a organisé une nouvelle édition de son le Prix de l'Architecture et de l'Aménagement - Palmarès 2018.
L'objectif de ce Prix est de promouvoir les réalisations en architecture et aménagement de qualité du Calvados. Les opérations lauréates et les mentions ont été désignées. L'exposition permet de balayer la production de l'architecture dans le département et de noter leur grande qualité...



Exposition-atelier
JUSQU'AU 18 MARS 2018
FABIEN VIENNE. POINT. LIGNE. SURFACE. VOLUME

Une exposition atelier de la Cité de l'architecture & du patrimoine. Fabien Vienne (1925-2016) est à la fois architecte, urbaniste et « modélateur ». Il a conçu pendant près de vingt ans des jeux de construction qui explorent la géométrie. Cette science de la mesure et de l'espace qui est constitutive de l'architecture, car elle est un outil de conception, de représentation et de transmission. L'exposition-atelier propose de parcourir l'itinéraire de cette personnalité singulière. Elle se présente comme un mode d'emploi pour [...]

Workshops for children in Caen



Drawing walks, Caen (France)

Goal of the tool

To make people discover the vacant site

Target group

Citizen and families

Description

Participants are invited on a discovery trip of the peninsula with a sketchbook and pencils in the hand. They are asked to explore the peninsula by drawing. In the spirit of a travel diary the participants are encouraged and guided to look and graphically translate what surrounds them: landscapes, architectures, details, materials, etc. This allows appropriating the place and of expressing its beauty, its poetry in an own style. The fee for the comic walk including the materials is 10 € and limited to 15 participants.

Recommendations applying the tool

Equipment has to be provided and well prepared with a professional illustrator. The route of the visit has to be prepared precisely as to offer the possibility to stop easily for drawing. The sketchbook must provide canvas or drawing primers to help participants in their drawing, but also blank pages so they can express themselves freely.

Further information / examples in the web

www.lepavillon-caen.com/

<http://palmafestival.com/>

Contact person

Nathalie Montigné, director of Le Pavillon:

nmontigne@caen.fr

Catherine Joubel, City of Caen: cjoubel@caen.fr



Street Art Festival «Palma Festival», Caen (France)

Goal of the tool

To make an artistic buzz on the Peninsula – to enhance derelict buildings and to make people discover the area

Target group

Citizens

Description

During the 2 days Street Art Festival «Palma Festival» 5 street-art artists painted 5 „palma walls”: 3 of the paintings were located on derelict buildings of the Peninsula, 2 others nearby the Peninsula.

Action 1 – Cycling tours on the Peninsula

Organised by Le Pavillon citizens were invited to discover the paintings and talk with the artists about their work.

Action 2 – "The Graphic Surgery Way " workshop (for children)

After having discovered the painting of "Graphic Surgery" and being introduced to his work, children had to create a collage using the 3 principles of this collective of artists: lines, black, white.

Action 3 – Self-printing postcards workshop

Participants were taught in self-creating postcards through engravings on moss, representing different types of architecture on the Peninsula.



Recommendations of applying the tool

Such events must be strongly advertised on social networks, websites, to schools administration, young people networks, ...

Further information / examples in the web

www.lepavillon-caen.com/
<http://palmafestival.com/>

Contact person

Nathalie Montigné, director of Le Pavillon:
nmontigne@caen.fr

Catherine Joubel, City of Caen: cjoubel@caen.fr

Workshops for children, Caen (France)

Goal of the tool

To raise the awareness of children – and their parents – about the abandoned place – Caen’s peninsula

Target group

Children and their parents

Description

Caen organises continuously different workshops for children on the site to bring the children and their parents to this area and make them think how it could be part of their life. The fee for the workshop is 2 € and limited to 10 children per workshop. These workshops are also organised for schools.

Workshop "The super-hero land on the peninsula"

Accustomed to Gotham or Metropolis several super-heroes are planning to settle on the peninsula. From the observation of comics and the buildings of the city of Caen, the children imagine their new playground transforming the landscape of the peninsula thanks to the technique of pop-ups.

Workshop "Incongruous landscapes"

From illustrations and photographs from the 19th century up to today of Caen, the children are asked to create new urban landscapes for the peninsula, in which epochs telescope.

Workshop "Man-made landscapes"

Children are asked to imagine how they could live between the river Orne and the canal; to live above the river or at the edge of the water. They choose and experiment by building their model.

Recommendations applying the tool

Equipment has to be provided: paper, scissors, glue, colour pencils/painting, etc.

Further information / examples in the web

www.lepavillon-caen.com/
<http://palmafestival.com/>

Contact person

Nathalie Montigné, director of Le Pavillon:
nmontigne@caen.fr

Catherine Joubel, City of Caen: cjoubel@caen.fr

BEGEHUNGEN (inspectiong Festival, Chemnitz (Germany))

Goal of the tool

To revitalise abandoned areas and buildings by the means of art and culture and by bringing these places and their history back into the public awareness.

Target group

Citizens, Artists, Visitors

Description

BEGEHUNGEN is an independent arts and culture festival in Chemnitz dedicated to the promotion of young artists in abandoned areas and buildings. It takes place every August and is organised by a non-profit association working on a voluntary basis.

For the organizers of the festival, vacancy is not only perceived as problem in the city, but also as a great opportunity. A chance to think, a chance to play with vacancies and rethink urban space! With the festival they try to open up new perspectives for these spaces and recall them to the memory of the city for a weekend. An abandoned place is no longer abandoned as soon as the observer's gaze falls on it. "We don't have solutions, we want people to come into conversation and deal with the topic and the place."



Once a year, the festival, which is well known beyond the city limits, invites artists to initiate debates about selected themes by using visual, auditory or performing art. Artists can apply with an idea and do a residency to work on the artwork in Chemnitz and the

exhibition place. Artists can also send their work, but it's nicer when they stay in Chemnitz for a little time. They get familiar with the city and spread their experiences in their hometowns.

The festival encourages all citizens, visitors and art lovers to become part of and to enjoy the art scene of Chemnitz by an exhibition of contemporary art and a framework program with theatre, lecture, music, shows, workshops and walks. In the last two years the festival place is built nearly accessible for all.

Recommendations applying the tool

Creating a festival like BEGEHUNGEN is a chaotic thing. You need a good group of people with different skills, like crafting, communication, finding financing resources and many more. You need to find stakeholders in politics and administration, because in Germany a place for a public event must be safe. You need a little bit of courage and most important you need to have fun to muckrake

Further information / examples in the web

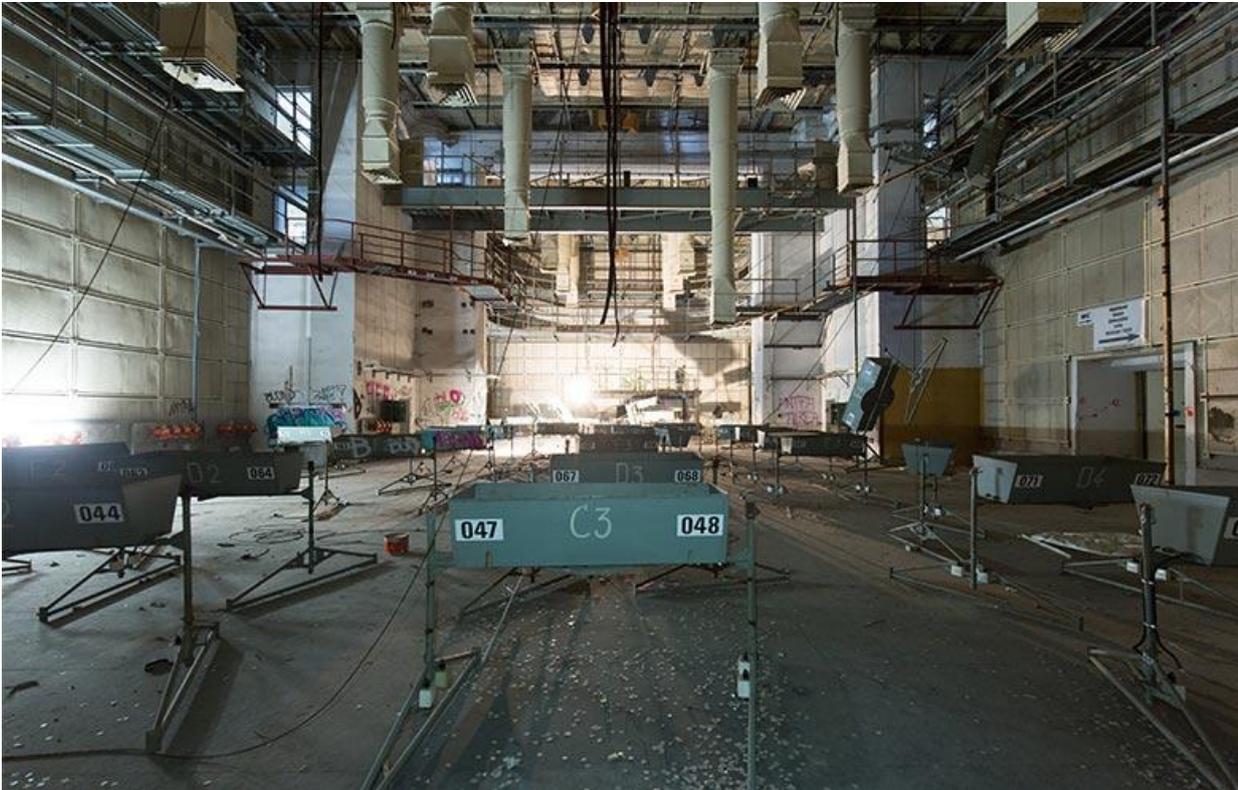
<http://www.begehungen-chemnitz.de>

Facebook: @begehungen.chemnitz

Contact:

Begehungen e. V.

info@begehungen-chemnitz.de



Further examples

Music events to raise the awareness about the intention to reactivate the target building and animate inhabitants to join the reactivation process

Dubrovnik organised music events to attract people to the target site. During the events they informed about the intention to reactivate the building and to involve the citizens in that process. People were given a “form”, in which they could state their interest in participating in the reactivation process. 70 people demonstrated their interest. 2 people will be directly involved in the ULG. Also particular activities for children had been organised – to attract them and their parents.



Further information on [google drive](#).

Artistic and light installations

Brussels used the “Nuit blanche” to open up the building for the people. As “incentive” an art presentation took place.

Further information on [google drive](#).



Genoa organised a workshop, in which installations from recycled materials were produced and exhibited on the target site as well as installations that encouraged interactions between space and users through integrated devices and the application of new technologies.



Naples organised artistic installations to make people aware of the building and the process.

Maribor and Lublin organised light installations to raise the awareness about vacant buildings.



Discussion rounds to bring different spheres of stakeholders together

Lublin organised several discussion rounds, bringing architects, art historians, students and representatives of NGOs together to widen each other’s horizon. The discussions provoke clashes, but were fruitful to raise the awareness about the social importance of the rehabilitation of the target building.

Ambassadors to promote the project

Dubrovnik has chosen two ambassadors, one from the municipality, one from the 3rd sector, to promote the project to the public i.e. in the media and schools. The ambassadors are known and popular in the community.



3.

Joint development of usage ideas for vacant buildings



As the buildings and sites, the 2ndChance partners are working on, have lost their original purpose, they need to obtain new functions and new users. Most partners work on larger, abandoned buildings, which can, due to their size, provide space for a variety of different functions.

As it is the intention of the 2ndChance partners to reactivate their target buildings embedded in the city or neighbourhood development context, they aim to provide space for functions and uses in support of the neighbourhood or city development; to support strategic uses of the premises, which bring the interests of the property owner together with the public interest. The challenge is to find uses which, in their entirety, are beneficial for the development of the neighbourhood and the city on the one hand and, on the other hand, enable an economically viable development and maintenance of the building in the long term.

Thus, the 2ndChance partners have made great efforts to involve different stakeholders in the development of ideas for the uses of their target buildings and site. Public consultations took place, many smaller and larger workshops and on-site visits were organised as well as different kind of idea competitions were launched. Some of these examples are presented in this chapter.

Hackathon – Urban Hacking, Chalons (France)

Goal of the tool

The "hackathon" (from hacking + marathon) is an event of 24 hours during which students/experts from diverse and complementary areas meet in teams and collaborate with the goal of [re] inventing specific urban areas. The aim of the event is to enable collaborative, 'creative' and visionary projects to emerge in a very short time.

Target group

Students of urban planning, design, landscape, architecture, engineering, business school, arts in the broadest sense.

Description – Tutorial

Traditionally a Hackathon starts with the presentation of the program, the concerned subject and the expected results. After this, the participants have 24 hours to develop a proposal (project idea). At the end of the Hackathon the participants present the results and a jury evaluates the works by rewarding the winner.

In the case of the hackathon de Chalons the municipality opened a call to students, who were invited to participate to the "Hack Chalons" with the aim of [re] inventing the city centre. The municipality offered a space where the hackathon took place and the necessary equipment for the design (computers, papers, colours, etc...), food and drinks were provided. The students, in teams of five, had 24 hours to re-design projects to reveal the potential of re-enchantment of the city centre. Afterwards, the projects were shown to the public through an exhibition, uploaded on a webpage and disseminated through social networks. The projects, produced during the hackathon, become part of a public survey: "vote for the best idea".



Recommendations / to be aware of applying the tool

The hackathon should be implemented in a very short time (max 2 days). The students/experts have to be provided with all necessary tools for the design and for staying in the place for the whole time of the hackathon. The hackathon should be advertised within the students'/experts circuits and also to the general public. The results should be disseminated to the general public.

Such a hackathon can be used to develop ideas for the reactivation and reuse of vacant buildings and sites.

Further information / examples in the web

reinventerchalons.com/

www.citadiavision.com/2016/04/lets-hack-chalons/

hackferrara.wordpress.com/ (hackathon in Ferrara)

Contact person

see websites

— LET'S —
HACK 
 CHÂLONS !

The student workshop & idea competition, Maribor (Slovenia)

Goal of the tool

To develop, visualise and discuss possible solutions and new ideas for uses of underused buildings in “competing” concepts and at the same time to motivate and activate architecture students to deal with real cases of city development, supervised by experienced professionals.

Target group

- Students and academics
- Politicians & authorities
- Property owners & investors
- Professionals
- Citizens

Description – Tutorial

To launch new ideas and vision for the reactivation of the vacant target building of Maribor, the University of Maribor, faculty of architecture (Prof. Sitar) in coordination with the ULG of Maribor of the 2ndChance project, organised within the regular master study programme a student project. After a comprehensive analysis of the site and gathering examples of comparable projects from Slovenia and abroad a 1st student workshop under the mentorship of architect Nussmüller from Graz and Assist. Nataša Šprah took place. Key of the workshop was the joint formulation of ideas for recommended uses, taking into account the perspectives of potential investors, the major, spatial planners, etc. An additional task was to discuss these ideas with a sample of random persons of various profiles to obtain the most realistic assessment of the actual requirements for the city. Collectively the most suitable ideas were grouped into three distinct concepts. For each concept a student group of 5-6 students was set up, which elaborated the concept in detail. During a 2ndworkshop interim results were presented and discussed with the ULG. Based on results the student groups finalised their concepts and presented them in form of a poster exhibition in the entrance hall of the Department for Architecture. Along with the exhibition an additional meeting with the ULG and the architect Nussmüller took place to deepen the students’ results. During an additional workshop the results were presented to the public and advantages, disadvantages and opportunities discussed with the ULG and representatives of the 2ndChance network. The final results will be published as a booklet for dissemination to a wider audience.



Recommendations / to be aware of applying the tool

- Provision and early analyses of existing documentation
- Definition of the multi-disciplinary targeting
- Active coordination with the local stakeholder group from the very beginning
- Interim discussion of concept ideas & local stakeholder critics and additional proposals
- Presentation and discussion of proposals to academics, professionals, local stakeholder group, city council and to the public

Further information / examples in the web

<https://maribor24.si/lokalno/taksna-je-ideja-za-obnovo-zapuscenih-zaporov-v-mariboru/>

Contact person

University of Maribor; Prof. Dr. Metka Sitar,
Head of Architecture Chair; metka.sitar@um.si

Creativity workshop: From questions to actions, Maribor (Slovenia)

Goal of the tool

Engage people in creative and inspirational conversations with others to come from questions to actions.

Target group

Citizens, focus groups, NGOs

Description

The creativity workshop allows the participants to share their questions and thoughts about a project or an issue that matters to them and receive a reflection and input from the others to move from questions to actions. The creativity workshop links the participants as they move between groups, cross-pollinate ideas and discover new insights or issues that are relevant for them.



1. Welcome:

Arriving time with open reception, warm-up, getting to know each other through creative elements like pictures, colours, songs. Participants sit in a big circle, a chance to 'land' and connect with the others.

2. Announce questions:

After a silent brainstorming about the matter, people are invited to bring forward their questions and concerns. It is voted on which questions will be worked on further.

3. Conversation rounds:

On each question are three conversation rounds. Participants are invited to move after each round to another question-table, while the host of the table always remains.

- *1. question-round – Qualifying the question:* What is the quest behind the idea / intention / project idea? Every participant is invited to challenge the table host concerning the deeper meaning of it or to precise it.
- *2. question-round – Expanding the question:* What is missing? Having redefined the question, the participants work to make the question more comprehensive (e.g. what are perspectives or options not considered yet). After the 2nd round – during a general break - the table hosts thinks through what he/she has learned so far.
- *3. question-round – Moving to action:* Third round is for the hosts to consolidate the learning into action. He presents what he/she has learned so far and what the next steps / actions could be. Together it is thought about further actions. The outcome of the round is that the host and each participant take away at least one action to implement.

4. Closing:

Back in the plenum each host shares what was discussed at the table and with which actions they came up with. Participants are allowed to give feedback and share their experience.

Recommendations of applying the tool

To use this workshop technique to talk about potential uses for buildings, the "announcing question" could be: "How could the building be used?"; "What are our project initiatives for this building?" "What would we really enjoy to see, when building is renovated and in use?". In the 1st question round participants discuss why this use is a good idea. Based on the comments in the 2nd question round the idea of use is qualified and discussed what is missing to be able to implement that use. In the 3rd question round it is discussed what has to be done to implement the action.

Further information / examples in the web

<https://vimeo.com/69798730>

<http://amandafenton.com/core-methods/what-is-the-pro-action-cafe/>

Contact person

Natalija Vrhunc, Facilitator, host and coach
natalijavrhunc@yahoo.com
www.natalijavrhunc.si



Participatory workshop, Brussels (Belgium)

Goal of the tool

To inform about and involve inhabitants in the process of the development of "ZIR 4" in Neder-Over-Hembeek, Brussels

Target group

Inhabitants, associations, administrations

Description

First day

1. Site visit with the inhabitants: joint diagnosis of the current situation and presentation of some projects for the area;
2. Round-table discussions about the image, identity, strengths and weaknesses of the area: at each round-table there was a poster which contained an aerial picture and free space to write comments and perceptions about identities, strengths, weaknesses and places the participants liked or did not like.

Second day

1. Presentation of 10 objectives of the master plan, by means of 3 scenarios proposed by the City of Brussels and the main intentions via an abstract of the 3 scenarios. Each theme is represented by a pictogram (connections, retails and industries, green spaces, housing, etc.);
2. Round-table discussions by theme/pictogram. Each round-table discussion focused on one theme/pictogram, supported by a thematic poster. The poster included reference pictures which gave different interpretations of the theme, generating different reactions and opening up the discussion (for example, different type of commercial buildings for the theme "retail"). People could vote for the reference picture they liked or write a comment/sketch about the idea. Experts were asked to moderate the discussion (e.g. employee of mobility department, public building agency for housing, educational department for "services" theme).
3. Closing of the workshop by the Alderman of Urban Planning and Heritage with information about the further process.

Follow-up

A careful report, in the form of a booklet, including also opposing quotes was sent out to all the participants by post and mail (so they could quickly reply by mail but also had a hard copy) as well as to different (governmental) institutions which played a role in the realisation process.

Next, based on the results of the workshop and on the economic and political feasibility of the proposals, the scenarios were recomposed resulting in one, more refined scenario, which was proposed to a panel of experts at the regional scale.

Recommendations applying the tool

- This workshop technique can also be applied to develop ideas for the reuse of buildings. Buildings can be visited and analysed by doing a SWOT. Afterwards, objectives for the reuse of the buildings are proposed and discussed, sketching potential uses.
- Use different channels of information in order to attract a variety of people.
- Warmly welcome the public with drinks and food, the presence of a local politician and publish this on the invitation in order to encourage people to participate.
- Allow for a “complaining wall”: people generally start “complaining” about all sorts of problems when coming in contact with the alderman; it is sometimes hard to say “this is not the theme of the evening” making them feel undervalued. We have a specific poster for this on a wall near the entrance: people have to put their problem on the post-it (explaining it also briefly to one of the collaborators – making them feel heard), together with their contact details. This allows to “save time” and keep the general focus on the theme of the evening. Important: promise to pass on the message i.e. by writing an official letter to each of the considered services within the city or other institutions. This follow-up takes some time but is important.
- The participatory workshop is a consultation process. Be aware that some participants might have problems to read a plan or lack relevance of some proposals, etc.



Further information in the web

An interactive webpage is being developed where inhabitants can receive information about the development process and where they can ask questions directly to one of the civil servants (*not online yet*).

Contact person

Camille Baar/ Milena Vleminckx-Huybens
 Urban Planning Department/ City of Brussels
Camille.Baar@brucity.be
Milena.Vleminckx@brucity.be

Target-group oriented site visits to the target building complex

Naples organised target group oriented site visits for:

- counselors, technical departments and services of the municipality;
- architecture students and professors of architecture design;
- the public, in particular directed to those who demonstrated interest to join the ULG.

Directly after each site-visit a short survey was organized in order to receive feedback on the spur of the moment about “strengths and weaknesses” of the building complex and ideas for uses.



On-site meeting with citizens to identify their wishes

Dubrovnik organised an on-site meeting for the citizens during which they asked different questions how they would use the target building. Focus had been social and cultural uses. Touristic uses were not favoured.



Activities to activate the neighbourhood to take part in the reactivation of the target site

Genoa organised at the target site an information event and parties with karaoke and little swimming pool for children to inform about the reactivation intentions and to discuss it.



In addition at the target site a room was opened for the citizens, which can be used to meet and to discuss the reuse of the target site. First meetings have taken place with interested people of the neighbourhood to discuss how to “recycle” the vacant areas and buildings.

Further information on [google drive](#).

Perspective workshops to develop ideas for the reuse of the target building

Gijón organised several workshops with a particular focus and different sectors linked to the target building, the Tabacalera. The aim of the workshops was to achieve a common understanding and vision for the building and to have a common understanding of the different interest and expectations. This series of workshop allowed developing a variety of potential uses for the building taking into account the different local perspectives involved at the revival of the building.



1 day intensive ULG workshop

Brussels organised a 1 day intensive workshop during which “problem tree” was produced and short term and long term objectives, potential uses (for whom and constraints) and the possible role of the partners were discussed



Creative Workshop to develop and discuss the vision for the target site

Chemnitz organised a “Creative Workshop” with the owner and people / institutions from the creative sector to develop and discuss the image and vision of the target site.



Open call to express interest to join ULG and collect first ideas of potential uses

Naples published an open call via their project website (within the municipal web page) for the expression of interest to join the ULG to develop the vision for the reuse of the target building complex, to be part of the elaboration of the LAP and to experiment temporary uses.



The municipality proposed some fields (culture, art, sport, social activities for the neighbourhood, temporary uses) and the associations/enterprises/institutions/informal groups need to express their interest by presenting a project/idea/temporary use related to the building complex. This helped also in getting preliminary ideas for potential uses.

4.

Interesting examples of reactivated vacant buildings

CENTRE D'ARTS

FABRIK

BAR RESTO

RECYCL ART



FILANTROPIE est une structure d'édition et de production de mobilier créée en 2016 par Recyclart Fabrik, un des trois départements de l'asbl Recyclart.

Filantropie promeut de jeunes designers Belges. Tous les meubles de la première collection sont en chêne massif, construits pour durer. Nos équipes de menuiserie et de construction métallique sont composées de chefs d'équipe ayant une grande expérience dans leur domaine, et d'ouvriers en formation et en réinsertion.

Les meubles produits ont tous une finalité utilitaire, leur prix de vente est aussi bas que possible, l'objectif est d'être accessible au plus grand nombre.

INFOS ET ACHATS: charlotte.burgaud@recyclart.be

EXPOSITION DU 2/12/16 AU 31/01/17 ACCESSIBLE TOUS LES JOURS DE LA SEMAINE DE 10H A 18H AU MAD IN SITU 4 RUE DU VAUTOUR 1000 BRUXELLES

LIENS VERS LES MEUBLES :

PAUSA Pierre-Emmanuel Vandeputte

BM WRKSHIP collectif

CHAMBRES Deborah Lévy



The 2ndChance partners are in the process of reactivating a large vacant building in their city. However, there exist many successful reused vacant buildings. This chapter demonstrates examples of vacant buildings that have been revived by local residents' initiatives, creative artists and city administrations. These examples are intended to encourage the reactivation of vacant buildings together with different stakeholders in the public interest.

Schaubühne Lindenfels – A community based theatre, Leipzig (Germany)

History & Background

The listed building, 1.000 m² from 1876, was built by a private person where the society of Leipzig met, ate, danced and watched theatre and cinema. In 1987 the building was abandoned and the cinema, which was still in service, closed. In 1993 theatre actors from Leipzig, dreaming of an own theatre place, took over the building and re-opened it as theatre and cultural cinema, renting it from the city for 12 years. The challenge was the long-term financing of the operation, the rehabilitation of the building and being capable to buy the property, worth 200.000 €.



Objectives & Project description

The goal was to reopen the building as a community based theatre with a cinema and gastronomy, to organise music and literature events and to provide presentation space for young artists in Leipzig. The artists, running the building also support and take part in cultural neighbourhood activities.

The feature of the Schaubühne Lindenfels is the foundation of a charitable, non-profit stock company, which uses their stocks as community shares to acquire funds for the project.

Results & Achievements; Community uses

A new cultural centre within the neighbourhood could be established. Through the involvement of the shareholders a strong identification with the Schaubühne Lindenfels could be achieved as well as the strengthening of the civic engagement.

Finance & Management

To finance and run the project the charitable, non-profit stock company Schaubühne Lindenfels was founded. People can buy stocks of the company for 24 € per stock, which – of course – are not traded at a bourse. They can be bought directly from the company. The stocks are art prints from Leipzig artists. So far there are around 1.200 shareholders, through which 112.800 € was earned for the project. The shareholders do not receive a yearly dividend (as the project makes no profit), but the dividend is the cultural performances in the neighbourhood and they have the right to participate in the annual shareholders' meeting with voting power.

Further income is generated through donations, crowd-funding and entrance fees for the theatre, the cinema, the exhibitions, the music and literature events and through the gastronomy. These incomes cover around 50 % of the costs of the project. The other 50 % is gained through public cultural subsidies (~ 276.000 € p.a.).

For the rehabilitation of building they received 360.000 € through the urban redevelopment assistance programme – a joint programme by the national government with the federal states of Germany.

The house is managed by the Management Board of the non-profit stock company, which is

responsible for operational management. The management board is advised and controlled by the Supervisory Board, consisting of three members. The three members of the Supervisory Board are appointed by the shareholders during the Annual General Meeting (each shareholder one vote). At the Annual General Meeting the shareholders are informed on all developments and plans for the further development of the Schaubühne Lindenfels. Fundamental questions are discussed and the Management Board relieved.

Further information

www.schaubuehne.com

https://de.wikipedia.org/wiki/Schaub%C3%BChne_Lindenfels

<http://neue-nachbarschaft.de/immovieliien/schaubuehne-lindenfels/>



Peißnitzhaus – Cultural and educational activities for families and children, Halle/Saale (Germany)

History & Background

In 1893 the building was erected on the island Peinitz in Halle (Saale) and used as an excursion locality with gastronomy and bier garden. Later the building was turned into a school and in the end in a meeting house for the communist youth group. In 1989 the building was closed for renovation, but which never took place. Finally the building was abandoned. In 2003 the association Peißnitzhaus was founded by people interested to safeguard the building, with the objective to reactivate and rehabilitate it. In 2010 they received from the city the right of using the building for 20+5 years. Immediately they started with first rehabilitation works.



Objectives & Project description

The goal of the project is to rehabilitate the building and provide space for cultural and educational activities for families and children. The feature of the project Peißnitzhaus is – besides the registered association – the foundation of a charitable cooperative, using community shares to acquire funds for the rehabilitation of the building.

Results & Achievements; Community uses

A new cultural centre has been established, providing a cultural and educational programme for families and children, run by the local community.

Finance & Management

To finance and run the project the association Peißnitzhaus founded a charitable cooperative, which offers cooperative shares of 1.000 € to support the renovation and buying the property from the city. Up to now more than 100 people and companies are members of the cooperative. Their “dividend” are the cultural and educational performances at the location. Further income is generated through membership fees of the association, sponsoring, donations, in-kind support and entrance fees for the cultural and educational performances and music events.

The building is managed by the Boards of the registered association Peißnitzhaus and the charitable cooperative, which are responsible for the operational management. The cooperative is responsible for the acquisition of necessary capital for the financing of the construction sections and to continue the ongoing operation.

Further information

[https://cooperativecity.org/2017/08/14/peissnitzhaus/;](https://cooperativecity.org/2017/08/14/peissnitzhaus/)

[https://www.peissnitzhaus.de/;](https://www.peissnitzhaus.de/) <https://de.wikipedia.org/wiki/Pei%C3%9Fnitzhaus>

<https://youtu.be/N3bOGYyAZsU>

Cascina Roccafranca – The community centre, Turin (Italy)

History & Background

The building was an old farm with 2.500 m² of covered space and a 2.000 m² courtyard; today owned by the City of Turin. In 2007 it was renovated and turned into the multi-functional community centre Cascina Roccafranca.



Objectives & Project description

The goal of the project was to find a new community centre with a wide range of social and cultural activities in a working class neighbourhood.

The feature of the Cascina Roccafranca is the public-civic management through a public-private foundation.

Results & Achievements; Community uses

A new community centre could be installed that attract about 3.500 **people** every week through the wide range of social and cultural activities that take place there.

Besides music, theatre and dance events, which are set up, both, by the Cascina itself and community groups, a day care centre with an outdoor playing ground was opened as well as an "Ecomuseo", in which local historical memories are archived and made accessible to the citizens. Also a reception area was installed, dedicated to inform and listen to citizens, offering a free help desk to give advice on legal, housing, trade union, administrative and bureaucratic issues. In addition the community centres accomodates a restaurant and cafeteria, both run by a social cooperative, where most of the employees are people suffering from social exclusion or disabilities.

Finance & Management

66 % of the yearly budget is covered through commercial activities: the restaurant, the cafeteria and the rental of space for activities, courses or private parties. Also sponsorships & fundraising campaigns with other public and private foundations add to the budget. They also try to set up economic partnerships with the private sector on joint projects to gain income. The rest of the budget is financed by the municipal budget.

Management

The community centre is managed by a public-private foundation from public and civic actors. The management structure consists of a "Board of Directors" with 5 members: 3 of which are nominated by the City of Turin and 2 members appointed by the "College of participants", made up by 45 associations and groups that operate in the Cascina. In total the foundation works with 80 associations and informal groups, as well as 20 individuals who promote activities in Cascina. The work is helped by 40 volunteers and 13 employees.

Further information

<https://cooperativecity.org/2017/05/06/cascina-roccafranca/>

www.cascinaroccafranca.it

Old market hall “Stava Trznica”, Bratislava (Slovakia)

History & Background

The Old Market Hall in Bratislava is a historical building dating from 1910.



Objectives & Project description

The goal of the project was to reactivate the market hall for the neighbourhood as local meeting point, offering a food market and cultural events.

The feature of the city owned Old Market Hall is its operation by the civic association “Alliance Old Market Hall” (Aliancia Stará Tržnica) and the use of a local community currency.

Results & Achievements; Community uses

Today the market hall serves as a meeting point, offering a food market every Saturday and cultural and social events (concerts, performances, exhibitions, festivals, fashion walks, etc.) on other days. On daily basis there are two cafés, a grocery shop, a cooking school and a soda water manufacture.

Most products in the market are sold directly by their producers, who are also mostly situated in the Bratislava region; thus supporting the local economy.

Finance & Management

To support buying in the market, the civic association running the market hall, established a local community currency. Citizens can change € into the local community currency, which can be spent in the market. Through a particular procedure people paying with that currency get a 2 % reduction of the taxes ([further information about this](#)). In addition in the market hall they have a collecting point, at which people can leave products (books, decorative items, clothing, etc.), they do not use anymore, and financial contributions. The earnings from selling these products and financial contributions are used for the reconstruction of the Old Market building.

The market hall to the City of Bratislava, but is operated by the civic association „Alliance Old Market Hall since September 2013. The Alliance not only takes care of the programme, but also invests in the reconstruction and maintenance of the building.

Further information

<http://staratrznica.sk/eng>

Spazio 13 – The Creative Hub, Bari (Italy)

History & Background

SPAZIO 13 is a community experience of social innovation and reuse of a decommissioned public building, having triggered the involvement of residents and stakeholders in the transformation process affecting the *Libertà* neighbourhood.



Objectives & Project description

The main goal of the project is to transform a disused school into a Creative Hub through an extensive network of 15 youth associations and the engagement of the local community through participation, cultural empowerment and social innovation tools. Another objective is to strengthen the neighbourhood's identity to find out an antidote to its gentrification.

Results & Achievements; Community uses

Thanks to the participatory model adopted, this process represents a virtuous experience of PPP between the City of Bari and civil society. In fact, as part of the city strategy for the regeneration of this neighborhood, a local group was selected after a national tender and it includes an extensive network of 15 associations, mainly composed by young architects, urban planners, designers, photographers, communication experts, European policies experts, residents, families and young residents.

SPAZIO13 is a running project. The results achieved and expected are:

- Promoting the conversion of the former school through a collective self-build path and co-design workshops with associations and residents;
- Activating an urban laboratory of education, production, social innovation, serving communities;
- Promoting a collaborative network at the neighbourhood scale composed by associations, professionals, and institutional bodies able to play an active role in the regeneration process.

In particular, several Informal Education laboratories (architectural/ engineering design, photography, startup businesses, digital communication), Making laboratories (FabLabs 3D printing, carpentry, audio/video production, recording music, photo printing) and events (co-working, public library, public events, etc) are currently going on in the building.

Finance

€ 200.000 were given by the Municipality of Bari and the ANCI (National Association of Italian Municipalities) for the use-conversion and implementation of the activities run by the local group.

Management

The management of SPAZIO13 is designed according to the principles of Community Governance, through collaborative mechanisms between partners and institutions. SPAZIO13 results are monitored by an internal committee at the Municipality of Bari and by the ANCI technical committee which also financed the project.

Further information

<http://urbact.eu/spazio-13-creative-hub-urban-regeneration>

Culture as the intermediary – Youth community centres, Aarhus (Denmark)

History & Background

The City of Aarhus has tested a method to include young people in the redevelopment of empty municipal buildings whose future use has not yet been determined, by working with physical temporary use.



Objectives & Project description

While deciding the final use of empty buildings, the municipality temporarily reactivates them as a youth community centre, where young people are invited to have their say about the physical settings and content.

The deal is that the centre must be developed in close collaboration between the young people and the municipality staff working at the centre. By being close to the young people, the municipality can then nudge them towards an education or a job and avoid illegal occupations.

Results & Achievements; Community uses

In the beginning, several young people with an interest in construction were involved in the physical transformation of the building, but once discovered by young artists, these places became quickly and naturally cultural incubators for the city.

The buildings, redeveloped and refurbished with the contribution of young people, who also created cultural activities, produced an overall improvement of the neighborhood's environmental/social conditions.

The municipality staff on site usually assists the young people's entrepreneurial efforts and activities and promotes the dialogue with educational institutions and those who work with young people. As an important result, several young refugees became part of the Centre, on equal terms with other local youngsters.

Moreover, political awareness is raised for what concerns the possibility to run a youth community centre as a collaborative effort, involving both young people and local governments, and the City of Aarhus' Children's and Youth City Council actively supports the Youth Community Centre and is working to find a solution to the need for a location and municipal part-financing for the centre.

Finance

€ 200.000 was made available by the Municipality to temporarily develop the sites.

Management

The project is supervised by a steering committee consisting of executives from three administrations at the municipality, two representatives for the young users and two external representatives from different youth environments in Aarhus. The youth community centre has not yet been evaluated. A course in entrepreneurship, formed by the participants, has been held and evaluated by an external evaluator but the report is only available in Danish.

Further information

<http://urbact.eu/culture-intermediary>

Pop-up to date, Antwerp (Belgium)

History & Background

The project started in the framework of a biannual exposition in 2012 in the neighborhood of Oud-Berchem, in the southern fringe of Antwerpen. It focuses on two streets, which form a very long continuous commercial axe through the neighborhood. The very diverse neighborhood has over 130 nationalities but also suffers from relatively weak socio-economic profiles and a bad image. In the commercial street, many shops had



remained empty for a long time and the turnover was elevated. The project consisted of reactivating empty shops during the biannual exposition and was initiated by the District of Berchem. The cultural center of the district was put in charge to pilot the project together with an association called Berchem Creatives.

Objectives & Project description

The project facilitates the reactivation of empty shops during two months around the biannual exposition. Every edition 6 to 10 empty stores are reactivated by creative entrepreneurs in order to put the spotlight on these spaces, draw a dynamic into the neighborhood, break the negative image and get people to know the area from a different perspective.

Mechanism: Non-profit organisations such as Creative Cities vzw, run by local entrepreneurs, build a close links with local communities and property owners to match vacant units with creative, entrepreneurial spirits.

The approach starts with identifying the owners of vacant retail units on the one hand and creative entrepreneurs on the other hand. The vacant retail unit is rented by the non-profit organization on behalf of the local authority that takes up a role as funder and enabler: for example, decayed properties are lightly refurbished before the rental. During the first two months, a reduced tariff helps creative entrepreneurs to try out their business in a real-life environment. After the project period, the profitability of the business and further ambitions of the starting entrepreneurs are evaluated and customized coaching and counseling made available.



Results & Achievements; Community uses

The integrated multi-stakeholder approach displayed in Antwerp's Oud Berchem neighbourhood has proven to be an effective as well as inspiring methodology to transform a depreciated shopping area into a lively axis of creativity.

The neighbourhood functions now as an incubator, spilling over new retail entrepreneurs to other city

districts. The streetscape has visually improved due to the refurbishment of the commercial properties, which has raised the districts' appeal.

The success ratio for the conversion of vacant units stands at 70%, with 60% of units being long-term rented and 10% being sold to entrepreneurs.

A majority of the entrepreneurs involved (18 so far, and 10 in 2017) have reported having either started a permanent shop in the city (60%) or are continuing their activities on a freelance basis or through web shops (20%).

New qualitative retailers are opting for long-time residence in the refurbished units.

Finance & Management

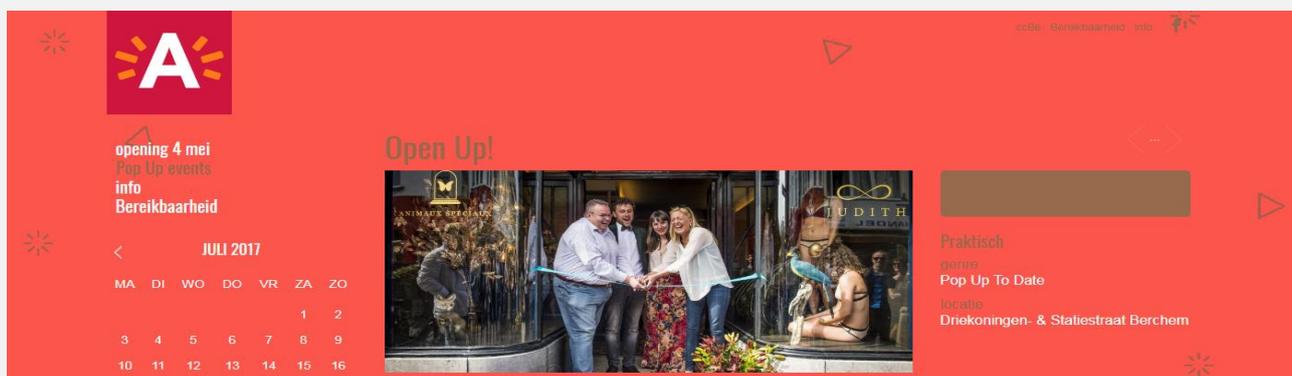
The project is piloted and financed by the District of Berchem. For this, they provide a working budget of 15.000 € and a part-time workload for 2 staff members of the "cultural service" during the 4 months preparation phase. As soon as the shops are open, follow-up services still requires a day of work per week.

The cultural center provides support by means of a technical team, communication service and accounting. Berchem Creatives has helped with the preparation by searching for owners and spreading and promoting the call to creative entrepreneurs through its own network.

The rent during the project is fixed at 500 € per month, mostly not including costs for electricity, gas and water. The entrepreneurs pay 150 €/ month to the district, who covers the rest of the costs.

After the project, many owners ask for the full renting price. This is still a challenge for many entrepreneurs, which leads that they look for space elsewhere. Nevertheless (see results) 60% of the units are rented out afterwards, be often to a different entrepreneur.

In the future, the District of Berchem hopes to be able to offer further support to avoid this side effect.



Further information

<http://urbact.eu/pop-date>

<https://www.ccberchem.be/pop-up-to-date>

<https://www.popuptodate.be/>

NGO house, Riga (Latvia)

History & Background

In line with the wish of the residents and NGOs the NGO house was opened in September 2013 in order to help implement the “Riga City Society Integration Programme” for 2012-2017.

Objectives & Project description

To develop sustainable cooperation between NGOs and the municipality in order to promote increased citizen awareness of local affairs and participation in municipality related activities, the NGO house was opened in a refurbished school building. More specifically, the NGO House empowers Riga’s NGOs by offering practical solutions and providing resources for capacity building, information exchange, best practices and experience exchange, networking, leadership training and membership recruitment. The NGO house develops several realms of activities which raise awareness of self-organisation and its advantages, as well as promoting active participation of NGOs and citizens and an integrated approach to development and sustainability. The main activities from the municipality for the NGOs in the NGO house are:

- Informative, technical, administrative and educational support – free advice, informative and educational seminars, a monthly electronic newsletter;
- Support for encouraging cooperation – joint NGOs twinning and networking events, best practices experiences exchange, thematic events;
- Support for implementing events and activities produced by NGOs by offering free premises and technical equipment;
- The events aim to shape a well-functioning democratic, inclusive society based on solidarity and equal access to civil, social, economic, cultural and environmental rights.

The NGO House is a platform where representatives of civil society effectively engage in practical work, share ideas and experience, debate raising topical economic, educational, environmental, social issues. It is also a place for raising and debating issues that are urgent for the civil society.

Results & Achievements; Community uses

The activities of the NGO House have fostered the development of a favourable environment for the cooperation of various associations and foundations and capacity building in the city of Riga, thereby promoting social inclusion and citizen participation. NGOs have involved a wide range of stakeholders in their events and activities. A few events organised by NGOs caused widespread public interest and resonance.

The model of a regular, long-term cooperation between the municipality, NOGs and citizens has promoted the active involvement of organisations in the integration process of society and the development of an empowered civil society. Other local governments of Latvia have visited the NGO House to learn from the experience. The citizens have proposed to establish branches of the NGO House in other neighbourhoods of Riga.

Finance & Management

The project is funded by the Riga City Council. The NGO’s do not need to pay contributions or rent. 3 employees from the city administration take care of the daily management.

Further information

<http://www.iksd.riga.lv/public/56036.html>

Recyclart Art Centre, Brussels (Belgium)

History & Background

The project is located in a deprived neighborhood where an elevated railway line forms a scar and boundary in the urban tissue of the southern part of the city center. In order to create a positive dynamic in the area, the abandoned train station was reactivated through a unique urban, artistic, social and economic project.



Objectives & Project description

Recyclart constantly intends to stimulate a social-economic dynamic, trying to stimulate the creative industry in Brussels. The project consists of 3 parts:

- the art centre,
- the wood and metal workshop (Fabrik)
- the bar/ restaurant.

Each of these separate projects is developed according to the same vision of being inclusive: all people are welcome, all art is art, all music is music.

There is a specific program to provide transitional training to long term unemployed people, whom are given job in one of the three Recyclart projects: as bar or restaurant helper, metal or wood worker, maintenance personnel, etc. In the program employees are hired for a maximum period of two years and benefit from several trainings. They are surrounded by an experienced professional team. At the end of the program, the employees are accompanied in their search for a new job, which has been successful for the large majority.

Results & Achievements; Community uses

The most fundamental achievement is that Recyclart still exists, 20 years after the first idea. This is an example of a temporary project being valuable enough to get funded every year. Recyclart is able to attract local people and have an impact on the neighborhood as well as people from all over the city, thanks to their music and cultural events. Artistically, Recyclart tries to break down barriers between different types and movements. They have organized lectures, expositions, parties, summer festivals, book and record sales, bread baking workshops, etc. In every project they try to look at things differently, for example, for a photography exposition they gave cameras to a number of long term homeless people who then documented their day.

Finance & Management

The project was founded in 1997 through an Urban Pilot Project Funding from the EU till 2001. Till then the project is government funded and has the structure of an NGO. There is a fixed team for each of the three projects and a general managing board.

Further information

www.recyclart.be

20
18

ULB Faculté
d'Architecture
La Cambre Horta



ARCHI TALKS



**RECYCL
ART
ARCHI
TECTU(U)R(E)
&
URBANISME**

21.02 PALESTINA
Recyclart,
Rue des Ursulines 21, 1000 BXL
19:30 Bar open 20:30 Conference
Salle/Zaal - 3€

21.03 BARCELONA
Les Ateliers Claus,
Rue Crickx 15, 1060 BXL

09.05 SEOUL
Faculté d'Architecture La Cambre Horta
de l'ULB, auditorio Victor Bourgeois,
Place Eugène Flagey 19, 1050 BXL
www.recyclart.be

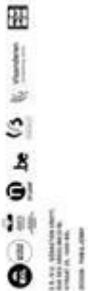


GREETINGS FROM

**21.02 PALESTINA
AAU ANASTAS**

**21.03 BARCELONA
FLORES
Y PRATS**

**09.05 SEOUL
CHAE
PEREIRA**



The House of Words – Activating the local community, Lublin (Poland)

History & Background

The building, constructed in the beginning of the 19th century, was used as a print house (since the thirties of the last century) with housing facilities. At present it is owned by the city of Lublin. First modernization works have been implemented.



Objectives & Project description

Creation of a cultural institution that activates the local community by undertaking activities not only in the building but also in the neighbourhood. The intention is to attract inhabitants from other parts of the city, too. For this they created a print house as a museum, offering educational activities.



Results & Achievements; Community uses

The cultural institution plays an important role in the revitalization of the area. It has started the renovation of the second half of the building where flats are located. All activities focus around “words” (publishing activities, documents, storytelling workshops, etc.), why the house is called the “House of Words”. In all activities the local community is involved– in as outside the building.



Finance & Management

A cultural institution was created by the city that manages the place. It is financed 100 % by public funds (subsidies and project funds). So far for renovation approximately € 310.000 were spent. The entire renovation of the building is planned in phases depending on the availability of financial resources.



Further information

<http://teatrnn.pl/domslow/>

Old fortress – new life, Šibenik (Croatia)

Objective & background

The 4 fortresses of Šibenik were abandoned and derelict without any economic and social activities. Their physical status downgraded the image of the city. Thus, it was the objective to regenerate these fortresses for the benefit of the city. One of the main challenges was the lack of financial resources for the rehabilitation and future maintenance of the fortresses.

Description & key activities

In the beginning it was analysed why the fortress have been abandoned and neglected. Reasons have been that they had lost their original purpose, problems with ownership leading to no maintenance and devastation over the time due to war and weather. The local authority had lack of knowledge and financial resources to rehabilitate and maintain the fortresses.

With EU funds during the accession phase to the EU new opportunities open up. Based on a project case approach business plans for the regeneration of the fortresses were developed connecting the preservation of the cultural heritage with the reuse of the sites for tourism and socio-cultural purposes. The business plans demonstrated that the reuse of the fortresses will allow achieving revenues to be able to maintain and run the fortresses.

Key activities for the reactivation of the fortresses have been:

- Development of project idea and technical documentation
- Public debate and interviews with key stakeholders about the reuse of the fortresses.
- Cost –benefit analysis
- Development of business plan
- Involving potential users in the planning of the fortresses.
- Application for EU funds
- Implementation of the project
- Achieving revenues for the financial viability of the project
- Introduction of new technologies

Achievement & benefits

Fortress St. Michael was regenerated as an open air summer event space for concerts, theatre, etc. with 1077 seats. The fortress has become a centre for cultural events, creating sufficient revenues for its maintenance (and even beyond) through entrance fees, concerts, weddings, private companies renting the space.

The fortress Barone was regenerated as a tourist destination with an augmented reality museum (based on an app application) and souvenir shop with restaurant. In addition there is a children playground and video games for youngsters.

The third fortress was developed as a leisure place for the citizens. The management is shared by the city and two members of NGOs from the cultural heritage field, deciding together about the programming and the budget of the fortress.

Recommendations & Lessons learnt

Very important is to take a project development approach rather than the classical “rehabilitation approach”. Key for this is to start with an analysis why the building site is vacant and what purpose it should have in the future (involve the public in that). The purpose should be needed in the city. During the planning phase involve future users to ensure the proper rehabilitation and functioning of the building.

Base the regeneration on a business plan with a cost-benefit analysis, strict deadlines, sustainability, joint management, partnership with NGOs. With the business plan demonstrate the feasibility of the project, in particular if local resources are scarce.

Crucial was also the founding of a municipal owned association “Fortress of culture” in charge of the management of the fortresses and organising the events.

Key data

Regeneration costs: St. Michael fortress: 3 Mio. € (~1 Mio. € EU IPA funds; rest from local budget, which was a big challenge); Barone fortress: 1,25 Mio. € (85 % from EU funds).

Visitors and events in 2016: 420.000; 9 big events in St. Michael fortress, 30 small events in Barone.

Yearly revenues: 6 Mio. HRK through the activities in the fortresses.

Further information / examples in the web

www.barone.hr; svmihovil@sibenik.hr

<https://www.youtube.com/watch?v=j4BvnKYCXSsw>

Contact person

City of Sibenik, Petar Misura,
misurapetar@gmail.com



Reuse of buildings for cultural activities, Maribor (Slovenia)

Puppet theatre

public investment

Established in 1974, the 27-member Maribor Puppet Theatre is a repertory theatre, staging mainly new works from contemporary Slovene children's and youth literature. In late 2010 the theatre moved in the reconstructed former Minorite monastery on the bank of the Drava river. With the 5.000 m² and four venues (970 seats) it became the largest puppet theatre in Slovenia.



In 2003 the idea emerged about placing the Puppet Theatre in the empty complex of the former Minorite monastery on Lent by the River Drava. In 2004 there was an architectural competition and in 2005 the architects Jurij Kobe and Rok Žnidaršič and colleagues created the implementation plans on the basis of the solution that had won the competition. The work was carried out between 2007 and 2010. This solution was a compromise that provided suitable premises for the theatre and saved the abandoned monastery from complete ruin. This was the first time in Europe that a modern theatre was placed in a building that had developed from a medieval monastery.

Further information:

- http://www.culture.si/en/Maribor_Puppet_Theatre
- <http://www.theatre-architecture.eu/en/db/?theatreId=251>
- <http://www.lg-mb.si/en/>

Vetrinj mansion

public investment

In 1961, the building was declared as one of the most important Slovene architectural monuments and was in 2001 entered into the register of the "immovable cultural heritage in Slovenia". With the help of funds from the EU, the building was extensively renovated between 2007 and 2010, for which the Piranesi Award and Plečnik medal was granted to the architects involved: Maruša Zorec and Matjaž Bolčina. After that, it was used as the seat of the Maribor European Capital of Culture 2012 until its management was in 2013 passed to the [Narodni dom Maribor](#), who has given it its current concept.



The Vetrinj Mansion, located in a renovated mansion in the historical centre of Maribor, is a multi-purpose cultural venue, exhibition and production space that supports primarily production and presentation of non-governmental cultural organizations. It strives to support the ideas and projects of local artists and creators and encourages participation of artists and producers, based on (mutual) self-help and do-it-

yourself mentality. Exhibition space, multi-purpose hall and atrium function as a cultural venue, available on project basis to cultural producers, private cultural organizations, initiatives and individual artists in the field of culture and cultural industries, offering them both infrastructure and expert support.

Further information:

- http://www.culture.si/en/Vetrinjski_dvor
- <http://www.festivalmaribor.si/en/prizorisca/vetrinj-mansion/>

TKALKA / Weaver

public support

The headquarters of former galenical laboratory in the centre of Maribor owned by the Municipality of Maribor had not been in use for over five years and started to decay. Therefore, the municipality decided to give it for low rent for uses to promote tourism, social entrepreneurship, cooperatives and social innovation development.



In May 2014 the municipality signed a contract with the local public institution for tourism, Zavod za turizem Maribor – Pohorje. They organised a call and selected four beneficiaries that are now using the building: PRIZMA Foundation for Improvement of Employment Possibilities, Centre of alternative autonomous production CAAP, Socio-cultural association Frekvenca and Institute Green Directive. The beneficiaries have a contract of free rent for five years that binds them to pay for all operating costs and the task to provide space for social entrepreneurship, cooperatives and social innovation. For that they have build a cooperative to run the building. Funds for running and rehabilitation costs they raise through the membership fee of the cooperative (everyone who works in the building has to be a member of the cooperative); partly the municipality still takes over part of the maintenance cost. The contracts between the four beneficiaries and other users of the building last for three years.

Currently, there are more than 55 organisations and social enterprises or cooperatives and more than 20 users of the desk-sharing programme (self-employed, micro enterprises, start-ups), all together more than 120 individuals and over 50 employments.

Together with the help of sponsors and own voluntary work necessary basic reconstruction and maintenance work was carried out in the beginning, turning the 'industrial building' into a community co-working space. In addition, events are organised to bring the different enterprises and organisations together to create new activities and working opportunities.

Further information:

- <http://newideasforoldbuildings.eu/2015/09/24/weaver-tkalka/>
- <http://www.culturefighter.eu/microstories/creative-spaces/tkalka-in-maribor>
- <https://www.youtube.com/watch?v=FWBDGAPWrlo>
- <http://tkalka.si/>

Salon of Applied Arts – PERON Cooperative

private owner renting for noncommercial rent

The Salon of Applied Arts is both a coffee house and an event and exhibition venue in the city centre of Maribor. Opened in 2013, its concept merges arts fair programming featuring regional artists, an exhibition and sales floor for local design products and vintage furniture, and a venue for various cultural events. It is also just a plain old coffee house.



The Salon of Applied Arts is set in an old secession mansion that was built in 1913. At that time it was called *Teresienhof* and was an urban hub for the local bourgeoisie. During World War II it was transformed into a so-called Grand Café (*Velika Kavarna*) and in the late 1980s into a casino. That went bust in 2009, leaving the imposing building empty. The private owned building was given for non-commercial rent to the Cooperative PERON that as a collective act decided to return the place to its former function as a centre for urban cultures. They refurbished it, equipped it with an eclectic selection of vintage furniture and opened it up to the works created by local artists, artisans, and designers. Besides selling the items, the people operating the Salon of Applied Arts also repair and renovate various design items.

Further information:

- http://www.culture.si/en/Salon_of_Applied_Arts
- <https://www.facebook.com/SALON.maribor>

GT 22

private owner renting for free

GT22 was established in 2012 as a research, education, and production platform that connects creativity, arts and sports (art centre). The seat of the "Transnational Guerilla Art School", this so called interdisciplinary laboratory hosts a variety of creative spaces, from a hack-lab and a gallery to a skate park. It operates as an open community, inviting a wide circle of users to participate and integrating its activities within the capacities and needs of its urban environment. The venue, led by the [Institute Foundation Sonda](#), operates in collaboration with a number of various Maribor-based cultural producers and is under the patronage of the Oset-Puppis family, who have allowed the use of the premises (1.000 m²) free of charge. GT 22 is responsible for the running and maintenance costs.



The venue, led by the [Institute Foundation Sonda](#), operates in collaboration with a number of various Maribor-based cultural producers and is under the patronage of the Oset-Puppis family, who have allowed the use of the premises (1.000 m²) free of charge. GT 22 is responsible for the running and maintenance costs.

Further information:

- <http://www.culture.si/en/GT22>
- <http://www.gt22.si/#>
- <https://www.facebook.com/GT22maribor/>

Alternative Housing Project “Kompott”

After the eviction of an occupied building, the former occupiers were offered by the city four vacant buildings in a block with about 3.200 m² for their use (in 2010). The buildings were in bad conditions. In the beginning they could use the buildings for free. After first rehabilitations actions were done by the people that lived in the building, financially supported by the national research program "Experimental Housing and Urban Development" in the research field "Youth animated vacancy" with 120.000 €, they bought the buildings from the city. In the financing of the building they have been supported by the apartment-house syndicate, which supports a self-organized living – solidarity-based economy (Mietshäuser Syndikat; for further information: <https://www.syndikat.org/en/>).



Today, the alternative housing and cultural project for the reuse of the buildings is called “Kompott” (<http://kompott.cc/>). It provides space for collaborative housing and cultural projects like a reading café with regular movie nights, readings and discussions; studios and artist’s (work)shops and exhibitions; a for-free store for retro couture and an event space with a welfare kitchen, table-tennis and DJ-workshop and a community garden.

The project finances itself, the rehabilitation and maintenance of the building, by asking for a (low) rent of the people that live and use the building and by renting the event space.

Further information:

<http://neue-nachbarschaft.de/immovielien/kompott/>

https://www.syndikat.org/de/projekte/das_kompott/

Video about the reuse of abandoned spaces through community-led development:
<https://www.youtube.com/watch?v=Bk6zyP4o4so&feature=youtu.be>.

The 2nd Chance Network
February 2018



www.urbact.eu/2nd-Chance

Follow us on:

www.facebook.com/2ndChanceURBACTIII

www.twitter.com/urbact2ndchance

[www.instagram.com #wakingupthesleepinggiants](https://www.instagram.com/#wakingupthesleepinggiants)