

# 2nd Chance – Waking up the "sleeping giants"

Activation of vacant buildings and building complexes  
for a sustainable urban development

Baseline Study



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#### Baseline Study

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## 2nd Chance – Waking up the "sleeping giants"

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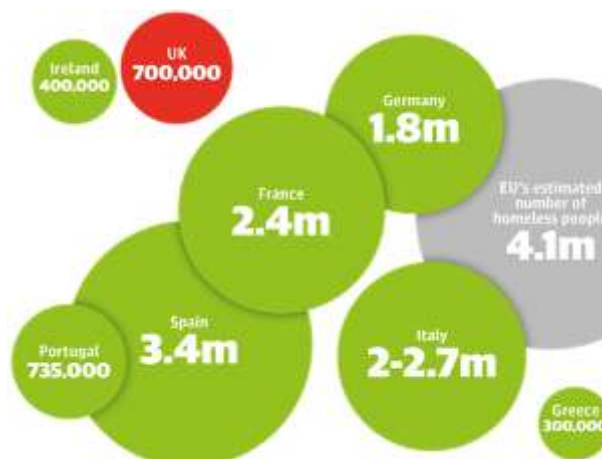
## 1 State of the art: Starting position

This chapter starts with an introduction why the issue of voids and vacant buildings in Europe matters from the EU level point of view (chapter 1.1). This is followed by a brief overview about opportunities these vacant buildings provide for the European city, but also with which challenges cities are confronted to reactivate them (chapter 1.2). This is followed by some good-practice examples and initiatives, which have already successfully strived for the reactivation of vacant buildings (chapter 1.3).

### 1.1 The EU context and EU policies

Urban areas are becoming both the causes and solutions of the current environmental and social crisis and future cities will also have to deal with limited urban spaces and resources. In order to cope with these environmental and urban crises, a paradigm shift in conventional urban regeneration is essential.

As the EU has entered the post-industrial age, decline of manufacturing industry, suburbanization, changing urban policies and planning systems, this has resulted in producing **diverse spectrums of underused and abandoned urban spaces, so called "voids"**. Voids can be fallow land, vacant lots, reserved areas, unused open space, space between public and private realms or vacant buildings, which have no permanent use or have fallen out of use. The radical restructuring of global economy in recent decades has resulted in **an explosion in the number of such spaces**. 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<sup>1</sup>. Hous-



**Number of empty properties across Europe**  
Source: The Guardian based on national data

ing statistics in the EU (2010)<sup>2</sup> showed that in average 6-8 % of conventional dwellings in European countries are vacant.

Inefficient decision making, lack of corresponding policies, poor land management, poor co-ordination among decision makers, public and private stakeholders as the main policy problems have not given answers how to turn these underused and abandoned urban spaces, which have often lost its original purpose, into opportunities for a sustainable urban development.

Because **these voids present a great opportunity for the European city**: the recycling and reusing of these abandoned urban spaces can be one pathway for greater resource efficiency and new, sustainable growth as important contribution for a resource efficient Europe. These urban voids can be strategic places for the redevelopment of cities and neighbourhoods. Re-using derelict land and widely abandoned buildings can contribute heavily to sustainable development by

- supporting a compact settlement structure and urban renewal;

<sup>1</sup> [www.dw.com/en/empty-property-in-eu-could-house-all-of-europes-homeless-and-more/a-17463912](http://www.dw.com/en/empty-property-in-eu-could-house-all-of-europes-homeless-and-more/a-17463912); [www.theguardian.com/society/2014/feb/23/europe-11m-empty-properties-enough-house-homeless-continent-twice](http://www.theguardian.com/society/2014/feb/23/europe-11m-empty-properties-enough-house-homeless-continent-twice).

<sup>2</sup> [www.rijksoverheid.nl/binaries/rijksoverheid/documenten/rapporten/2010/12/17/housing-statistics/housing-statistics-in-the-european-union-2010.pdf](http://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/rapporten/2010/12/17/housing-statistics/housing-statistics-in-the-european-union-2010.pdf)

- pushing more resource efficient cities by using the grey energy of the existing building stock instead of building a new one, by improving the energy efficiency of the building through its rehabilitation. This supports a more efficient use of urban resources: land and energy.
- providing space for economic, social, cultural and environmental uses and needed functions in the city / neighbourhood;
- protecting European cultural heritage as these vacant buildings often have cultural heritage values;
- developing new cooperative planning processes between city administration, citizens, NGOs and economic operators to give them an active role in shaping the urban development through the revitalisation of such buildings.

There are also **social aspects** in all that. As vacant, abandoned buildings and sites have no official use anymore, there are “open” for something new. They present an opportunity to develop the site also for the benefit of the common goods, within the interests of the people and neighbourhood needs. Thus, these sites can contribute for example for the provision of affordable housing or for providing space for start-ups, cultural activities, etc., generating new job opportunities for the community.

Thus, **it needs policies in the cities which actively seek to use the opportunities of these voids**, in particular reusing empty, abandoned buildings, and develop them with the notion of the above mentioned issues to take advantages of them as strategic places for a sustainable renewal of our cities and neighbourhoods.

The 2<sup>nd</sup> Chance network wants to make a contribution to it by helping its partners to reactivate their larger vacant buildings and building complexes in the city in support of a sustainable urban development under the notion of the common good, and to develop policies, which actively make use of the opportunities these

buildings provide. Because due to the size of these vacant buildings they can provide space for a variety of needed functions; all this within the existing building stock and the city limits.

At **European level** currently the [sustainable building initiative](#)<sup>3</sup> is probably the closest to the topic of the network. In the beginning of 2015 DG ENV, DG GROW and the Joint Research Centre called for interest to establish a main stakeholder group to support a study on “Resource efficient Buildings” during 2015-2017. The aim of the study is to develop a common EU framework for building environmental performance indicators to drive improvements in both new and refurbished buildings. One specific objective of the study is to support more intensive use of buildings in order to reduce the need for further built environment, e.g. use empty buildings instead of building new, use buildings for more than one purpose when suitable, build flexible buildings to be adapted to new functions or changing needs when appropriate.

The study responds to the need identified in the Communication ‘Resource Efficiency Opportunities in the Building Sector’ [COM \(2014\)445](#)<sup>4</sup> for a common European approach to assess the environmental performance of buildings throughout their lifecycle.

There are further EU policy initiatives, but with the focus mainly on the improvement of the environmental performance of buildings in terms of energy efficiency: for example, the [Energy Performance of Buildings Directive](#)<sup>5</sup> obliges Member States to apply minimum requirements on the energy performance of new and existing buildings.

In the last decade several EU initiatives have dealt with brownfield developments and temporary uses which have intersections with the 2<sup>nd</sup> Chance topic. For project examples see chapter 1.3.

<sup>3</sup> [susproc.jrc.ec.europa.eu/Efficient\\_Buildings/](http://susproc.jrc.ec.europa.eu/Efficient_Buildings/)

<sup>4</sup> [eur-lex.europa.eu/legal-content/EN/TXT/?qid=1411482206636&uri=CELEX:52014DC0445](http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1411482206636&uri=CELEX:52014DC0445)

<sup>5</sup> [eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32010L0031](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32010L0031)



## 1.2 2<sup>nd</sup> Chance network: Challenge,



### Opportunity, Objective

#### Challenge & Opportunity

In many European cities smaller and larger derelict, vacant, underused sites and premises can be found in or near the city centre. These sites often have a negative impact on their surroundings. On the other hand they present a great opportunity: vacant primarily means empty, but also free and therefore full of opportunity. The voids can be used to complete a compact settlement structure, to confront limited urban spaces and resources, to provide space for needed functions in the city.

Large buildings and building complexes that have lost their original purpose, are in decay and derelict, but are at the same time the prime opportunity within voids to support a sustainable city and neighbourhood development. Because of their size they can provide

space for a variety of needed social, economic and ecological as well as cultural functions. They can provide space for social and economic activities, space for neighbourhood groups and activities, space for cultural industry, for start-ups, for alternative uses, etc. Further, they are often landmarks or identity anchor points; they often have great potential for the urbanisation of neighbourhoods and the galvanisation of actors. Their revitalisation can blaze a trail for the careful use of space and energy, using the grey energy of the building instead of building a new one. Often these larger buildings are also older buildings with cultural heritage value, which should be safeguarded through proper rehabilitation and reuse.

But these larger buildings and building complexes are often too large to be redeveloped at one time and (financially) too heavy for just one investor. This results in a further decay of the building, up to the extent that they are a security hazard and an "eyesore" for the city. Also long period of abandonment increase social and economic expenses and causes further negative impacts on its surroundings. These voids might be both in public and in private hands. The challenge is to reactivate those "sleeping giants" for a resource efficient sustainable growth and for the benefit of the urban (neighbourhood) development. It is about to bring these larger buildings and building complexes in use again, to rehabilitate/retrofit them, to improve the energy efficiency, providing space for what is needed in the neighbourhood / in the city, to support an appropriation through indefinite users, to support strategic uses of these premises, not only oriented on private exploitation interests, but also on the interests of the common good.

Particularly, the potential of local groups and initiatives has so far been underestimated and ignored. Cooperatives, builders' groups, associations or foundations invest capital not for the purpose of short-term profit expectations. Self-organised and with a great willingness to shape, they implement ideas of new living and housing models. Some of the projects have set

themselves sustainable social and ecological tasks that hold out the promise of long-term benefit for the city also in economic terms. These local groups are to be activated and involved for the revitalisation of these "sleeping giants".

### **The challenge and questions of the 2<sup>nd</sup> Chance network are:**

*A list of the most important questions from the partner's point of view are in chapter 3.2.*

#### Embedding the reuse of the property in the urban / neighbourhood development context

- What are the city development objectives and perspectives?
- What are the objectives and needs for the neighbourhood the property is situated?
- Which opportunities offer the reuse of the property for the city / neighbourhood? Which sustainable/ demanded functions could be embedded?
- Could there be negative effects for the neighbourhood because of the reuse/ new functions?
- How to identify the vacant buildings, which can be of best use for the urban/ neighbourhood development?
- How to make understand that the reactivation is not only about economic development?

#### Physical and economic adaptability of the property to new functions

- What is the current physical state of the property?
- Can the property physically adapted to desired new functions/uses? Is this feasible?

#### Engagement of stakeholders for the reuse of the property

- How to identify, activate and engage appropriate stakeholders for the reactivation of a building? How to ensure a lasting cooperation with good communication and coordination between them (unlock further 'resources' for the reuse)?

- How to activate/engage with property owner for the common reactivation of the property and to achieve a lasting cooperation for mutual beneficial use of the property?
- How can the public interest / the notion of urban commons be integrated in privately driven project developments?
- How to identify and coordinate the interests and engagement potential of the stakeholders?
- How to start the process that people start "taking over" the building?
- How to ensure the coordination within the different city administration units and the city council / mayor?
- How to involve universities / higher education to access their expertise / innovation?
- How to get hold of the buildings when the owner does not want to get active?
- How to attract and engage investors/ potential users?
- How to work with local/social media?

#### Development of appropriate strategy, instruments and process for the reactivation of the property

- Which policies / instruments are or should be in place to support the reactivation of the property?
- How to finance the whole process and the reuse/rehabilitation?
- What is the role of the municipality in the process of reactivation?
- How to monitor vacant properties / voids?

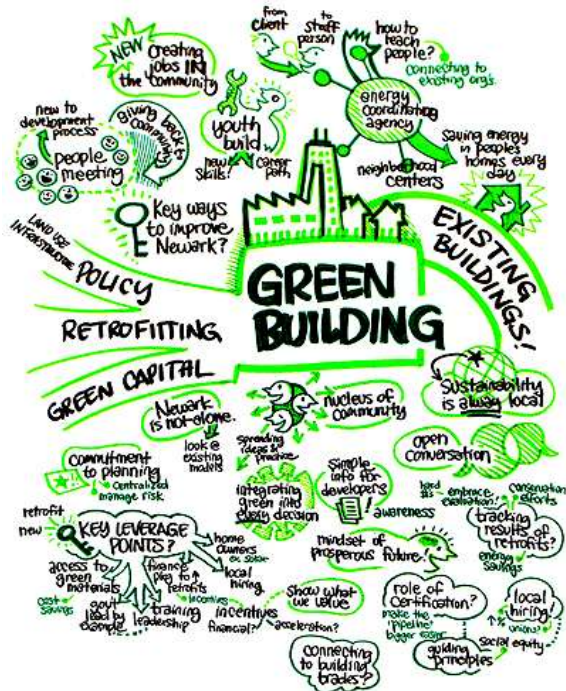
Answering the questions during the 2<sup>nd</sup> Chance implementation phase will enable the partners to develop collaboratively a flexible development/reuse strategy for the property, which is embedded in the strategic city and neighbourhood development. The strategy can demonstrate alternatives for the reuse.

The strategy will include a by all stakeholders accepted vision and objectives for the reuse of the property; (possible) functions/uses to be



embedded in the building; strategy, actions, next steps to reactivate the property; financing the further process, etc. It is also possible that during the project certain new uses / functions are tested for example through temporary uses.

## Objectives



Objective of 2<sup>nd</sup> Chance network will be to find out and try new approaches, new ways / instruments and planning methods to reactivate vacant larger buildings, building complexes or areas with many vacant buildings. The focus will be to develop Local Action Plans (LAP) how such vacant large building complexes can be revitalised together with the community/different stakeholders for the benefit of the owner, the community, the entire city; how they can be revitalised step-by-step (letting them “grow” like a city) or how a development in cooperation with private property owner and the community could work.

The network will develop further organisation and financing models to turn more local actors into players in the revitalisation of such buildings and to strengthen the local potential for innovation. This can provide impulses for new urban developments. The intersection of innovation potential of self-organised builders'

groups and principles and experiences of co-operatives harbours an opportunity of creating affordable housing and other uses, such as co-housing, co-working, commercial start-ups of a wider quantitative impact, and finding ways of perpetuating such voluntary tasks and programmes also over generations. In the end, new bottom-up experiences of cities, at political level and administrative level, on “common goods / urban commons” could be another innovative tool useful for the renaissance of vacant large buildings.

The intention of the network is to bring partners from European municipalities together which have derelict, underused premises with larger empty buildings, building complexes or areas with many vacant buildings near or in the city centre, which “resist” to be redeveloped.

The network will support the partners to exchange experience, to share ideas and to develop new approaches how to activate these “sleeping giants” under consideration of the common good /urban commons. The partners are willing to look for alternative ways to activate and redevelop them.

At local level partners will develop **Local Action Plans (LAP)** for the reactivation of the site/ buildings. The LAP could represent a flexible reuse strategy, embedded in the neighbourhood/ urban development. The strategy could include a vision and objectives for the reuse of the property; (possible) functions/ uses to be embedded in the building; actions/ next steps to reactivate the property and implement the functions/ uses and financing possibilities for the further process and the rehabilitation of the building.

The LAP will be implemented after the life time of the project. The LAP will be elaborated in close cooperation with relevant stakeholders by setting up a least a Local Support Group (called **URBACT Local Group = ULG**). The ULG will gather the local key stakeholders concerned by the reuse of the vacant premises. Potential members of the ULG could be divided into three categories:

1. Property owner / investor: private, institutional, public;
2. Municipality: mayor, city council, (urban planning, economic, social, cultural) department service provider of municipality / experts, (neutral) moderator of ULG;
3. Users & Supporters: citizens, neighbours/ inhabitants movements, (potential/ temporary) users, civic associations/movements, NGOs, creative/ cultural sector, association of building sector, university, managing authority, public media.

### 1.3 Good-practice examples for the reactivation of larger vacant buildings and sites

There are several examples in Europe about initiatives which have tried to bring derelict and vacant sites and premises in use. Often these initiatives pursue not only economic goals, but also have social, cultural and environmental goals in mind; thus contributing to the sustainable development, which provides new or alternatives opportunities for the urban population.

#### 1.3.1 Examples for reactivation of vacant buildings



##### HausHalten e.V., Leipzig, Germany

HausHalten e.V. is a registered private association working for the preservation and rehabilitation of endangered late 19th century buildings in Leipzig. Their motto is "A lot of space for little money".

Due to the leaving of more than 100.000 inhabitants after the fall of the wall in Germany in Leipzig there are many listed, architecturally important buildings, which are vacant since years. Many of them are in a process of decay. Due to the current surplus of available dwellings, the classical refurbishment of these buildings is currently uneconomic from the view of the owner. Thus, there is little prospect of classical redevelopment and re-use.

At the same time there are creative individuals with alternative lifestyles and living requirements which typical rental conditions cannot accommodate. Such individuals require premises whose conditions are below or different from what typical users would be interested in. Although there is obviously a need for accommodations for such individuals, there is typically very little on the market.

HausHalten e.V. has developed initiatives as the "Guardian Houses" (Wächterhäuser) to ensure the safety and preservation of the endangered buildings and the acquisition of new tenants for these buildings on a non-

commercial basis. The main activity is to bring owners and tenants for the re-use of these buildings together, taking into account the following aspects:

- Preservation of cultural monuments and the urban landscape
- Owner consultancy
- Provision of stimulation for urban districts
- Promotion of employment and new businesses
- Copying the concept

The basic principle of the Guardian Houses is the provision of houses through usage. The house occupants become the 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 are minimized. The users take responsibility for the preparation, operating costs and refurbishment of the property. In most cases the owners allow the users to inhabit the flats free of rent. For Haushalten e.V. people who have a special social, cultural, or commercial attraction for these quarters of the town are of special interest as guards for these houses.

Such users 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 owners of the house in lieu of rent.

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.

The model's key points at a glance:

- An interim tenancy contract between the owner and HausHalten e.V.
- The building is usually let rent free for the term of the contract
- Rights of use and brokerage are transferred to the association
- All ownership rights and property duties remain with the owner
- An option to prematurely terminate the contract in well founded, individual cases.
- Agreement with "house guardians" to pay the occurring operating costs of the building
- Independent repair input in the building interior
- Control of the unused parts of the building
- Paying membership of HausHalten e.V.

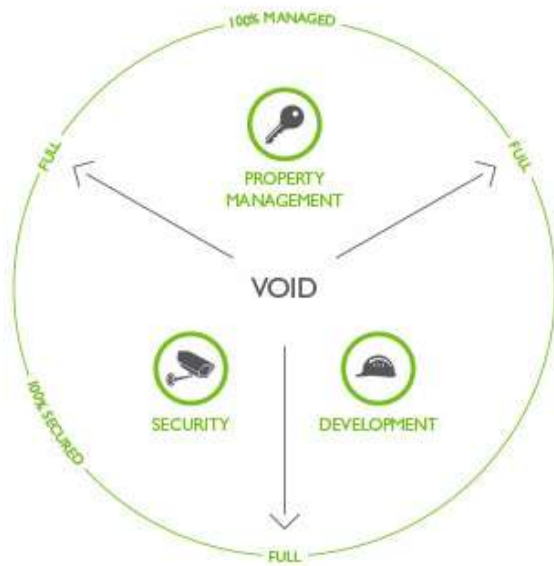
With such an initiative HausHalten e.V. has provided space for example for the private association Buchkinder e.V., which designs and prints books jointly with children. Non-commercial galleries occupy shop premises, which have established contacts with each other and to KUHTURM, a project run by students. A theatre has settled down as the association Beistandsleistungen e.V. which provides services to eastern European artists and migrants, start-up businesses like the vegan imbiss and new entrepreneurs interested in favourable conditions for establishing their enterprise.

Thus, these "Wächterhäuser" have promoted new cultural and social projects and initiatives and linkages between them, which provides a new push for the sustainable development of the area by reusing derelict buildings at the same time.

This approach has been transferred to other cities in Germany and it applied successfully there.

Further information: [www.haushalten.org/de/english\\_summary.asp](http://www.haushalten.org/de/english_summary.asp)

Camelot Europe – vacant property specialists



Camelot Europe is an international property management services provider, offering a broad range of property management and advisory services to their clients with vacant property.

They follow a similar approach as HausHalten e.V. but with a profit orientation.

As service to owners with vacant properties they offer "Property Guardian", which works as follows:

- They acquire inhabitants, so called "property guardians", which are going to live or work for a certain length of time in the building for 1/3 of the average rent in the region.
- They manage all contracts and legal agreements between Camelot, the property owner and the Property Guardians.
- They manage the relationship with the Property Guardians from the day they view the property and sign the contract, to the day the property is handed back and they move out.

Camelot has a strict selection process for the "Property Guardian" to ensure that only reliable individuals act as property guardians. Property guardians are expected to look after the property responsibly. Their main role is to ensure there are no security breaches and that

the property is well maintained prior to its ultimate use, immediately reporting issues as they arise.

Camelot has following requirements to the property. The property is wind and water tight. It is not vandalised or derelict and basic facilities are in place: electricity and water. For a small start-up fee they install basic 'wheel-in, wheel-out' shower pod units for temporary washing facilities.

In addition they use vacant buildings for filming and photo locations, as event space and for pop up stores.

Also, together with the property owner they transform outdated vacant buildings for temporary as permanent uses.

Several projects in UK, Germany, France, the Netherlands have been implemented. Further information: [uk.cameloteurope.com](http://uk.cameloteurope.com)

#### Website [im]possible living



The website "[im]possible living", supported by an app, is a developed crowd-assisted map site that is identifying vacant properties all over the planet, currently mostly in Italy. The site is trying to play matchmaker between abandoned spaces and people with ideas to revive those spaces, and maybe even some of the money they'll need to get things going.

At the website people can map an abandoned building they would like to reactivate and provide further information about the building like



a detailed profile including size, location and state of decay. Other people can look for abandoned buildings. Together they can share and commonly develop ideas to reactivate a particular building.

In addition to the website, bicycle tours in Bologna and Milan to abandoned properties have taken place as well as a [workshop](#)<sup>6</sup> with a group of architecture students to plot out ways how abandoned properties could legally be redeveloped and what kinds of uses could occur.

Based on the websites first buildings have been already reactivated.

Further information:  
[www.impossibleliving.com/](http://www.impossibleliving.com/)

Another website to report vacant properties in German speaking countries is [www.leerstandsmelder.de/](http://www.leerstandsmelder.de/). But this website is mainly about to raise awareness about this issue.

#### City of Leipzig, regeneration of Halle 14



(text from *aeidl*) The Halle 14 project is part of a large brownfield regeneration project, namely the reconversion of Europe's (once) largest cotton mill complex in Leipzig ('Leipziger Baumwollspinnerei'). It is a good example of how brownfield development and creative

<sup>6</sup> [blog.impossibleliving.com/2012/04/impossible-workshop/](http://blog.impossibleliving.com/2012/04/impossible-workshop/)

industries can be used as impetus in a wider urban regeneration.

Main objective of the city and the project promoter was to regenerate the historical (and listed) Halle 14 building which was in a precarious state. In order to support the (existing) efforts made by the private owner and by non-profit organisations in the Halle 14 building, the city of Leipzig – supported by the European Regional Development Fund with 278 000 € (2009-2011) – helped in renovating the building's façade and windows as well as creating a 'training room' for cultural/artistic purposes with a total budget of some 373 500 €. The training room is now an anchor point for various activities for local communities, particularly for children and young people. The ERDF investment forms only one part in the joint efforts to regenerate the Halle 14 building, including improving the building's energy performance. Total investment into the building from public and private sources amounts to approximately three million €.

This five-storey industrial building with a total floor-space of 20 000 m<sup>2</sup> is centrally located on the cotton mill site. Since the beginning of the 1990s, artists and others involved in the creative sector have built a productive and lively community at this location. It is renowned for being the home of the 'Neue Leipziger Schule' (new school of Leipzig) of German painter Neo Rauch. As an independent art centre, Halle 14 should contrast with the now successful galleries and commercial creative companies by serving as a centre for non-profit organisations and young artists. Regular exhibitions, an art library, the art education programme 'Kreative Spinner', the scholarship programme Studio14 and the Lounge14 discussion series form elements of the wider Halle 14 project.

The project shows how a strongly integrative process, based on mutual trust and support, can make a real difference. A joint vision of private and public bodies for the regeneration of the entire neighbourhood was the foundation of all rehabilitation activities on the cotton mill area. Considering the context of brownfield regeneration, the project also shows that

taking a step-by-step approach is sometimes smarter than a 'big-bang'. The former cotton mills complex is, due to its sheer size and need for physical regeneration, a major challenge for every investor. Tackling this aspect with a demand-based, step-by-step approach proved to be a smart solution.

Further information:  
[www.aeidl.eu/en/projects/territorial-development/urban-development/urban-projects/1123-crazy-ideas-in-the-spinning-mill.html](http://www.aeidl.eu/en/projects/territorial-development/urban-development/urban-projects/1123-crazy-ideas-in-the-spinning-mill.html)

Also **URBACT** networks have dealt from different angles with related issue of the 2<sup>nd</sup> Chance network, in particular the networks USEACT and TUTUR.

**USEACT: Urban Sustainable Environmental Action**, <http://urbact.eu/useact>



One of the aspects addressed by the USEAct project was the control of the urban sprawl and related planning tools. One strategy that came up was the REUSE AND REGENERATION OF ABANDONED BUILDING AND AREAS, mostly connected with the issue of "retrofitting" and "adaptive-reuse". The USEACT network highlighted the problem and opportunity of abandoned large buildings, which exist in many European Cities, but had not the possibility to

focus on this issue because it was not one of the priority themes. But in the [USEAct Thematic booklet](http://urbact.eu/sites/default/files/media/useact_the_matic_booklet.pdf) ([urbact.eu/sites/default/files/media/useact\\_the\\_matic\\_booklet.pdf](http://urbact.eu/sites/default/files/media/useact_the_matic_booklet.pdf)) a whole chapter has been devoted to PPP for urban reuses, at which a detailed overview about the different models and their possibilities and limits are presented.

**TUTUR: Temporary use as a tool for urban regeneration**, <http://urbact.eu/tutur>



The objective of the TUTUR network was to introduce the method of temporary use in urban regeneration to cities participating in the network. One important lesson learnt was that temporary uses can be a strong tactical component to gain new ideas for the development of neighbourhoods and to test these ideas in small-scale pilots. These pilots help "to try out" the revitalisation of for example an abandoned location. In the short term, this testing activates temporarily the abandoned locations at low cost, enabling economic growth without new constructions by recycling the existing structures, and, in the mid- to long term, converting them into permanent interventions and further investments. These investments will be well thought and accepted by the people.



### Temporary Use and Brownfield Development

In the last decade several EU initiatives have dealt with brownfield developments and temporary uses which have intersections with the 2<sup>nd</sup> Chance issue and can provide useful hints and tips. For instance temporary uses can be a valuable testing and transition tool for the reactivation of vacant buildings. They can highlight the potential of vacant properties and set the stage for the reuse. They also allow observing consumer behaviour and keeping public interest in a property alive. Temporary uses have demonstrated that they can be an important trigger for the revitalisation and further development of empty spaces, without being subject to the pressure of permanent continuity. Temporary use can also be crucial in the development of new economic, social, environmental or cultural values for the cities through its experimental, bottom-up approach, outside the ordinary functioning of the real estate market.

For an overview about examples about **temporary uses** and the access to vacant urban properties in Europe see the latest URBACT article: [urbact.eu/accommodating-innovation-temporary-use-and-access-vacant-urban-properties-europe-o](http://urbact.eu/accommodating-innovation-temporary-use-and-access-vacant-urban-properties-europe-o).

For URBACT good practices on Temporary Use Agencies see [urbact.eu/temporary-use-european-good-practices](http://urbact.eu/temporary-use-european-good-practices) and the Final report of the URBACT TUTUR project: [urbact.eu/files/tutur-final-report-temporary-use](http://urbact.eu/files/tutur-final-report-temporary-use); [tutur.eu/](http://tutur.eu/).

Other interesting projects and initiatives about temporary use:

- “Pop Up City”, US initiative: [www.cudc.kent.edu/pop\\_up\\_city/index.html](http://www.cudc.kent.edu/pop_up_city/index.html).
- Template – supporting temporary use: [www.template.com](http://www.template.com)
- Seeds – Stimulating Enterprising Environments for Development and Sustainability: [www.seeds-project.com](http://www.seeds-project.com) (project was about supporting temporary use and re-use of derelict buildings and empty spaces).

Other major EU projects on **brownfield development** have been

- Hombre – Holistic Management of Brownfield Regeneration: [www.zerobrownfields.eu](http://www.zerobrownfields.eu)
- Timbre – Tailored Improvement of Brownfield Regeneration in Europe: [www.timbre-project.eu](http://www.timbre-project.eu)
- CABERNET – Concerted Action on Brownfield and Economic Regeneration Network: [www.cabernet.org.uk](http://www.cabernet.org.uk)
- COBRAMAN – revitalisation of brownfield sites: [www.cobraman-ce.eu](http://www.cobraman-ce.eu)

#### 1.3.2 Example of promoting the collaborative development of spaces

##### Designing the urban commons, London, UK

“Designing the urban commons” is an example of promoting the collaborative development of spaces, inspired by the rights to urban commons.

Theatrum Mundi, a professional network of urbanists and artists in different cities to

stimulate discussion about practices spanning stage and street, together with the annual London Festival of Architecture (LFA) – a month-long, citywide celebration of architectural experimentation, thinking and practice, have organised an idea competition re-imagining spaces in London as places for collaboration, sharing and collective ownership, inspired by the rights to urban commons.

This competition asked for existing land, architecture or infrastructures in neighbourhoods

across London to be re-imagined as common spaces, or for new urban commons to be carved out in the city. Spaces, physical assets in London were to be identified that could benefit its users better through being collective management or occupation. The design plans for an architectural, urban, performative or organisational intervention should enable people to enact common rights to use this space, asset or resource productively and collaboratively.

In addition the competition sought designs through which the social act of commoning could take shape, by enabling citizens to co-produce urban resources from culture & knowledge to housing, energy or democratic processes. The design should be the medium through which community relationships and organisations are built.



A jury examined the competition proposals in summer of 2015 and selected 10 winners, which were awarded with a prize (8 by the jury, two via online web vote by the public). But more importantly, these ten proposals were featured at different exhibitions as the 'Designing the Urban Commons' exhibition at LSE Atrium Gallery in London as part of the Lon-

don Festival of Architecture or in HO project space in Berlin.

Such (idea) competitions could also be used to develop and promote new ideas for the re-use and reactivation of derelict, empty buildings and their surrounding.

Further information: [designingtheurbancommons.org](http://designingtheurbancommons.org)

### Make city festival, Berlin



Over the years, Berlin has generated a multitude of urban interventions and occupations of space by civic organisations and professionals. Many of the activities, that have transformed undervalued, liminal and temporary spaces, are now prototypes that are subsequently exported elsewhere.

To push the process further in 2015 a festival for architecture and urban alternatives "Make-City" took place in Berlin. It brought together architects, planners, civic groups and developers in a citywide conversation on thinking and making city differently. The festival was about to discover and optimise the urban resources based upon the vast potential of civic engagement. Numerous urban initiatives from Berlin and other parts of the world organised the festival upon the notion of collaboration and participation.

City-wide conversation (Studio Talks), conceived tours (Make City Open), exhibitions and

happening (Urban Hubs) took place over 17 days. These activities featured new forms of co-housing initiatives, unique appropriations of space and intelligent hybrid concepts that rethink the notion of shared spaces and shared resources within a building.

Further information: [makecity.berlin/?lang=en](http://makecity.berlin/?lang=en); [vimeo.com/141673567](https://vimeo.com/141673567)

[Regulation on collaboration between citizens and the city for the care and regeneration of urban commons, Bologna, Italy](#)



The city of Bologna started a “Commons project”, an administrative experimentation program, in 2012 to demonstrate that a partnership between public administrations and citizens is possible, to test to govern together with citizens, acknowledging that citizens may represent a powerful and reliable ally capable of unleashing a great source of energy, talents, resources, capabilities, skills and ideas that may be harnessed to improve the quality of life of a community or help contribute to its survival.

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 on the field through the experimentations and after all the necessary tests and analysis on the current national, regional and regulatory framework, three city officials and two external experts, received from the Mayor of Bologna the mandate to draft an innovative piece of local regulation. The draft was then subject to public consultation. In 2014 the results of the project were presented in Bologna: the draft of the Regulation on collaboration between citizens and the city for the care and regeneration of urban commons, which was approved by the City Council. The project has been awarded the Medal of Representation of the President of the Italian Republic.

Further information: [www.labgov.it/governancelabs/bolognalab/](http://www.labgov.it/governancelabs/bolognalab/); [www.comune.bo.it/media/files/bolognaregulation.pdf](http://www.comune.bo.it/media/files/bolognaregulation.pdf)

## 2 Partner profiles

The partner profiles present

- key generic indicators of the partner cities,
- their general situation dealing with vacant buildings,
- the current situation of the target area / empty building the partner is going to work on during the 2<sup>nd</sup> Chance network,
- the focus of the Local Action Plan for the reactivation of the target area and
- the learning and capacity building needs.

### 2.1 Overview

#### 2.1.1 Network partners

The network joins small, medium and larger cities with a population from about 45.000 up to 1 Mio. inhabitants. Their economic and population development differs, so that there are different starting positions for the reactivation of the target buildings and sites.

City	Population	Annual budget (2015)	Current development
<b>Brussels</b>	2015: 176 124 1990: 136 706	579 Mio. €	Economy: ↻ Population: ↻
<b>Caen</b>	2012: 108 365 1990: 112 846	195 Mio. €	Economy: ↻ Population: ↻
<b>Chemnitz</b>	2015: 248 878 1990: 294 244	650 Mio. €	Economy: ↻ Population: ↻
<b>Dubrovnik</b>	2014: 43 770 1990: 49 728	52 Mio. €	Economy: ↻ Population: ↻
<b>Genoa</b>	2015: 592 507 1990: 678 771	1.710 Mio. €	Economy: ↻ Population: ↻
<b>Gijon</b>	2014: 275 735 1996: 264 381	376 Mio. €	Economy: ↻ Population: ↻
<b>Liverpool</b>	2014: 475 000 1990: 437 000	1.767 Mio. €	Economy: ↻ Population: ↻
<b>Lublin</b>	2014: 343 114 1990: 351 353	375 Mio. €	Economy: ↻ Population: ↻
<b>Maribor</b>	2015: 95 881 1991: 103 961	95 Mio. €	Economy: ↻ Population: ↻
<b>Naples</b>	2014: 976.716 1990: 1.110.045	1.300 Mio. €	Economy: ↻ Population: ↻
<b>Porto</b>	2011: 237 584 1991: 302 472	192 Mio. €	Economy: ↻ Population: ↻

For more detailed information cf. "2.2 Complete partner profiles", section 1 of the partner profiles.

### 2.1.2 Target buildings

The target buildings are mainly former industrial/military buildings; but there are also examples of former office and housing buildings or even a former prison and convenient store.

The buildings (building complexes) size from 1.000 m<sup>2</sup> up to 46.000 m<sup>2</sup>, nearly all of them listed. They are all degraded with a vacancy rate between 70 – 100 %. In most of the cases the municipality and/or the state are the owners, but there are also examples of private ownership.

City	Former use	Total floor area (m <sup>2</sup> )	Protected building	Vacancy rate Physical condition	Owner
<b>Brussels</b>	Office	10.900	no	100 % highly degraded	State
<b>Caen</b>	Industrial (3 building complexes)		yes	0 - 100 % good - degraded	municipality, private
<b>Chemnitz</b>	Industrial (building complex)	36.000	yes	70 % good - degraded	private
<b>Dubrovnik</b>	Housing	800	yes	100 % highly degraded	municipality
<b>Genoa</b>	Military (building complex)	46.000	yes	70 % good - highly de- graded	State, munic- ipality
<b>Gijon</b>	Industrial	8.500	yes	100 % highly degraded	municipality
<b>Liverpool</b>	Representation / Enter- tainment	1.500	yes	100 % highly degraded	municipality
<b>Lublin</b>	Industrial (2 building complexes)	7.000	yes	70 % good - highly de- graded	State, munic- ipality
<b>Maribor</b>	Prison / convenient store (2 buildings)	18.300	yes	70 % good - highly de- graded	municipality, private
<b>Naples</b>	Convent and military Hospital	~ 20.000 m <sup>2</sup>	yes	80 % mostly highly de- graded	State, munic- ipality
<b>Porto</b>	Mainly housing (neigh- bourhood complex)	20.000	yes	50 % good - highly de- graded	State, munic- ipality, pri- vate, church

For more detailed information cf. "2.2. Complete partner profiles", section 3.1. and 3.2 of the partner profiles.

### 2.1.3 Challenge for the reactivation of the target buildings

All buildings face the challenge to obtain a new function(s) and to find new users, being degraded and most of them listed. This leads to high rehabilitation costs, which normally – as the financial resources are limited – does not allow a rehabilitation of these rather larger buildings in one step.

Thus, the challenge is to “organise” a step-by-step-reactivation process: to kick off the reactivation process and to obtain first/additional users, which allow to receive revenues for first rehabilitation actions and/or which support the rehabilitation of the building by themselves or which attracts new uses, which bring further/higher revenues to be used for the rehabilitation process. At the same time financial resources for the rehabilitation process have to be found or alternative financing mechanism to be developed.

In addition, as most buildings are listed, the conversion possibilities are limited. This requires a high sensitiveness to find uses which allow to respect the heritage values of the buildings or to find solutions for the conversion which allow the new use, without harming the heritage values.

Also *limited access* to the target buildings / sites hampers the reactivation. This is in particular the case in *Caen, Chemnitz, Genoa, Gijon, Naples and Porto*.

With different kinds of *ownership problems* the partners of *Lublin, Maribor and Porto* have to deal with.

The *limited attractiveness of the neighbourhood*, in which the target building is located, makes in the case of *Brussels, Caen and Porto* their reactivation difficult.

*Overview about particular challenges for the reactivation of the target buildings / sites by the partners*

City	not attractive area/ lack of identification	limited access	ownership problems
Brussels	x		
Caen	x	x	
Chemnitz		x	
Dubrovnik			
Genoa		x	
Gijon		x	
Liverpool			
Lublin			x
Maribor			x
Naples		x	
Porto	x	x	x

*For more detailed information cf. "2.2. Complete partner profiles", section 3.3. of the partner profiles.*



#### 2.1.4 Objectives for the reactivation of the target buildings

Objective of all partners is to find applicable approaches for the challenges the target buildings/sites are facing as these are hampering the reactivation and rehabilitation of the buildings.

All partners want to improve (in the mid-/long-term) the attractiveness of the neighbourhood with the reactivation of the building and their site. Some of them aim at a mix of different kind of uses within the building / site (*Brussels, Caen, Chemnitz, Naples, Porto*).

Nearly all partners have creative and cultural uses in mind, which they want to combine on the one hand with the economic development (start-up incubators; co-working space, etc.) and on the other hand with the community / social development. *Brussels, Caen and Porto* also think about *housing functions*.

*Brussels, Caen and Genoa* want to work with *temporary uses* to start off the reactivation of the buildings and their sites.

Also the safeguarding and the restoration of the built cultural heritage, as important element of identity, is objective of the partners as well as to “test” new forms of governance, in which the private / bottom-up initiative represents one important stakeholder for the reactivation of vacant buildings and their management.

City	mid/long-term: multifunctional uses	short term: temporary use	creative and cultural uses	community / social uses	commercial uses	housing uses
<b>Brussels</b>	X	X	X	x	x	x
<b>Caen</b>	X	X	x	x	x	X
<b>Chemnitz</b>	X		X		X	
<b>Dubrovnik</b>			X	X		
<b>Genoa</b>		X	x	X	x	
<b>Gijon</b>			X	x	X	
<b>Liverpool</b>				X		
<b>Lublin</b>			X	x		
<b>Maribor</b>	x		X	X		
<b>Naples</b>	x			X		
<b>Porto</b>	X			X	X	X

X = strong goal; x = idea

For more detailed information cf. “2.2. Complete partner profiles”, section 4.1 and 3.4 of the partner profiles.

## 2.2 Complete partner profiles

### 2.2.1 Brussels

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	Ms. Kristel Mazy – Expert Coordinator, Architect and urban planner (PhD) at the “Strategies of Development Unit” of the “Urban Planning Department” of the City of Brussels. <a href="mailto:kristel.mazy@brucity.be">kristel.mazy@brucity.be</a> - +32 2 279 3107
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population <u>Growing</u> , stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	City of Brussels, Brussels Region, Belgium 32, 61 km <sup>2</sup> (Brussels region: 161,4 km <sup>2</sup> ) 579 Mio. € 1990: 136 706; 2015: 176 124 (Brussels region: 1,2 Mio.) The region of Brussels is growing since 1995. The population grows by 20.000 inhabitants each year. Thus, average annual growth of population (1,9 % for the period 2004-2013) is higher than in the Region (1,5 %) and the rest of the country (0,7 %). Nevertheless, the employment rate reverses this trends (45,1 % in the City of Brussels, 48,1 % in the Brussels Region and 61,8 % for the country). The economy is mostly based on business services (25%) and trade and transportation (26%). 1.445 vacant buildings, which corresponds to 4,7 % of the building stock. 8,2 % of the office buildings in the Brussels region are vacant.

2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	<p>The number of inhabitants is increasing, land for housing get scarce, more and more people have to commute to the city where most of the jobs are. This leads among others to congestion. Nevertheless there are vacant buildings in the city, in spite of the housing shortage. There are several reasons:</p> <ul style="list-style-type: none"> <li>▪ speculation,</li> <li>▪ property owner(s) can not be found,</li> <li>▪ owners are too old and owners lack necessary funds to invest in their property.</li> </ul> <p>In or near the city centre higher vacancies rates can be found:</p> <ul style="list-style-type: none"> <li>▪ empty office and administrative buildings in the European Quarter,</li> <li>▪ empty floors above shops in the historical and touristic centre (zone Unesco),</li> <li>▪ empty floors above international retailers in the main commercial street near the city centre (rue Neuve).</li> </ul> <p>A number of vacant buildings close to the historic city centre and in the European neighbourhood are also unsafe and harm-</p>

	ful to the health and safety of the public. They also harm the economic, touristic and commercial dynamic of the city center.
2.2 Priority of the issue on local political agenda (high, normal, low)	This issue is on local political agenda (2012-2018) in conjunction with the high priority to stimulate urban and commercial revitalization.
2.3 Current policy / strategy / instruments / actions dealing with vacant buildings	s. 6.4
2.5 Opportunities through the reactivation of vacant buildings (in general)	<ul style="list-style-type: none"> <li>▪ Integration of abandoned building sites in the urban tissue. make from these buildings anchors of urban and neighbourhood sustainability</li> <li>▪ strengthen the potential of innovation.</li> <li>▪ bring new uses into the buildings/ adapt them to new uses, which are needed in the city</li> </ul>

<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
3.1 Owner and size (m <sup>2</sup> )	<p>The target area will be the European quarter. There are a high number of vacant office buildings (11 %). In addition, in rue de la Loi it is planned to concentrate all EU institutions. This would lead to the construction of more office space, which might increase the level of vacant office space in the area. Thus, the project will target at a vacant office building in the European Quarter as pilot to bring it back in use by converting it for other uses.</p> <p><b>104, Rue d'Arlon</b> Régie des Bâtiments, Domaine de l'Etat (Building Authority, State's domain). The former office building of the 6oies includes 8 floors of 1.361,4 m<sup>2</sup> (total surface = 10.891,2 m<sup>2</sup>)</p>
3.2 Current state of the building / building complex	<p><b>104, Rue d'Arlon</b> Highly degraded office building of the 6oies: water infiltration, molds on the concrete floor slab, no more facilities like water and electricity.</p>
3.3 Problems and challenges for reactivation / redevelopment	<p><b>104, Rue d'Arlon</b> Building has not been in use since 2004. In 2010 it was completely "stripped" to take out the asbestos. The owner, the State Building Authority, has no use for the building anymore. Potentially, it could sell the building. The building does not meet the office standard of today (i.e. the ceiling is too low).</p>
3.4 Potentials / benefits of	The European Quarter suffers from a lack of attractiveness due to

the redevelopment for the city / neighbourhood	<p>the preponderance of administrative and office buildings. There is little interaction between these buildings and public space. A large amount of their spaces is empty.</p> <p>The rehabilitation of the buildings could provide a starting point to create a livelier environment by introducing social and cultural functions, which are lacking so far in the European quarter.</p>
3.5 Former / current actions/approaches for reactivation / redevelopment	<p>Currently the local land use plan is in the process of adaptation by the City of Brussels in order to allow converting office in housing space, which could be a solution for the target building. Simultaneously, the owner is realising a feasibility study for the rehabilitation of the building, 104, rue d’Arlon. Further a feasibility study for the European quarter was done how to integrate housing in this area.</p>

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
4.1 Current idea and objective for the reactivation / redevelopment	<p>Short term: To create innovative creative and temporary uses for the inhabitants, daily users and visitors of the European Quarter pending the rehabilitation of the building.</p> <p>Mid-long term: The rehabilitation of the buildings should introduce residential, social, commercial and cultural functions, which are lacking so far in the European quarter.</p> <p>For the building located 104, rue d’Arlon, it will be a major operation due to the highly degraded current state.</p>
4.2 What will be the Local Action Plan about (content)?	<ul style="list-style-type: none"> <li>▪ Programming of the buildings with all stakeholders.</li> <li>▪ technical and economic feasibility of the programming</li> </ul> <p>For 104, rue d’Arlon contacts have been initiated between the owner, the municipality and a collective of artists. The temporary occupation by the artists will provide the owner a known presence inside the building and to the artists a free space to create cultural events in order to liven up the neighbourhood.</p>
4.3 What changes/ do you want to achieve due to the participation in the 2 <sup>nd</sup> Chance project (policy, governance, etc)?	<ul style="list-style-type: none"> <li>▪ The achievement of the temporary occupation with the collective of artists;</li> <li>▪ The definition of a project by the owner, in coordination with the municipality, through the deposit of a planning permission and a work schedule;</li> <li>▪ The consolidation of the cooperation between the stakeholders.</li> </ul>
<b>6. Learning and Capacity building</b>	
6.1	<input type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input checked="" type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
6.2 Key issues, problems, challenges, etc. you want	<ul style="list-style-type: none"> <li>▪ Activation of owners</li> <li>▪ How to structure the entire process to come up with a LAP,</li> </ul>

<p>to exchange / learn about</p>	<p>involving stakeholders for the reactivation of vacant buildings</p> <ul style="list-style-type: none"> <li>▪ Temporary uses as tool for the reactivation</li> <li>▪ Involving social/environmental aspects in a "feasibility" study</li> <li>▪ How to make stakeholders understand and take into account the needs of other to easy joint solutions.</li> </ul>
<p>6.3</p>	<p><input type="checkbox"/> We have successfully implemented policies/ actions related to 2<sup>nd</sup> Chance project, but we know we can improve</p> <p><input checked="" type="checkbox"/> We have started to address this issue at local level</p> <p><input type="checkbox"/> We do not have much experience in this field</p>
<p>6.3 a</p>	<p><input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as "good practice(s)" in European terms</p> <p><input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good</p> <p><input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network</p>
<p>6.4 Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p>	<ul style="list-style-type: none"> <li>▪ Financial support for the creation of separated access to the vacant floors above the ground floor in the city centre, where just the ground floor is in (commercial) use,</li> <li>▪ Provision of information about funding opportunities to owners and adequate companies for the preparation and implementation of rehabilitation works (Project X Social Estate Agencies).</li> <li>▪ Tax on abandoned, neglected, unoccupied or unfinished land and buildings', regional administrative fines (unoccupied buildings)</li> <li>▪ Initiatives of "public interference" or legal actions (expropriation, buying buildings);</li> <li>▪ Monitoring tool such as the interdepartmental database linked to a geographical information system which makes it possible to monitor abandoned buildings and to identify buildings to act on.</li> <li>▪ Set up of a unit within the city administration to deal with unoccupied and abandoned land and buildings (DDV (Délégation au développement de la Ville)</li> <li>▪ "Bourse d'Achat": s. 7.5</li> </ul>
<p>6.5 What key capacities should be enhanced in the city's core staff in relation to dealing with the policy challenge addressed by the network?</p>	<ul style="list-style-type: none"> <li>▪ coordination of actions of different stakeholders</li> <li>▪ transversal collaboration between administration and politics</li> <li>▪ pooling of data existing in different departments of public authorities related to the abandoned land and buildings;</li> <li>▪ Capacity of incentive and coercitive actions to be able to mobilize stakeholders around a collective project of rehabilitation.</li> </ul>

## 2.2.2 Caen

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	<ul style="list-style-type: none"> <li>▪ Catherine JOUBEL (city-planner); e-mail: <a href="mailto:cjoubel@caen.fr">cjoubel@caen.fr</a>; Tel.: 00 33 2 31 30 41 34</li> <li>▪ Agnès Percereau (city-planner); e-mail: <a href="mailto:aper-cereau@caen.fr">aper-cereau@caen.fr</a></li> </ul> <p>The two city planning managers are part of the city planning service in the Council. The service is responsible for leading complex urban projects. They are responsible for projects from the moment the political decision is taken until the final building sites are completed.</p>
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population Growing, stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	<p>Caen, Normandy (EU transition zone), FRANCE</p> <p>25,7 km<sup>2</sup></p> <p>195 Mio. €</p> <p>1990: 112.846; 2012: 108 365</p> <p>A stable economy with slightly shrinking population, mostly due to high cost of housing in Caen for families, who migrate to suburban areas, contributing to urban sprawl.</p> <p>One large brownfield of 500 000 m<sup>2</sup>, about 11% of the surface of Caen: the port peninsula.</p>
2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	<p>Caen has a shrinking population, mostly due to high cost of housing in Caen. In particular families are leaving, who migrate to suburban areas, contributing to urban sprawl and congestion in the city.</p> <p>The city of Caen and especially its centre is quite compact and densely populated. The vacancy rate is rather low; there are few free sites to build on. Whenever a building becomes vacant in the city centre, private investors are quick to reuse it for housing, flats, offices and services purposes. If a building does not present any specific architectural value, it often gets demolished in favour of a new construction. So there is not a problem of vacancies in general in Caen, but the challenge is to ensure that the re-development of buildings and sites through private investors are coherent with the City Council's policies (s. 2.2).</p>
2.2 Priority of the issue on local political agenda (high, normal, low)	<p>The redevelopment of sites and the reuse of buildings to encourage the return of families to the city centre and to intensify the economic and social development have a high priority on the local political agenda.</p>
2.3 Current policy / strategy / instruments / actions deal-	<p>Caen has reactivated 4 former brownfield sites. One of them is now used as a green-office cluster (in the suburbs), another one</p>



ing with vacant buildings	<p>as a local contemporary art facility for citizens' associations (in the city centre).</p> <p>The policy of Caen's city council is to redevelop brownfield areas and vacant buildings to encourage the return of families to the city centre and to intensify the economic and social development. There is a local policy to involve the public in the development of brownfield sites and vacant buildings, in which the city is involved. The strategy is also rather to transform and re-use the buildings than to demolish them.</p> <p>For redevelopment projects Caen generally combines local and/or national public and private funding.</p>
2.5 Opportunities through the reactivation of vacant buildings (in general)	<p>The reactivation of vacant buildings may provide new housing, a new dynamic environment, new public and/or private facilities and a new cultural offer. This in particular as it is the objective of the city to encourage the return of families to the city centre and to intensify its economic and social development.</p>

<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
3.1 Owner and size (m <sup>2</sup> )	<p>The area of intervention is within the port peninsula directly next to the city centre. The peninsula extends till the see (10 km far). On one site is the river Orne, on the other site the navigable canal, connecting Caen to the sea. The entire peninsula has 500.000 m<sup>2</sup>.</p> <p>The target area will concentrate on the former docks and industrial zone, which connects with the city centre (11,8 ha).</p> <p>The site, as well as the buildings thereon, are mostly owned by private companies (many of them today have relocated their business elsewhere), and the port authority.</p>
3.2 Current state of the building / building complex	<p>As the harbour and the major industries have moved further out or have been relocated over the last decades, the area has lost its former function as harbour and industrial zone. This has led to the progressive desertion of several buildings and the loss of interest in the site on the part of the city's inhabitants and users. Some buildings are still in commercial or industrial use.</p> <p>The largest building is still in use as a flour mill. But it is expected that it will close in the next ten years and will be vacant by then.</p>
3.3 Problems and challenges for reactivation / redevelopment	<p>As the target area has lost its former function as harbour and industrial zone and despite large public investments (s. 3.5) the site itself presents a large void. The target area, for the time being, lacks identification as a city district, suffers from lack of easy access (public transport, pedestrian access) and has no maritime and a river identity. Citizens do not perceive the peninsula as part of the city; thus do not use the opportunities the area provides and do not invest there. There is therefore major</p>

	<p>work required in terms of converting the image and public appropriation of the site.</p> <p>The target area and its (future) vacant buildings, located in the very heart of the greater Caen urban area, needs to be redeveloped to enable the city to meet with the urban extension needs required for its development and to combat urban sprawl, bringing in particular families back to the city (s. 2.5).</p> <p>This process of redevelopment of such a vast area will need time and a step-by-step process to ensure the local market can absorb the project.</p> <p>In addition, the target area is located close to one of the city's main access routes (the motorway from Paris overlooks the site) and is an eyesore for anyone entering the city by this route.</p> <p>The challenge is also to find solutions how to deal with sea and river flooding and the land pollution through former industrial activities.</p>
<p><b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood</p>	<p>The size of the port peninsula and its location on the very edge of the city center provides the perfect opportunity to develop a new vibrant city district. In particular to combat urban sprawl, new housing in the very heart of the city can be provided to encourage families to live within the city boundaries. Space can be provided to further functions which are need for a sustainable development of Caen.</p>
<p><b>3.5</b> Former / current actions/approaches for reactivation / redevelopment</p>	<p>As it is the goal of the city to redevelop the entire peninsula (from Caen to the sea) and the buildings within a long time period of around 30 years (as industries and the harbour are moving out of the area), in 2000 the city council initiated the development of a master plan for the peninsula. With an increase in focus in 2010 they started an international call for ideas to provide a vision for the future of the "sleeping giant". The MVRDV architects won this competition and since then they have elaborated a guide/plan for the peninsula, which presents the vision for the re-development of that area: the creation of a new vibrant and multifunctional city district connecting the peninsula to the city centre and bring the city to the water again.</p> <p>Today, the general programme has been completed, presented to the inhabitants and various stakeholders.</p> <p>Meanwhile, Caen City Council has begun to initiate the redevelopment of the part of the peninsula closest to the city centre, called "the island". This process of "awakening" is currently under way. As a clear indicator of the renewal of this district and as a means to encourage the inhabitants to re-use this part of the city and draw their and investors attention to it, the City Council has invested in certain pieces of land and certain build-</p>

	<p>ings.</p> <ul style="list-style-type: none"> <li>▪ New buildings with public functions have been constructed like a popular music venue (Le Cargö), the Fine Arts and Media School (ESAM), a regional "médiathèque" (library BMVR), a research and innovation centre (start-up centre MRI) and the court.</li> <li>▪ Abandoned buildings were give new uses like the former ferry terminal was converted into a city planning educational and exhibition venue , dedicated to the renewal of this particular area (Le Pavillon). Another building is (temporarily) reused as local arts and cultural incubator (La Fermeture Eclair).</li> </ul> <p>To accompany the physical redevelopment, the city has launched several events with the aim to encourage citizens to explore (and invest) the area and to consider it as a city district in its own right.</p> <ul style="list-style-type: none"> <li>▪ "Party on the Peninsula" (Presqu'île en fête), one weekend per year;</li> <li>▪ Urban tours, (on foot, themed tours), photographic/drawing competitions aimed at inhabitants or young people, led by "Le Pavillon";</li> <li>▪ Exploring the industrial history of the district and its potential future through the work led by the citizens' association "Démosthène";</li> <li>▪ Caen's Architectural and City Planning Biennial, a nationally recognized event, which is mostly held on the port peninsula, sometimes in former industrial warehouses;</li> <li>▪ the electronic music festival "Nordik Impact", recognized both regionally and nationally.</li> </ul> <p>In addition, in 2010 a public development agency has been found. But still the peninsula remains at the beginning of its overall transition and continues to be host to derelict buildings and warehouses.</p>
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<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objective for the reactivation / redevelopment	<p>It is the objective of the city to sustainably develop the area in terms of economic activities, affordable housing, culture and social facilities, whilst ensuring social cohesion. The transformation of the site into a vibrant city district should contribute to the city's overall attractiveness and appeal, responding as far as possible to both individual and common good. The success of it will depend heavily on the active engagement of all types of stakeholder (public authorities, private owners, property developers, local associations, inhabitants...) and gain their support for that objective.</p> <p>The general focus of the LAP will be to prepare the process for the long-term redevelopment of the peninsula according to the mas-</p>

	<p>ter plan with the intention to</p> <ul style="list-style-type: none"> <li>▪ encourage the inhabitants to use this part of the city and draw their and investors attention to it to invest in peninsula;</li> <li>▪ revive the city's maritime identity, which it has gradually lost over time.</li> </ul> <p>In support of that, areas and their buildings within the target site have been identified, which are to be preserved in order to make the history of the place visible. Some of the buildings are derelict, some are still in use, but might be vacant within the next 10 years (flour mill).</p> <p>The idea will be to use these areas to</p> <ul style="list-style-type: none"> <li>▪ <i>Short term</i>: temporarily use the buildings to draw the attention of the citizens / future users and make them explore and use the area;</li> <li>▪ <i>Mid/long term</i>: find functions and uses for the buildings in line with the master plan for the peninsula, in which also private people / organizations invest.</li> </ul> <p>The enterprises that are in the area should be able to stay as long as they are not impeding the implementation of the master plan's vision.</p>
<p>4.2 What will be the Local Action Plan about (content)?</p>	<p>The Local Action Plan will develop ideas and actions for</p> <ul style="list-style-type: none"> <li>▪ the short and long term use of the identified areas and their buildings/warehouses (s. 4.1);</li> <li>▪ the re-conversion of public, natural space and river and canal banks (maritime identity) as well as nautical, sports, cultural and economic activities to encourage inhabitants to visit this part of the city;</li> <li>▪ the environmental friendly accessibility of the peninsula;</li> <li>▪ making the history of the place visible to the citizens.</li> </ul> <p>Another focus will be to find ideas how to</p> <ul style="list-style-type: none"> <li>▪ ensure that the citizens take the port peninsula back into their hearts;</li> <li>▪ incite people to visit, live and invest in the area, despite the long term process of redevelopment of about 30 years.</li> </ul>
<p>4.3 What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>Caen is seeking new bottom-up experiences from which to learn from. The 2<sup>nd</sup> Chance network should contribute to develop innovative tools and means, new approaches and methods in particular to following issues:</p> <ul style="list-style-type: none"> <li>▪ develop new forms of cooperation, collaborative work, intelligent platforms to collect and share innovative ideas for the re-conversion of buildings and public space and</li> <li>▪ increase citizen involvement in reconversion projects.</li> </ul> <p>Through the exchange, Caen would like to encourage a more open and reactive governance in relation to the brownfield and vacant buildings' development.</p>

6. Learning and Capacity building	
6.1	<input type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input checked="" type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
6.2	<p>Key issues, problems, challenges, etc. you want to exchange / learn about</p> <ul style="list-style-type: none"> <li>▪ develop a new and vibrant district of the city and a new way of living in the city,</li> <li>▪ develop new uses which will provide the district with a strong identity,</li> <li>▪ activation of the "sleeping giant" through new functionalities, for today and tomorrow (eg. imagination workshops with young citizens).</li> <li>▪ - technical solutions for the reuse of industrial buildings.</li> </ul>
6.3	<input checked="" type="checkbox"/> We have already successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can still improve <input checked="" type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as "good practice(s)" in European terms <input checked="" type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network
6.4	<p>Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p> <ul style="list-style-type: none"> <li>▪ Creation of events to encourage citizens to explore (and invest) an area (s. 3.5)</li> <li>▪ Effects of public functions / new uses for the re-conversion of an area (3.5)</li> </ul>
6.5	<p>What key capacities should be enhanced in the city's core staff in relation to dealing with the policy challenge addressed by the network?</p> <ul style="list-style-type: none"> <li>▪ English language, especially on city planning concepts</li> <li>▪ Financial approach combining from different sources (private, public fund, European funds, sponsorship)</li> <li>▪ Moderation, participation enhancement and communication methods</li> </ul>

### 2.2.3 Chemnitz

1. Key generic indicators of the partner city	
1.1	<p>Contact person, email, phone</p> <p>Thomas Mehlhorn, officially in charge of urban planning and management processes, chair of interdisciplinary working group railway conversion, member of EUROCITIES Economy Forum working group "Integrated Urban Development", project coordinator supported by local EU coordinator;</p>

	<p>email: <a href="mailto:thomas.mehlhorn@stadt-chemnitz.de">thomas.mehlhorn@stadt-chemnitz.de</a>,                  phone: +49 371 488-6153</p>
<p><b>1.2</b> City, region, country                  Size (km<sup>2</sup>)                  Annual budget of the city                  Population                  Growing, stable, shrinking city (economy/population)                   Derelict land/ brownfields/ vacant buildings (#/m<sup>2</sup>/%)</p>	<p>Chemnitz, Free State of Saxony, Germany                  220,9 km<sup>2</sup>                  650 Mio. € (2015)                  1990: 294,244 ; today: 248,878  <b>Population:</b> Stable city, has been growing slightly in recent years; before it was a shrinking city; main share of the growing population are students and asylum seekers  <b>Economy:</b> Technological centre with following industries: automotive and supplying industry, information technology, mechanical and plant engineering; leading place of research and development, e. g. in micro system technology, the city's ever-growing industrial culture, characterised by small and medium-sized businesses, lives off constant innovation and modernisation, one of the (economically) fastest growing cities in Germany (Wirtschaftswoche 2011)                  Derelict land: 617 ha (11 % of settlement area, 2,900 parcels), thereof brownfields: 424 ha (69 %) and vacant buildings: 108 ha (17 %)</p>

<p><b>2. General situation of the partner dealing with vacant buildings / building complexes in the city</b></p>	
<p><b>2.1</b> General problem and challenge</p>	<p>Due to the economic decline in the 1990ies vacant (former) industrial buildings and housing can be found everywhere in the city. Many of the vacant buildings are in poor conditions and partly a public security hazard whereon the city administration has to correspond. The vacant buildings cause a negative impact on their environment through the disturbance in the cityscape, a negative image and trading down processes. This situation leads also to public criticism towards the city administration how they handle the issue.                  As the economic development is not that strong, there is not an increasing demand for commercial and housing space. This hampers to bring the vacant buildings in use, in particular from the economic point of view. In addition there are limited funds to support the rehabilitation and re-use of vacant buildings, in particular which present a cultural heritage value.</p>
<p><b>2.2</b> Priority of the issue on local political agenda (high, normal, low)</p>	<p>High, as the vacancy is a challenge for the city, which is visible and an issue in the public.</p>
<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<p>In former times vacant buildings often have been demolished and brownfield sites cleared. Recently a policy change is taking place as it is the city's intention to preserve vacant buildings which present a heritage value and bring them back in use. Further, the city is monitoring the brownfields through a dere-</p>



	<p>licit land register (class vacant buildings) and there is a thematic concept for the brownfield development as additional element of the urban development strategy Chemnitz 2020.</p> <p>To coordinate the work within the public administration an internal working group "Desperate and Ruinous Buildings" was established.</p> <p>In Chemnitz there is also experience with projects which brought buildings back in use, starting for example with temporary uses. For good-practice examples see 6.4.</p>
<p><b>2.5</b> Opportunities through the reactivation of vacant buildings (in general)</p>	<p>The reactivation of vacant buildings will contribute to provide space for all kind of uses within the city limits, contributing to the national goal of reducing new land consumption.</p> <p>Further the reuse contributes to a higher densification, thus urban infrastructure and services can be used more efficiently and profitable (traffic, urban technology, supply).</p> <p>Also heritage values can be preserved, when respective buildings are refurbished.</p> <p>All this supports the sustainable and inner urban development.</p>

<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
<b>3.1</b> Owner and size (m <sup>2</sup> )	The target area is the former "Spinning Works" (Spinnereimaschinenbau) in Altchemnitz, 4.7 ha. It is a private property, bought by the current owner in 2013.
<b>3.2</b> Current state of the building / building complex	In the target area there are several industrial and administrative buildings and warehouses starting from 1920ies till mid-1950ies; some of them are partially in use (commercial and service use). 2/3 of the buildings space is not in use. A part of the open space is used for leisure and night life activities. The main building (1-4; #2 under monument protection) has 4-6 floors and 28,000 m <sup>2</sup> of total floor area. The buildings 5-11 are mainly warehouses of 1-2 floors and 8,000 m <sup>2</sup> of total floor area. Altogether approx. 36,000 m <sup>2</sup> . All buildings are in need of refurbishment. There are barely heating or sanitation facilities in the buildings.
<b>3.3</b> Problems and challenges for reactivation / redevelopment	The former owner did not invest in the property for over a decade. This increased the rehabilitation need very much. A complete refurbishment of all buildings would require a very high sum of funds. Also there is so much vacant space which is not easy to fill up as there are many vacant buildings in the city. This makes it difficult to attain revenues from rents in order to finance the refurbishment. In addition the entrance to this large property is limited to one access point.
<b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood	The target area could provide space for a variety of commercial and cultural uses, for example for independent contractors, self-employed workers, university spin-offs, cultural, art and night life activities. Further the reactivation of the target area could be used to link the area with its surroundings, in particular with the very close by technical university and its student houses. Further the refurbishment would improve considerably the town- and streetscape and preserve the historic and cultural heritage of the property as an exceptional example of this era.
<b>3.5</b> Former / current actions/approaches for reactivation / redevelopment	The former owner did not invest in the property and did not undertake serious activities to bring it back in use and rehabilitate it. This has changed with the new owner, which bought the property in 2013. His intention is to develop the target area and bring the buildings back in use; this in a step-by-step process, appropriate to his financial capacities. First rehabilitation works have started for spaces, for which a user/renter has been found. The city has developed a development concept for the Altchemnitz neighbourhood, in which the target area is situated. In this concept the revitalisation of the former industrial estate Altchemnitz has a high priority. In addition a neighbourhood manager for Altchemnitz was appointed.

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objective for the reactivation / redevelopment	<ul style="list-style-type: none"> <li>▪ coordination of interest with the owner</li> <li>▪ finding users, involvement of current users</li> <li>▪ Bring all buildings in use (step-by-step process) by providing commercial and office space and space for research and development facilities</li> <li>▪ improved access, spatial opening of the site to the neighbourhood/entire city</li> <li>▪ refurbishment of the buildings (step-by-step process)</li> <li>▪ retention of cultural and recreational space, encouragement of (sub-) cultural usage</li> <li>▪ improvement of townscape and streetscape</li> <li>▪ Drawing the attention to the target area</li> </ul>
<b>4.2</b> What will be the Local Action Plan about (content)?	<ul style="list-style-type: none"> <li>▪ step-by-step development plan</li> <li>▪ elaboration of renovation goals</li> <li>▪ differentiated conception of uses (incl. cost-benefit studies)</li> <li>▪ media and energy concept - feasibility study of complex, decentralised energy supply system for the district which involves neighbouring users or owners (industrial units, city administration, residential areas)</li> <li>▪ financing approach</li> <li>▪ links between neighbourhood and target area</li> </ul>
<b>4.3</b> What changes/ do you want to achieve due to the participation in the 2 <sup>nd</sup> Chance project (policy, governance, etc)?	<ul style="list-style-type: none"> <li>▪ redevelopment of the building complex</li> <li>▪ planning and establishing of a second access point and transport connection</li> <li>▪ professional support with utilisation and energy concept,</li> <li>▪ transfer examples of good practice</li> </ul>

<b>6. Learning and Capacity building</b>	
<b>6.1</b>	<input type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input checked="" type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
<b>6.2</b> Key issues, problems, challenges, etc. you want to exchange / learn about	<ul style="list-style-type: none"> <li>▪ How can the stakeholders (public) be involved in the reactivation / reuse process and ensured the communication and coordination between them?</li> <li>▪ How to involve universities / higher education to access their expertise / innovation?</li> <li>▪ Which policies / instruments are or should be in place to support the reactivation of the property?</li> <li>▪ How to attract investors/ potential users?</li> </ul>
<b>6.3</b>	<input type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve

	<input checked="" type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network
6.4	<p>Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p> <ul style="list-style-type: none"> <li>▪ Revitalisation of former “<b>Schönherr Factory</b>” through temporary uses and supportive actions by the municipality; today mixed uses with more than 130 companies: <a href="http://www.schoenherrfabrik.de/">http://www.schoenherrfabrik.de/</a></li> <li>▪ Internal cooperation structure: internal working group “Desperate and Ruinous Buildings”</li> <li>▪ Each year a 4-day festival at a brownfield site / vacant building to draw the attention to the site and demonstrate how the space could be used: <a href="http://www.begehungen-chemnitz.de/">http://www.begehungen-chemnitz.de/</a></li> <li>▪ StadtWohnen Chemnitz: consulting agency of the municipality, connecting property owners of houses in bad conditions with new users; communicating supporting services for rehabilitation and selling: <a href="http://www.stadtwohnen-chemnitz.de/">http://www.stadtwohnen-chemnitz.de/</a></li> <li>▪ “Kompott”, alternative housing and cultural project with younger people for reactivation of a building: <a href="http://kompott.cc/">http://kompott.cc/</a></li> <li>▪ Project “Konserviertes Stadtquartier” which aims at the conservation of a building block of wilhelminian style in the district Sonnenberg; successful awareness raising activities: <a href="http://www.nationale-stadtentwicklungspolitik.de/NSP/SharedDocs/Projekte/NSPProjekte/Baukultur/Konserviertes_Stadtquartier_Chemnitz.html">www.nationale-stadtentwicklungspolitik.de/NSP/SharedDocs/Projekte/NSPProjekte/Baukultur/Konserviertes_Stadtquartier_Chemnitz.html</a></li> <li>▪ Monitoring: derelict land register</li> </ul>
6.5	<p>What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p> <ul style="list-style-type: none"> <li>▪ stakeholder targeting</li> <li>▪ handling of participative planning processes</li> <li>▪ activation of property owners</li> <li>▪ identification of economic requirements</li> <li>▪ transfer expertise of real estate industry</li> <li>▪ realistic interpretation of the market</li> </ul>

2.2.4 Dubrovnik

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	Svjetlana Simunovic, Professional associate of City of Dubrovnik Development Agency, <a href="mailto:ssimunovic@dura.hr">ssimunovic@dura.hr</a> ; +385 20 640 562, +385 99 52 000 46
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population Growing, stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	Dubrovnik; DUBROVNIK NERETVA COUNTY, Croatia, 143,4 km <sup>2</sup> 52 Mio. € 1990: 49 728; today: 43 770 Dubrovnik has a stable, slightly growing economy, which bases on tourism. In turn the population is declining as the result of negative demographic trends (negative natural growth and emigration).  At the moment required data is not available; Institute for the Restoration of Dubrovnik has just started collecting data for the Old City center.
2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	Although vacancy is not a massive problem in Dubrovnik, as space is rather a rare source, there are several for the city important vacant historic buildings. The vacancy results mainly from rather expensive rehabilitation requirements, which owners can not afford, and ownership problems (owners are not know/ can not be found or there are several owners for one building).
2.2 Priority of the issue on local political agenda (high, normal, low)	The development of the summer villas in the Mokošica neighbourhood, to which the target building belongs to, is of high political priority, since the complex is a very important heritage site and therefore an important identity point. Since Dubrovnik is a prominent tourist destination, the complex could become a new place for tourists to go to (focusing not only on cultural heritage, but also on creative industries and living culture). Therefore the site can get economically important.
2.3 Current policy / strategy / instruments dealing with vacant buildings	-
2.5 Opportunities through the reactivation of vacant buildings (in general)	The reactivation of vacant buildings, in particular for the Mokošica neighbourhood, could <b>fill the gaps of missing socio-cultural infrastructure</b> in Dubrovnik. The reactivation of the buildings could <b>trigger the urban development of certain neighbourhoods</b> , in particular when the buildings can be used in support for the <b>economy development of the city</b> (i.e. for tourism purposes).
3. Current situation of the target area / empty building the partner is going to work on	

<b>3.1</b> Owner and size (m <sup>2</sup> )	<p>The target building, a listed 2-storey summer villa from the 16<sup>th</sup> century with a surrounding garden, is situated in Rijeka Dubrovacka bay that counts around 25 Renaissance summer villas. Gucetic summer villa site is next to the sea in the Mokošica neighbourhood. The neighbourhood is a new part of Dubrovnik (built in 1970s) with around 12.000 inhabitants and a very high percentage of young population. It is the most densely populated community in Croatia.</p> <p>Around 40 % of the summer villas, which are private and public owned, are vacant. The Gucetic summer villa (target building) is owned by the City of Dubrovnik. The plot sizes 3.800 m<sup>2</sup>. The gross floor area is 800 m<sup>2</sup>.</p>
<b>3.2</b> Current state of the building / building complex	<p>The Gucetic summer villa is damaged and devastated. The roof and part of the 1.floor slab has collapsed; the garden has overgrown.</p>
<b>3.3</b> Problems and challenges for reactivation / redevelopment	<p><b>The Gucetic summer villa is a protected heritage complex.</b> Strict national legislation on reconstruction and redevelopment of protected heritage sites complicates the process of conservation and/or reconstruction and are in general very cost intensive. This leads often to <b>new uses in the buildings</b>, which are rather <b>exclusive and detached from the community</b>.</p> <p>The neighbouring sites are privately owned. It is very complicated to get the permission from the owners to document the complex surrounding walls, which are very important part of the architectural and urban typology.</p>
<b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood	<p>The Mokošica neighbourhood is a so called sleeping-neighbourhood lacking social and cultural infrastructure and activities. The reactivation of the Gucetic complex presents the opportunity to <b>provide the neighbourhood with a very much needed inclusive socio-cultural platform</b>.</p> <p>As the Gucetic complex is an important heritage site it could become as well a <b>new tourist attraction</b>, both in terms of passive and active cultural tourism with positive economical benefits for the neighbourhood and the city. Dispersing the tourism flow also to other areas in the city could contribute to the relief of the tourist flow into the old historic center of Dubrovnik (UNESCO site).</p>
<b>3.5</b> Former / current actions/approaches for reactivation / redevelopment	<p>There had been no official approaches, but in the past activities took place in the garden of the complex: movie projections, workshops, gatherings etc. They were initiated by local film institution and local NGOs. The building was (without permission) used by individuals and groups, organizing informal gatherings and parties till the roof collapsed. At the moment the building is closed. The former illegal use demonstrated the need of the neighbourhood for cultural activities and space for it.</p>
<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objec-	<p>The target area is marked for social/cultural purposes according</p>



<p>tive for the reactivation / redevelopment</p>	<p>to General urban plan. The city has the intention <b>to develop a cultural and community centre</b> at the location.</p> <p>There is a project idea called <b>“Incubating heritage”</b> which we would like to implement on this site. It is based on <b>re-conceptualizing the programming and conservation methods for run-down summer villas by introducing a set of community based activities. This implies low cost and easily reversible interpolations and collaborative interventions for the use of the buildings, which benefits the local community.</b> The target building should be used as pilot project.</p> <p>The definition of the future uses and activities for the target building and its management ought to be based on <b>participative methods</b>: citizens, NGOs, cultural organisations, private investors are invited to suggest potential activities and uses. Activities are introduced with an incubating period in order to see whether they fit and are sustainable. The management of the building along with the plan of activities (incubating programmes plan) is based on participative governance. This would ensure that the new cultural/community centre within the heritage complex is perceived as common space and it would ensure the social sustainability of the project/process.</p>
<p>4.2 What will be the Local Action Plan about (content)?</p>	<p>The main objective of LAP will be the definition of uses and activities of the Gućetic summer villa and the management of it. The ULG should come up with an <b>initial set of programmes that would guaranty inclusive and economically and socially sustainable usage</b> of the site. According to the agreed set of programmes the LAP should provide <b>steps to reactivate the property</b> which consists of:</p> <p>a) <b>conservation and reconstruction methods</b> that are in tune with flexible and ever-changing programming and inclusive appropriation;</p> <p>b) introduction of certain <b>temporary uses or pop-up activities for testing certain programmes.</b></p>
<p>4.3 What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>With the 2<sup>nd</sup> Chance network new forms of participation and involvement of stakeholders in the development and implementation of policies and action planning documents shall be introduced, which could trigger a set of changes in the way policy documents are conceived and implemented.</p>

<p><b>6. Learning and Capacity building</b></p>	
<p>6.1</p>	<p><input type="checkbox"/> We have experience tackling the 2<sup>nd</sup> Chance type of policy challenge/ problem</p> <p><input type="checkbox"/> We have some experience to share but a lot to learn</p> <p><input checked="" type="checkbox"/> We want to be involved in this network to learn from other parts of Europe</p>

<p><b>6.2</b> Key issues, problems, challenges, etc. you want to exchange / learn about</p>	<ul style="list-style-type: none"> <li>- Participation (methodology and tools, how to activate and engage citizens, how to organise the process, positive outcomes, negative effects )</li> <li>- How to improve communication between governing structures and NGOs/citizens</li> <li>- How to facilitate private interest in terms of common value and common good</li> <li>- How to work successfully together – also in the long run</li> <li>- Management models for the buildings</li> </ul>
<p><b>6.3</b></p>	<p><input type="checkbox"/> We have successfully implemented policies/ actions related to 2<sup>nd</sup> Chance project, but we know we can improve</p> <p><input checked="" type="checkbox"/> We have started to address this issue at local level</p> <p><input type="checkbox"/> We do not have much experience in this field</p>
<p><b>6.3</b> <b>a</b></p>	<p><input type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms</p> <p><input checked="" type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good</p> <p><input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network</p>
<p><b>6.4</b> Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p>	<p>Institute for restoration of Dubrovnik has good practice in re-construction, conservation and restoration of heritage buildings.</p>
<p><b>6.5</b> What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p>	<p>Better management of such processes that encompass a lot of stakeholders from different sectors and better communication between public, private and NGO sector.</p>

2.2.5 Genoa

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	Prof. Raffaella Fagnoni, Associate professor in Design, Dipartimento di Scienze per l'Architettura, Scuola Politecnica di Genova. Referent for the University of Genoa of the Operative agreement with the Municipality of Genoa about Recycle practices and Temporary reuse of abandoned areas in the city. +39 3280184130 <a href="mailto:raffaella.fagnoni@unige.it">raffaella.fagnoni@unige.it</a>
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population Growing, stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	Genoa, Liguria, Italy 243,6 km <sup>2</sup> 1.709.7 Mio. € (2015) 1990: 678.771; today: 592.507 The population has been declining for many years with a high percentage of elderly people, higher than the national average. The natural increase is negative and also the component resulting from the arrival of immigrants can not buck the trend. Genoa is also attractive for students and workers from other parts of Italy, while many young graduates migrate to regions offering more opportunities in Italy and abroad. The economy is shrinking, too, due to the decline of the ship industry and leaving of heavy industry out of town. Brownfield areas are approximately 4,400,000 m <sup>2</sup> (source: Municipal Masterplan)

2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	In the city of Genoa there are many abandoned and useless properties, mainly industrial buildings linked to the port, which are not anymore in use. These buildings are placed in strategic locations within the city, adjacent to the heavily urbanized fabric since World War II. The vacant buildings are signals of an economic change and have a negative impact on the context in which they occur. The neglect of the urban environment transmits signals of deterioration, of selflessness and insecurity. The challenge for the city administration is to be able to exploit these spaces to improve the liveability of the city and the neighbourhoods in which they are installed.
2.2 Priority of the issue on local political agenda (high, normal, low)	The redevelopment of derelict areas, strategically placed within the city, has a high priority on the local political agenda. The proof is the dialogue that was carried out between the city administration and local stakeholders (citizens, citizens' associations, NGOs, etc.) for the definition of development strategies for the areas.

	Currently, the political agenda has planned for the period 2015-2017 major investments for the maintenance of the city. Actions that will have a significant impact on safety, quality of life and hospitality are considered important interventions.
2.3 Current policy / strategy / instruments / actions dealing with vacant buildings	The goal of the city administration is to reactivate the places that have been abandoned for years. To do so, the first objective is the connection with the city, not only economical, but also cultural and socially. The city administration has an overall plan for the recovery of the currently derelict and abandoned properties. The Municipal masterplan identifies three types of districts as transformation areas with the purpose of urban renewal. These districts include areas with urban planning unsuitable or by the presence of productive activities of discontinued operations and incompatible functions. On these sites the Municipal masterplan designs strategic interventions with relevance at urban level. The plan aims to link properties to the fundamental assets of the city, which specifically are: shipping, technology, research, tourism and culture.
2.5 Opportunities through the reactivation of vacant buildings (in general)	The areas containing abandoned buildings are spaces of transition in the dense built fabric of neighbourhoods. They can provide spaces that serve to create communities, improve the lack of open space and accommodate necessary functions on a local scale. Thus, the abandoned buildings and especially abandoned industrial areas are also a great and unique opportunity for the city to activate the re-appropriation of space and placement of functions.

<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
3.1 Owner and size (m <sup>2</sup> )	<p>The ex Caserma Gavoglio is a former military base with warehouses and one administrative building. The buildings date from 1835 - 1920. Some of them are listed buildings. The barracks are in the middle of a poor and very densely populated urban district called Lagaccio (12.000 people) close to the city centre. The army is about to abandon the place, which up to now is a forbidden area for the public. The area is property of the State. 40 % of the area has been transferred to the Municipality of Genoa. The rest of it is going to be transferred to the municipality free of charge after the presentation of an overall redevelopment plan and project. Currently the municipality has started to launch a strategic process for the area.</p> <p>The military base sizes 46.000 m<sup>2</sup>, composed of 15 buildings (27.100 m<sup>2</sup> total; 15.240 m<sup>2</sup> covered surface, 33% of the whole area). 8.300 m<sup>2</sup> used to be residential services and offices and 18.800 m<sup>2</sup> for warehouses and garages.</p>
3.2 Current state of the building / building	The majority of the buildings are vacant and derelict: 32 % of the buildings are currently used for military purposes, which will be

complex	dismissed right after the delivery of the area to the municipality. The buildings (7.000 m <sup>2</sup> ), that are actually property of the municipality, can not be entered as long as the area is a restricted zone of the military, except for the inner courtyard at the entrance of the area (Piazza Italia, approx. 2.000 m <sup>2</sup> ).
3.3 Problems and challenges for reactivation / redevelopment	<p><b>Cultural heritage conservation and rehabilitation needs:</b> two larger buildings of the complex are recognized by the supervision of Architectural Heritage as places of interest - D.Lgs 42/2004. They are in strong need of rehabilitation. The entire area is recognized as site of archaeological interest.</p> <p><b>Accessibility of the area:</b> there is a single narrow road that climbs the hill to reach the Lagaccio area. The railway line in the southern part of the district cuts off the area from the city centre and the harbour, making it difficult to cross it. This limits the accessibility of the area.</p> <p><b>Hydro-geological restriction:</b> due to the fact that the complex occupies entirely a steep small valley, below a water catchment area of an ancient and man-filled lake and surrounded by dense and unregulated urbanisation of the post-war era. The challenge to redevelop the valley is to give back to the neighbourhood a great space to use as green areas, services and private activities compatible with the safety of hydro-geological substrate.</p> <p><b>To provide financial resources</b> for the redevelopment of the area and the rehabilitation of the buildings.</p>
3.4 Potentials / benefits of the redevelopment for the city / neighbourhood	<ul style="list-style-type: none"> <li>▪ New functions for the buildings which suit the needs of the neighbourhood.</li> <li>▪ Reopening the space for the citizens of the surrounding neighbourhood and integrate the area in the urban fabric.</li> <li>▪ Provide missing open space and public facilities for the very dense urban neighbourhood of Lagaccio.</li> <li>▪ Proximity to the main train station (900 m), the harbour, the city's former fortification system and the green suburban areas of the regional park.</li> <li>▪ There is a strong motivation of citizens of this area to take actively part in improving the quality of their life. Therefore the neighbourhood associations will act as strong anchor partners and actors in actively supporting and enhancing the appropriation and the development of strategic uses for the site for the further creation of common good.</li> <li>▪ The surrounding area is characterized by a disorganized urbanisation of the post-war era and is mainly formed by residential multi-storey buildings. For the purpose of community spaces this is scenically interesting: the fascinating scenario of tall residential buildings that surround the enclosure of the complex represents almost a sort of theatrical setting from inside the area. From outside the buildings overlook toward the area and the roofs of the ex Caserma represent a sort of fifth façade in which the neighbourhood can actively develop their</li> </ul>

<p><b>3.5</b> Former / current actions/approaches for reactivation / redevelopment</p>	<p style="text-align: center;">diverse activities in closed vicinity of the housing areas.</p> <p>The city administration had strongly expressed the will to plan the redevelopment of Caserma Gavoglio working with all local stakeholders. The dialogue with citizens began in 2011 on the occasion of the presentation of the first draft of the new Municipal Town Plan (PUC). For the area of the former barracks Gavoglio the Plan allowed the increase of surface building and changed for the worse parameters of green and services for the district. Local stakeholders organised and opposed this draft. At the end they obtained a change of the PUC.</p> <p>Currently the site is one of the 29 districts of transformation. The aim of the transformation of Gavoglio is the recovery of the abandoned military to urban uses in order to provide the district with open space, public services and new uses for the buildings inline with the needs of the neighbourhood. This in order to constitute a transitional space in the dense built fabric of the neighbourhood, favouring design solutions that lead to the greatest possible integration of the spaces of the former barracks with the urban context, emphasizing also the historical buildings present in the site. In order to promote the social gathering, the presidium of the site and reuse of historical buildings is permissible for private functions.</p> <p>The municipality has launched an enhancement programme and defined guidelines for the development of the district. The guidelines are the basis for the enhancement program ( Local Action Plan). They are the result of a process of analysis and technical planning. The guidelines identify possible actions for projects in order to retrain the site of the former military base and the district as a whole. This programme is the prerequisite for the delivery of the area to the municipality by the state. The programme and guidelines are being developed in a participatory process based on a dialogue with citizens, cooperatives, builders' groups, associations, etc. Interests expressed so far have been the implementation of green areas, leisure, sport facilities and public parking.</p> <p>The opening of the area for the public has started recently with the opening of a small community centre, Casa di Quartiere del Lagaccio, approx. 60 m<sup>2</sup> placed at Piazza Italia at the entrance of the area. The community center was based on a call for tenders, organized by the municipality in September 2015.</p> <p>In addition the municipality has set up a cooperation with the architecture department of the university with the purpose to identify projects of temporary reuse for underused and vacant areas in Genoa and to manage the transition from the old to new functions.</p>
<p><b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b></p>	
<p><b>4.1</b> Current idea and objec-</p>	<p>The intention is to transform the “bunker” area in an open hub</p>



<p>tive for the reactivation / redevelopment</p>	<p>that generates a meeting point to attract different actors. The objectives for the Ex Caserma Gavoglio are to:</p> <ul style="list-style-type: none"> <li>▪ Organise public calls to experiment concrete actions to involve local groups in the revitalization of small portions of the area that are available for the benefit of the community for a defined period (open space and buildings),</li> <li>▪ Consider temporary use as a designed strategy for a new life cycle of spaces and start temporary use projects to establish sustainable funding and business models.</li> <li>▪ Organize temporary activities to test their “effectiveness” / sustainability, which in a second time can become a long-term use.</li> <li>▪ Provide space for local handcraft shops, for enterprises working in the field of green energy, show and training rooms how to improve energy efficiency of buildings, etc.</li> <li>▪ Not listed buildings might be demolished to provide open space and public facilities for the very densely populated neighbourhood.</li> <li>▪ Engage the private sector to make them invest in the buildings (the public sector will invest in the public space).</li> </ul>
<p>4.2 What will be the Local Action Plan about (content)?</p>	<ul style="list-style-type: none"> <li>▪ Identify complementary intermediate and long-run steps for the development and reuse of the site with short term actions / temporary uses to explore new meanings for the existent building, the open spaces and to involve stakeholders and long lasting contracts and agreements to ensure the sustainability of actions.</li> <li>▪ Develop objectives and actions for the reuse of area in line with the needs of the surrounding neighbourhood.</li> <li>▪ Further support and structure the interest of the different stakeholders for the redevelopment of the area;</li> <li>▪ Structure a process which allows to reactivate the area and its listed buildings in steps due to the size of the buildings and the area and the complexity of the different stakeholders involved;</li> <li>▪ The process aims to make these stakeholders take part in the reactivation of the district and to invest resources for the benefit of sustainable urban development.</li> </ul>
<p>4.3 What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>Since 2014, to develop the area, the Municipality of Genoa has set up an enhancement program focused on the reuse of the spaces of the former military base and revalue the dense urban district of Lagaccio where it is located, and to provide the services that are currently missing.</p> <p>This renewal will be implemented following several stages, to transform gradually the volumes and open spaces, following the guidelines described in the enhancement program, based on the urban and socio-economic analysis of the area and with the involvement of the population, which represented a suc-</p>

	<p>cessful experience.</p> <p>At the same time the Municipality of Genoa has set up a Protocol of Cooperation with the Department of Architecture of the University with the purpose of identify projects of temporary reuse for dismissed areas aimed to manage the transition from old to new functions as identified by the enhancement program.</p> <p>For a long time the ex caserma Gavoglio was a real cut in the district of Lagaccio, therefore a way to ensure a recovery by the population of these large space is to plan activities that can revitalize the image, and allow the attendance in an area until recently forbidden to citizens.</p> <p>This re-opening has the dual purpose of promoting greater integration in the surrounding district, as well as the district with the city of Genoa, given its proximity to major urban polarities such as the train station Genova Principe, the seaport cruise ship, the historical center, the University of Via Balbi, the area of the Old Port.</p> <p>Organize temporary activities is also useful to test, with contained costs, the effectiveness of functions which in a second time can become definitive if they result successful.</p> <p>This approach is part of a planning method that aims to combine "classic" contributions with those emerging from a comparison with the needs and expectations of citizens. This process is dynamic and it is aimed to obtain, on the one hand, planning scenarios, such as to correctly translate the guidelines of the enhancement program. On the other hand, it means that those parts of the project can be upgradeable if become obsolete due to the time or the changed socio-economic conditions, but always answering to the starting principles and objectives.</p>
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<b>6. Learning and Capacity building</b>	
<b>6.1</b>	<input checked="" type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
<b>6.2</b> Key issues, problems, challenges, etc. you want to exchange / learn about	<ul style="list-style-type: none"> <li>▪ approaches how to deal with vacant buildings, bring them back in use and manage and finance the process;</li> <li>▪ cooperative planning practice with civil society (e.g. participatory budgeting, division of planning responsibilities, planning and design strategies);</li> <li>▪ how to involve and engage the private sector (to plan and invest in accordance with public interest);</li> <li>▪ proper process structures and financial models to rehabilitate the vacant buildings and foster participatory planning</li> </ul>

		<p>and design in the group;</p> <ul style="list-style-type: none"> <li>▪ resource efficient planning strategies and design tools for the redevelopment;</li> <li>▪ how citizen can engage with the municipality.</li> </ul>
6.3	<input type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input checked="" type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field	
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network	
6.4	<p>Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p>	<ul style="list-style-type: none"> <li>▪ Engagement of the citizens associations in the development proposal / plan for the reuse of the area. This engagement has made the municipality trying to get hold of the former military base Caserma Gavoglio.</li> <li>▪ Bottom-up approach for the development of the ex Caserma Gavoglio together with the citizens associations by the municipality.</li> <li>▪ Use of social media to support the bottom-up approach.</li> <li>▪ Recycle Italy: the activities carried out within the Italian Priority National Research (PRIN) Re-cycle Italy are about reuse and recycling of abandoned areas, buildings, infrastructures, and temporary bottom-up practices. They have, as content of action and consideration, the investigation and definition of new life cycles for those spaces, elements of the city and the territory, which have lost a sense, use and attention. Recycling means putting the waste back in circulation, giving it a new value and meaning. (Ricci, 2012) In Genoa RECYCLE ITALY GENOA LAB mapped the abandoned areas, organising some activities as workshop to imagine a new future for them. The team established an agreement with Municipality to co-operate on re-activating situations, produced studies on the issue and promoted events to generate a new life cycle for abandoned spaces. SUPERELEVATA [FOOTPRINT] in 2014 was a one day event to experiment, communicate, experience share and disseminate the idea of a possible future, realized by a shared work and with a collaborative spirit, involving institutions and individuals, associations and communities.</li> </ul>
6.5	<p>What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p>	<ul style="list-style-type: none"> <li>▪ Participatory budgeting and different financial incentives</li> <li>▪ Strengthening the local economic actors;</li> <li>▪ Cooperative planning and design strategies;</li> <li>▪ Strategies to challenge gentrification process;</li> <li>▪ Investment in urban regeneration and opportunities for</li> </ul>

	enhancing of public spaces;
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### 2.2.6 Gijon

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	Enrique Rodriguez Martin; Head of European and International Department <a href="mailto:eirodriguez@gijon.es">eirodriguez@gijon.es</a> ; + 34 985 18 11 53
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population Growing, stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	Gijón, Asturias, Spain 181,6 km <sup>2</sup> 375,9 Mio. €. 1996: 264.381; today: 275.735 The population is shrinking mainly due to demographic trends (ageing population), which some medium size cities in Spain have in common. The economic development is quite diverse. For instance, the industrial sector is shrinking, whereas the sectors of ICT, services and tourism are growing. No data available.

2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	Vacancy of buildings is not a massive problem in Gijon, but the buildings that are vacant, mark the city. Vacancy is increasing in particular within industrial buildings which are losing its purpose (i.e. shipyards).
2.2 Priority of the issue on local political agenda (high, normal, low)	Despite the rather low vacancy rate, the issue is quite high on the political agenda as the vacant buildings mark the city.
2.3 Current policy / strategy / instruments / actions dealing with vacant buildings	As vacancy of buildings is not a general problem, there is not a particular strategy. But in the Integrated Urban Strategy for ERDF the development of the vacant building of this project is integrated. In addition some sectors like the creative sector have shown interest in the use of this building.
2.5 Opportunities through the reactivation of vacant buildings (in general)	The reactivation of vacant buildings will contribute to the improvement of the cultural, economic, social, environmental offer in the city.

3. Current situation of the target area / empty building the partner is going to work on	
3.1 Owner and size (m <sup>2</sup> )	The listed 3-storey Tobacco Factory (Tabacalera), owned by the municipality, is located in the traditional neighbourhood, Cimavilla, close to the city centre. It is an old baroque convent

	<p>from 1670, reconverted in the Tobacco factory after the "disentailment Mendizabal". The building reflects the development of the city. First the use as a convent, the transformation into a building of production and then its abandonment in 2002. From 2002 the building has been empty.</p> <p>The useable surface is 5.996 m<sup>2</sup>; the built surface 8.541 m<sup>2</sup>. The surface of the courtyard is 4.776 m<sup>2</sup>.</p> <p>The neighbourhood has been declared protected area ("Bien de Interés Cultural") as archaeological area, so the area has the highest protection according with the law.</p>
<b>3.2</b> Current state of the building / building complex	The 100 % vacant building is in strong need of rehabilitation. Inside it houses a church with important roman works (not in use), former production and administrative space and the former habitation of the general manager of the Tobacco fabric.
<b>3.3</b> Problems and challenges for reactivation / redevelopment	There had been plans to use the building as a museum. Due to the financial crisis and change in the city council this idea was no longer pursued. Today, the challenge is the reactivation of the building with a new philosophy according to the post-time financial crisis. Also the limited access to the buildings hampers the re-use.
<b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood	The reactivation of the building can allow to provide new space for cultural, neighbourhood and new economic activities, for co-working and to showcase to the public the history of the city through the history of the building. The new economic activities should be related to attract and keep talents of the cultural and creative sector in the city, fostering the economic development and reduce unemployment, especially among the young people.
<b>3.5</b> Former / current actions/approaches for reactivation / redevelopment	There was the idea to reuse the building as a museum. Due to the financial crisis and change in the city council this project is no longer pursued. Currently there is a debate around the future of the building and the building is included in the Integrated Urban Strategy for ERDF (2014-2020).

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objective for the reactivation / redevelopment	The current idea is to bring a mix of uses around the culture and creative sector in the buildings according to 3.4. Thus, the Tobacco Factory (Tabacalera) could include from an exhibition area to incubator enterprises, artist residences, co working spaces and so on.
<b>4.2</b> What will be the Local Action Plan about (content)?	<ul style="list-style-type: none"> <li>▪ Definition of innovative uses and how to embed them in the building;</li> <li>▪ Linking the uses to support new moments / innovative situations;</li> <li>▪ Bring relevant stakeholders (owner, future users, neighbourhood association) together and develop a common</li> </ul>

	strategy and actions; <ul style="list-style-type: none"> <li>▪ Improve the access into the building.</li> </ul>
4.3 What changes/ do you want to achieve due to the participation in the 2 <sup>nd</sup> Chance project (policy, governance, etc)?	First of all, the 2 <sup>nd</sup> Chance project can help to carry out the project after the time of crises. Also, the creation of an Urbact Local Group will introduce positive elements in the governance procedure, so different stakeholders can be involved in the process. The consequences of this process in the local policy will be clear as well. Further the re-use of the building might induce a revitalisation of the neighbourhood.

<b>6. Learning and Capacity building</b>	
6.1	<input type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input checked="" type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
6.2 Key issues, problems, challenges, etc. you want to exchange / learn about	<ul style="list-style-type: none"> <li>▪ Management models (public or private-public ones) for former "industrial" buildings similar to the Gijon one</li> <li>▪ Funding models (public or private-public ones) and payment models for the use of the space by the future users</li> </ul>
6.3	<input checked="" type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field
6.3 a	<input type="checkbox"/> We think we have some practice(s) that could be regarded as "good practice(s)" in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input checked="" type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network
6.4 Mention good policies/ good practices dealing with 2 <sup>nd</sup> Chance issue to be shared in the network.	Gijón turned an old factory of glass and ceramic into a Municipal Center to boost the entrepreneurial development. This refurbishment was made keeping the structure and design of the former facility. The Gijón Municipal Centre of Enterprises Plc. settled its head office in this building and started to enable the setting of enterprises and supporting the development and consolidation of those enterprises placed in Gijón.
6.5 What key capacities should be enhanced in the city's core staff in relation to dealing with the policy challenge addressed by the network?	The idea is that the municipal administrations can set up the reuse of Tobacco Factory (Tabacalera) with much information from different perspectives (economical; social; political; environmental) and from different experiences. In that sense, Gijon would like to have some "models" to build a successful experience. Gijon is interested in the mix of uses. We would like to know how other cities have managed this situation.



2.2.7 Liverpool

1. Key generic indicators of the partner city	
1.1 Contact person, email, phone	<p>Rob Burns, Urban Design and Heritage Manager of city of Liverpool, <a href="mailto:rob.burns@liverpool.gov.uk">rob.burns@liverpool.gov.uk</a>, +44 1512330313</p> <p>Samantha Campbell, <a href="mailto:samantha.campbell@liverpool.gov.uk">samantha.campbell@liverpool.gov.uk</a>, +44 151 2330299</p> <p>Chris Griffiths, <a href="mailto:chris.griffiths@liverpool.gov.uk">chris.griffiths@liverpool.gov.uk</a></p>
1.2 City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population Growing, stable, shrinking city (economy/population)  Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	<p>Liverpool, Merseyside, UK</p> <p>118.8 km<sup>2</sup></p> <p>1.767 Mio. €</p> <p>1990:437,000; 2015: 471,000-490,000 at latest estimate</p> <p>After decades of severe shrinking from a population high of 890,000 in 1938, the population is now growing. This is especially the case with the city centre population that now stands at c.32,000.</p> <p>Also the economy is growing after suffering from the financial crisis in 2007. There had been severe cutbacks in the public sector. Responsible for the current economic growth is the private sector, in particular the sectors of leisure, tourism, education and culture. These sectors require additional space in the city and support the re-use of vacant buildings.</p> <p>Vacancy has decreased over recent years.</p> <p>Vacant buildings- 4.2%, heritage buildings at risk 3.4%</p>

2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	<p>Vacancy is not a massive problem in Liverpool, but important heritage buildings are vacant. Some belong to the city council. Reasons for these vacant buildings are</p> <ul style="list-style-type: none"> <li>▪ their degraded physical structure due to lack of investment;</li> <li>▪ high rehabilitation costs due to preservation demands for cultural heritage buildings;</li> <li>▪ private owners which lack interest in re-activating and re-furbishing their buildings, even when it could be economic feasible. Partly, such attitudes are (unintentionally) supported by tax benefits.</li> </ul> <p>The challenge is to find financial resources for the rehabilitation and sustainable uses, which allow to maintain the building properly, and to have instruments at hand which allow to activate property owners to deal properly with their property.</p>
2.2 Priority of the issue on local political agenda (high, normal, low)	<p>Bringing the vacant heritage buildings back in use, in particular the target building of the 2<sup>nd</sup> chance network has a high priority in the city council because of its importance as heritage building.</p>

<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<ul style="list-style-type: none"> <li>▪ Investment frameworks for north Liverpool, Mayoral Development Zones and the City Centre / heritage investment strategies. Examples of emerging and established good practice include;</li> <li>▪ Strategic Investment Framework for Liverpool City Centre (SIF) – examines key sites, neighbourhoods, great streets and distinctive character areas which present opportunities in the form of under-used / derelict buildings and spaces ('voids') and urban commons.</li> <li>▪ Anfield Spatial Regeneration Framework (SRF) – combines new development for commercial, retail and leisure uses (e.g. Anfield Stadium LFC redevelopment) with new residential provision. The Zone includes Stanley Park and Anfield Cemetery, important heritage sites, which have a number of vacant historic buildings and important structures.</li> <li>▪ Project Jennifer in Everton (N Liverpool) is an example of Council facilitating redevelopment of largely derelict land for commercial and residential use by making use of extensive CPO powers. Not so much about re-using vacant building as re-activating a large expanse of derelict / under used land in inner-city area.</li> <li>▪ Townscape Heritage Initiative (THI) – City Centre grant programme targeting under-used / derelict historic property within the Ropewalks area in two phases (and potentially three), since 2001. Includes part of the World Heritage Site and the historic Chinese quarter. Council has co-opted the grant scheme by use of statutory enforcement powers to bring about large scale improvements and new investment into the fabric of the area.</li> <li>▪ Heritage Priority framework for buildings at risk. – includes 65 sites across the city comprising some 95 vacant listed buildings. The top 25 sites form the content of a revived Stop the Rot campaign in the local press that was originally launched in 2001. The initiative builds on the Buildings at Risk programme commenced in 2001 and has been instrumental in reducing the number of heritage buildings at risk from &gt;13% to &lt;3%.</li> <li>▪ Housing policies- 'homes for £1' initiative. Vacant C19 housing due to be cleared under the HMRI programme are instead in selected areas being sold for refurbishment by small companies and individuals.</li> </ul> <p>s. also 6.4.</p>
<p><b>2.5</b> Opportunities through the reactivation of vacant buildings (in general)</p>	<p>Reactivated buildings can provide additional space for the growing sectors of leisure, tourism, education and culture, thus supporting business opportunities and job creation. Also housing space could be provided for example for the growing num-</p>

	<p>bers of students.</p> <p>In addition, the rehabilitation of these buildings preserves the cultural heritage of Liverpool, which is one of the tourist attractions.</p>
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<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
<b>3.1</b> Owner and size (m <sup>2</sup> )	<p>Wellington Rooms, a grade II* listed building, is a 1-storey Georgian assembly rooms built for Liverpool's merchant classes in 1815. It is located in the knowledge quarter, adjacent to the science park, two universities, theatre, medical institution and a cathedral. The last use was as the Irish Centre- an entertainment centre and bar. Since 1997 the building has not been in use. The owner is Liverpool City Council, but with lease held by the Crown.</p> <p>The building gross floor area is approx. 1,500 m<sup>2</sup>.</p>
<b>3.2</b> Current state of the building	The building has been empty since 1997 and is in need of extensive urgent repair and careful restoration of plasterwork.
<b>3.3</b> Problems and challenges for reactivation / redevelopment	The building is grade II* listed so its external and internal qualities need to be retained. This and the heavy need of repair result in a large funding deficit around 5-6,5 Million €. The original floor plan, which is part of the heritage value of the building, can not be changed without disturbing the heritage values. That limits the types of possible future uses.
<b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood	The building is prominent and is within the knowledge quarter. The area is becoming increasingly vibrant and a 'little Bohemia' for cultural activities. The successful re-use of the Wellington Rooms building would add to the regeneration of the area. It could provide additional space for the adjacent users/ buildings like the university.
<b>3.5</b> Former / current actions/approaches for reactivation / redevelopment	The former lease holder had various ideas for a new use as i.e. a dance centre and a hotel. But all these plans would have been very invasive to the heritage structure of the building or would not have been economically viable.

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objective for the reactivation / redevelopment	The City Council is working with the Merseyside Building Preservation trust, Historic England and the University to secure repair, appraisal and new educational/social uses for the building.
<b>4.2</b> What will be the Local Action Plan about (content)?	<p>The Local Action (LAP) plan will contain a feasibility study including the strategic fit with the area, necessary repair and rehabilitation works, cost-benefit estimation, potential end-uses, funding opportunities.</p> <p>The LAP should demonstrate a floor plan, which allows adapt-</p>

	<p>ing to different kind of uses in the future, without harming the internal qualities and heritage values.</p> <p>The uses will be coordinated with the ULG and the potential final users of the building. They should complement the vibrant activity of the Theatre / Performing Arts and various University faculties in the area.</p>
<p><b>4.3</b> What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>Innovation in funding and community / stakeholder participation in looking at building restoration and bringing vacant buildings back in use, so that these lessons can be used in the future.</p>

<p><b>6. Learning and Capacity building</b></p>	
<p><b>6.1</b></p>	<p>We have experience tackling the 2<sup>nd</sup> Chance type of policy challenge/ problem</p>
<p><b>6.2</b> Key issues, problems, challenges, etc. you want to exchange / learn about</p>	<ul style="list-style-type: none"> <li>▪ How can the local administration together with other stakeholders actively promote the reactivation of the property (unlocking further 'resources' for the reuse)?</li> <li>▪ How can the stakeholders be involved in the reactivation / reuse process and ensured the communication and coordination between them?</li> <li>▪ How can the stakeholders be engaged to achieve a lasting cooperation?</li> <li>▪ How to activate the property owner to collaborate with the city administration and other stakeholders for the common reactivation of the property?</li> <li>▪ How to engage with property owner to achieve a lasting cooperation for mutual beneficial use of the property?</li> <li>▪ How to identify and to activate the stakeholders for the reactivation of the property?</li> <li>▪ How can the public interest / the notion of urban commons be integrated in privately driven project developments?</li> <li>▪ How to ensure the coordination/cooperation between different city administration units for integrated action? and the city council / mayor?</li> <li>▪ How to involve/inform the city council / mayor to gain their support?</li> <li>▪ How to finance the whole process and the re-use/rehabilitation?</li> </ul>

6.3	We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network
6.4	<p>Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p> <p><b>Merseyside Building Preservation Trust:</b> the objective of the trust is to bring vacant heritage buildings back in use by organising feasibility studies (necessary repair and rehabilitation works; cost–benefit estimation; potential uses; identification of key partners, etc.) and acquiring funding for repair (short-term) and sustainable rehabilitation works (mid-/long-term). The building preservation trust has a steering board, with high level members from different sectors and profession backgrounds. The Trust is funded primarily by voluntary contributions in kind (professional advice free of charge), public sector grants and donations from private individuals</p> <p><b>Policies and guidelines:</b> in a planning document for the Liverpool world heritage site there are guidelines on the re-use of vacant buildings. World Heritage SPD. Local Plan (under preparation).</p> <p><b>Heritage campaign ‘Stop the Rot’:</b> Liverpool is working with the local newspaper on a heritage campaign called ‘Stop the Rot’ that highlights some of the vacant heritage buildings in the city and gives the public information on the buildings. The Council has given its backing to the Stop the Rot campaign and has its own Heritage Priorities Initiative, which was approved by Cabinet in October 2015.</p>
6.5	<p>What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p> <ul style="list-style-type: none"> <li>▪ Project management, knowledge of funding streams.</li> <li>▪ Fostering new partnerships and working across public, private and voluntary sectors.</li> <li>▪ Public consultation exercise</li> <li>▪ Working with local media and press coverage to enhance the profile of projects and public perception</li> </ul>

### 2.2.8 Lublin

<b>1. Key generic indicators of the partner city</b>	
1.1	Contact person, email, phone Michał Trzewik, Senior specialist of Municipal Office for Historic Preservation <a href="mailto:mtrzewik@lublin.eu">mtrzewik@lublin.eu</a> , +48 81 466 26 65
1.2	City, region, country Lublin, Poland Size (km <sup>2</sup> ) 148 km <sup>2</sup> Annual budget of the city 374,5 Mio. €

<p>Population</p> <p>Growing, stable, shrinking city (economy/population)</p>	<p><b>1990:</b> 351 353; <b>today:</b> 343 114</p> <p>Being an important administrative, academic and cultural centre, Lublin belongs to the ten largest Polish cities. It is the only metropolitan centre in Eastern Poland. Irrespective of the crisis, Lublin has observed an apparent economic growth (number of business entities grew by 4.5 % in 2010, one of the largest increases among large Polish cities; tourism industry is growing). Recently a dynamic growth of entrepreneurship can be observed.</p> <p>Nevertheless, the population is shrinking. People move to the outskirts, to functional areas which are still good accessible to/from Lublin and where land prices are cheaper than in the city. Other people are leaving Lublin because of better job opportunities elsewhere in Poland or Europe.</p>
<p>Derelict land/ brownfields/ vacant buildings (#/m<sup>2</sup>/%)</p>	<p>No data available.</p>

<p><b>2. General situation of the partner dealing with vacant buildings / building complexes in the city</b></p>	
<p><b>2.1</b> General problem and challenge</p>	<p>Vacancies concentrate on post-industrial buildings, which are partly vacant due to pending legal proceedings of ownership clarification and former owners' claims related. This hampers their redevelopment. This is also often the case for vacant buildings in the historic centre.</p> <p>Another problem of these vacant buildings is often their bad physical state which requires high investments for their refurbishment.</p> <p>A policy or guidelines how to deal with and manage the vacant buildings and the problems/challenges relate to it does not exist.</p>
<p><b>2.2</b> Priority of the issue on local political agenda (high, normal, low)</p>	<p>In the past the reuse of vacant buildings had been rather low on the political agenda; mere infrastructural projects like the building of roads had a high priority for which funding could be acquainted. But currently the situation has started to change and there is a new focus on vacant buildings due to the new legislation, the introduction of the new Revitalization Act by Sejm – the Polish Parliament.</p>
<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<p>The city of Lublin has no straight strategy how to deal with vacant buildings. But it has elaborated documents concerning cultural heritage protection / heritage management strategy, regeneration and revitalisation issues. In the Cultural Heritage Management Strategy one objective is the protection and use of heritage buildings.</p> <p>For some abandoned buildings ideas were developed what to do with them, but none of them have been perceived.</p>
<p><b>2.5</b> Opportunities through the</p>	<p>The reactivation of abandoned areas and buildings in accord-</p>



reactivation of vacant buildings (in general)	ance with the needs of their neighbourhoods can provide space for new and needed functions to support the city development and maybe “re-attract” people moving back to the city.
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3. Current situation of the target area / empty building the partner is going to work on	
3.1 Owner and size (m <sup>2</sup> )	<p>The <b>Malt House (2)</b>, a 4-storey brick building with extensions, and the <b>Brewery (1)</b> are situated in the southern part of the listed historic centre of Lublin.</p> <p>The Malt House dates from ca. 1840, the Brewers from 1663-1674 (previous church and monastery) and then from 1858-1859 (rebuilt on the brewery). The Malt House felt out of its main function ca. 1920, then a warehouse of the "Społem" LSS food company was located there till 1978. Currently, only a lawn mower shop is located in the ground floor annexes. The Brewery buildings felt out of their main function at the beginning of 2001.</p> <p>For the Malt House and the Brewery the ownership is unclear due to legal proceedings and former owners' claims. Officially the Malt house is owned by the municipality and the extension part is rented to a local business; the Brewery is owned by the state treasure and rented to a local brewery company (a perpetual lease).</p> <p>Size: The Malt House – 2.900 m<sup>2</sup>; The Brewery – 4.125 m<sup>2</sup></p> <p>The Brewery</p> <p>The Malt House</p>
3.2 Current state of the building / building complex	<p>The <b>Malt House</b>, under heritage protection, is abandoned and derelict.</p> <p>The <b>Brewery</b>, listed building, is a complex of buildings currently managed by a local brewery company. Some of the buildings have been renovated (apartments for rent, a bar). Cultural activities take place, particularly during summer. Around 50 % of the space / buildings are not in regular use.</p>
3.3 Problems and challenges for reactivation / redevelopment	<p>The two buildings chosen for the project create part of industrial history of Lublin. They are in two different conditions but they are located close to each other and their functions used to be similar and complementary to each other.</p> <p><b>The Malt House</b> is currently mainly unused due to its very bad technical conditions (part of the building is rented to a private company). It is managed by the city but ownership is unclear and there are court proceedings in progress. Rehabilitation of the building will definitely be cost intensive and is not the highest priority of the city authorities. There have been several ideas on how to activate a building (small technical museum and centre) but no decisions have been made so far. Co-operation with a local group is planned to prepare preliminary concepts of the area development.</p>

	<p><b>The Brewery</b> does not operate as a local brewery any more but for last few years it has become an important cultural place in the city. Part of the area is developed and new functions have been introduced (a bar, apartments for rent, an educational path etc.) but the bigger part is still abandoned and underdeveloped. Under the project it is planned to commence co-operation with a lessee, strengthen a positive image of the brewery and assist in further activities. There are still problems concerning ownership however activities are undertaken.</p>
3.4 Potentials / benefits of the redevelopment for the city / neighbourhood	<p><b>The Malt House</b> – regeneration of the abandoned area could be one of the biggest benefits for the city, some plans appeared to transform a building into a kind of a technical museum for young people with many educational activities although in a project we hope to consider many different possibilities based on co-operation with a local group. Revitalisation of the area will definitely lead to extension of city's living area. Due to the fact that co-operation with business environment institutions is planned, a function of an incubator might also be possible.</p> <p><b>The Brewery</b> – planned activities will focus on extension of current cultural functions and activities that will even further help to revitalise the area and engage local community members. Development of existing functions (and maybe introducing new ones) will attract more visitors and tourists and will make surrounding area (so far abandoned) a great place for leisure and different, possibly also economic activities. Due to a location of the brewer in the vicinity of a river, a process of opening the city to a river may be started.</p>
3.5 Former / current actions/approaches for reactivation / redevelopment	<p>For the Malt House the city had plans to renovate and reuse it as technical academy / science museum for children and young people.</p> <p>The Brewery is partly used for cultural activities developed by the lessee (concerts, summer cinema, pub) and as apartments for rent (housing function).</p>

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
4.1 Current idea and objective for the reactivation / redevelopment	<p>The LAP will focus on the Malt House and the Brewery. Both are connected: thematically, as they were previously part of a larger industrial complex, and historically as they used to have the same owner.</p> <p>The Brewery is partially in use (cultural activities, pubs, apartments for rent). These activities need ongoing support and they need to be expanded taking into account available resources.</p> <p>The Malt house is completely abandoned and derelict. A new function(s) for the Malt House needs to be developed and</p>

	stakeholders found, who bring the building back in use.
4.2 What will be the Local Action Plan about (content)?	<p>The Local Action will try to find answers on following questions:</p> <ol style="list-style-type: none"> <li>1. How to support cultural activities already taking place in the Brewery and how to expand them to the “rest” of the Malt House area? How to include the Brewery into further “educational” activities concerning the industrial history of Lublin?</li> <li>2. What should be the new function(s) of the Malt House? How to find out about them? Are they feasible? How to build a wide support among stakeholders / potential users for the reactivation?</li> <li>3. How to manage these buildings and solve the ownership problem (get it back to the municipality)?</li> </ol>
4.3 What changes/ do you want to achieve due to the participation in the 2 <sup>nd</sup> Chance project (policy, governance, etc)?	The process of engaging stakeholders in the reactivation of these buildings may become a good example for engagement of stakeholders in future activities of the municipality.

<b>6. Learning and Capacity building</b>	
6.1	<input type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input type="checkbox"/> We have some experience to share but a lot to learn <input checked="" type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
6.2 Key issues, problems, challenges, etc. you want to exchange / learn about	<ol style="list-style-type: none"> <li>1. How to create a LAP that really prepares the implementation?</li> <li>2. What new functions can be developed for derelict buildings and how to activate local societies?</li> <li>3. How to cooperate with other stakeholders and within the municipal administration effectively? How to activate and engage them so that they want and support the “change”?</li> <li>4. How can the reactivation of vacant buildings linked with social objectives and activities. How can it support the social development, the development of deprived neighbourhoods?</li> </ol>
6.3	<input type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input checked="" type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network

<p><b>6.4</b> Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p>	<p>The example of good practice could a project Centre for Cultures Meeting implemented in Lublin.</p> <p><b>“Theatre under construction”</b></p> <p>This project is an example for the “ reactivation” of a building with a social notion. The project was co-financed with ERDF funds of the regional OP of Lubelskie Voivodship 2007-2013. In the beginning of the 1970ies it was started with the construction of a theatre, a philharmonic hall for 500 visitors, a rather exclusive use. In the 80s, due to a crisis and a lack of funds, the construction was stopped and has not been continued. There had been no ideas what to do with the unfinished construction till in 2007 the idea arose by the regional authority to set up an institution called “The Centre for Culture Meeting”. The project is currently at its final stage of implementation. The plan is to build a cultural place for both, big operas and theatre events as well as cultural activities of local NGOs, artists and educational activities. The heart of the building will be the Avenue of Culture where people will meet and exchange their views and opinions.</p>
<p><b>6.5</b> What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p>	<ul style="list-style-type: none"> <li>• Creation of alliances with a wide spectrum of stakeholders</li> <li>• Creating successful co-operation within the municipal departments</li> <li>• A proper understanding of revitalization activities (joining both infrastructural and social projects)</li> <li>• Conservation of the heritage urban landscape concept while implementing revitalisation activities</li> </ul>

2.2.9 Maribor

<b>1. Key generic indicators of the partner city</b>	
<b>1.1</b> Contact person, email, phone	Coordinator: Andreja Budar, Undersecretary - project manager in the Municipality of Maribor - Office of project development; e-mail: <a href="mailto:andreja.budar@maribor.si">andreja.budar@maribor.si</a> ; phone:+386-2201408
<b>1.2</b> City, region, country Size (km <sup>2</sup> ) Annual budget of the city Population  Growing, stable, shrinking city (economy/population)  Derelict land/ brown-fields/ vacant buildings (#/m <sup>2</sup> /%)	<p>Maribor, Eastern Slovenia, The Podravje Region, Slovenia; 147,5 km<sup>2</sup> 95 Mio. € 1991: 103.961 (city of Maribor); today (2015): 95.881 (city of Maribor), 112.325 (whole municipality),</p> <p>Since the collapse of the socialism Maribor is in the process of socio-economic stagnation. This results in a very low population growth and high unemployment (May 2015: 17,5 % in whole municipality, 12,3 % in Slovenia).</p> <p>After Slovenia had achieved independence in 1991, the unified Yugoslav market had collapsed, the Eastern market was lost and the shift toward a market economy had begun. Maribor, once one of the strongest industrial centres in Yugoslavia, experienced an economic crisis. At the end of 1980's the economy experienced a sharp fall in industrial production due to its lack of readiness for the coming social and economic changes. After 1991 Maribor's economy experienced great changes in the structure of revenues – industry share in the revenue of the Maribor's economy fell sharply (from 60 % 1989 on 31 % 1998) while increased the share of trade (1989 23 %, 1998 30 %). After 2002 Maribor's economy started a slow recovery, but too slow to have a significant impact on improving the socio-economic situation in the municipality. Bankruptcy of businesses, despite the economic recovery, has remained an integral part of economic life. The situation has slightly improved during the period of conjuncture (2005-2008), but again deteriorated with the appearance of recession and crisis in 2009.</p> <p>Derelict areas average in Slovenian cities by 15 %; in Maribor about 12 %. Exact data of all vacant and abandoned buildings in Maribor, both private and public, is not existing (number, ownership, current state, etc.).</p>

<b>2. General situation of the partner dealing with vacant buildings / building complexes in the city</b>	
<b>2.1</b> General problem and challenge	<p>The City of Maribor faces problems of derelict, degraded urban areas and vacant, abandoned or underused buildings which must be either completely restructured or partly rehabilitated.</p> <p>These areas/ buildings are a result of:</p> <ul style="list-style-type: none"> <li>▪ economic (deindustrialisation), social and spatial (suburbanization) changes on the entire city level;</li> </ul>



	<ul style="list-style-type: none"> <li>▪ the changing existential standard, economic transition, expansion and the changing importance of the city.</li> </ul> <p>In various parts of the city there are derelict buildings as i.e.</p> <ul style="list-style-type: none"> <li>▪ old buildings in the historic city centre (i.e. Žički mansion, Orožnova Street 7, Koroška Road 24),</li> <li>▪ old, larger buildings situated at important locations (i.e. former prison – “KPD”),</li> <li>▪ derelict industrial buildings (i.e. former customs warehouse in Melje, former textile factory Svila, former factory of train-sets),</li> <li>▪ derelict smaller shopping centres (Merkur in Tezno’s quarter),</li> <li>▪ unfinished new buildings (owners are bankrupt).</li> </ul> <p>The derelict buildings and sites have a negative impact on the surrounding area: decreasing the quality of living and the environment and property values, causing partly a downturn spiral. In addition they have a negative effect on the image of the entire city.</p> <p>Further, the rehabilitation of the abandoned buildings is usually very costs intensive and because of the rather weak economy at the moment only a few owners can afford it (both, private and public). There are also no experts or political approaches or instruments for the reactivation of these buildings and areas.</p>
<p><b>2.2</b> Priority of the issue on local political agenda (high, normal, low)</p>	<p>The problem of vacant, abandoned buildings at the moment is not high on the political agenda. The municipal leadership mainly deals with issues of how to revive the economy in the city and by this reducing the unemployment rate. The reactivation of vacant buildings as an instrument to support the economic development has not been perceived by the politicians so far. The city administration wants to demonstrate with the project that the reactivation of vacant buildings can support the economic development of the city and through this increase the priority on the political agenda to deal with the vacant buildings in Maribor.</p>
<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<p>Currently there is no specific policy or strategy for the reactivation of degraded and derelict urban areas or for derelict buildings, neither at the state nor the city level. Current approaches for reactivation of derelict buildings are rather spontaneous and based on the temporary use of buildings.</p> <p>But when preparing the new Spatial plan of Maribor an inventory of existing degraded urban areas was made and for the current Urban Development Strategy a study about degraded and vacant urban sites was done. The study was basis for determining the areas of restructuring in Maribor. Restructuring is currently implemented only in a few smaller areas. Most of the sites are still degraded either due to inappropriate use and building structure or because they are areas without urban character.</p>

<p><b>2.5</b> Opportunities through the reactivation of vacant buildings (in general)</p>	<p>The re-use of vacant buildings is important for the sustainable development of the city. They can be an important cornerstone within the city system of Maribor. They are situated at strategic locations: in the city centre, on the banks of the Drava River, near the highway and railways. These areas and buildings can become local centres and thereby increase the urbanity, identification and the living standards in these areas.</p> <p>The neighbourhood and the whole city can gain attractiveness with the redevelopment of these buildings/ sites. The phase of physical renovation as well as the use phase of the renovated buildings can support new jobs.</p> <p>General opportunities of the renewal of degraded urban areas and derelict buildings can be divided into several dimensions:</p> <ul style="list-style-type: none"> <li>▪ <b>Urban opportunities</b> and opportunities in the field of sustainable development: the conservation of heritage of the area or building; raising the quality of physical and social space; strengthening the cultural identity of the area and the entire city; reducing energy consumption through innovative solutions; improve accessibility by focusing on sustainable forms of transport;</li> <li>▪ <b>Economic opportunities:</b> economic recovery of the area (greater attractiveness for private investors); increase property values in the reactivated area or renovated building; new job creation;</li> <li>▪ <b>Government and management opportunities:</b> promoting private-public partnership; the involvement of various local groups and initiatives;</li> <li>▪ <b>Environmental opportunities:</b> improve municipal infrastructure (sewer, purifying plant, water supply) and therefore reducing the negative environmental impacts;</li> <li>▪ <b>Social opportunities:</b> raising the standard of living in the degraded area; reactivated buildings and area as the key activator of various activities and content; orientation towards the needs of local community; social integration of marginalized population groups.</li> </ul>
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3. Current situation of the target area / empty building the partner is going to work on	
<b>3.1</b> Owner and size (m <sup>2</sup> )	<p>Maribor is going to work on two buildings:</p> <p><b>1.) Former prison - "KPD"</b></p> <p>The complex of the former men's' prison "KPD" was built around 1885 as a typical five-pointed building, one of the most modern in the Austro-Hungarian Empire. It was closed in the 1960ies. The ownership is very fragmented: the central wing is owned by the municipality, both southern wings are owned by different private owners, the western wing is owned by the Development Agency and the eastern wing is owned by municipality and by the Development Agency. The building is located along the main street and close to the main shopping centre. It is a part of central zone on the right bank of the Drava River.</p> <p>The total area of the building is around 16.000 m<sup>2</sup>.</p> <p style="text-align: center;"><i>Location of KPD</i> <span style="margin-left: 200px;"><i>The eastern and southern wing of KPD</i></span></p> <p><b>2.) Main house of the old Railway colony (Gorkega street 34)</b></p> <p>The building on Gorkega street 34 is an old "Konzum", a convenient store that was built in 1874. The building was the central place of the former Railway Colony in Maribor. The main part of colony was built in 1863 as mechanical workshops and station when the Southern Railways company built rails from Vienna to Trieste. In addition the company built a colony of 32 tween houses with the convenient store (Konzum), the school and orphanage and gardens for the inhabitants. It was a unique urbanistic area in Europe and still is recognised as an urbanistic monument of European importance.</p> <p>The building is owned by by the municipality of Maribor. It sizes 2.300 m<sup>2</sup> with 3 floors.</p>
<b>3.2</b> Current state of the building / building complex	<p><b>1.) Former prison - "KPD":</b></p> <p>The complex is listed. Until now one wing of the building and one extension of the building – former prison hospital (called "Karantena") have been renovated. The National Institute for Nature Protection, the Development Agency and others entities have premises in the renovated wing. The renovation was financed by PHARE funds. In "Karantena" work various cultural associations.</p> <p>The rest of the wings are empty and derelict. The central wing, which is owned by the municipality, has been empty for years after the relocation of the company Vema. In 2005 the municipality rented to the Museum of National Liberation the premises on the ground floor. The museum uses these premises as a warehouse for old industrial machines.</p>

	<p><b>2.) Main house of the old Railway colony (Gorkega street 34)</b> The colony has a status of cultural heritage. The entire colony is in a rundown shape. The Konzum building is seriously degenerated and mostly empty.</p>
<p><b>3.3</b> Problems and challenges for reactivation / redevelopment</p>	<p><b>1.) Former prison - "KPD":</b> The building is in poor condition and requires a radical renovation with new contents. This requires large investments; at the same time the ownership is fragmented and there is so far no consensus about the future use(s) of the complex (i.e. hotel, industrial museum, business incubator, shared public space, creative industries, etc.).</p> <p><b>2.) Main house of the old Railway colony (Gorkega street 34)</b> The house on Gorkega 34 is in need of renovation and needs to be revitalised with new activities. The main problem for the renovation is the very low municipal investment budget.</p>
<p><b>3.4</b> Potentials / benefits of the redevelopment for the city / neighbourhood</p>	<p>The neighbourhood and the entire city would gain attractiveness with the redevelopment of these buildings for cultural, creative industrial and community purposes. This would bring new quality of life, new tourist attractions and new business opportunities in this part of city. Through the reactivation new jobs could be obtained, both in the phase of rehabilitation as in the use phase of the renovated buildings (s. 2.5).</p>
<p><b>3.5</b> Former / current actions/approaches for reactivation / redevelopment</p>	<p><b>1.) Former prison - "KPD"</b> For the central wing of the KPD an investment/ renovation documentation was done together with the development of first reuse ideas: business incubator at the ground, first and second floor and storage / show room for the technical heritage of Maribor in the cellar (textile and paper machines). For the administration of the business incubator the establishment of a non-profit company was foreseen, being responsible for the management of the incubator, organizing the support services, collecting funds for the operation of the incubator, assisting in the marketing and applications on public tenders, etc. The estimated cost for the reconstruction (in 2006) was too high for the municipality budget (more than € 6 Mio.). Thus the project was not implemented. Instead a part of the empty and degraded building was offered as storage space for the industrial heritage of Maribor in 2005.</p> <p><b>2.) Main house of the old Railway colony (Gorkega street 34)</b> In 2012, when Maribor was European capital of Culture, the building was used for the project "Sustainable Local Supply". The house functioned during this time as local supply warehouse.</p>

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
<b>4.1</b> Current idea and objec-	<b>Main house of the old Railway colony:</b> There are several

<p>tive for the reactivation / redevelopment</p>	<p>NGOs and social enterprises interested in using the former "Konzum" in the old Railway colony as intergenerational community and/or local eco supply community centre, which would bring new quality of life into this neighbourhood.</p> <p><b>Former prison - "KPD":</b> Current ideas for the new uses for the KPD are:</p> <ul style="list-style-type: none"> <li>▪ industrial heritage museum of Maribor,</li> <li>▪ cultural activities (dance hall, cinema hall, ...),</li> <li>▪ SME / creative industry incubator,...</li> </ul>
<p>4.2 What will be the Local Action Plan about (content)?</p>	<p>The Local action plan (LAP) will draw the strategy and activities for the reactivation of these buildings with the support of different stakeholders. Further it will define organisational and financial models for the reactivation of the buildings.</p> <p>Through the elaboration of the LAP a strong public-private partnership ought to be created that can give a new momentum to the revitalization of vacant buildings and site in general in Maribor.</p> <p>A further intention is to</p> <ul style="list-style-type: none"> <li>▪ take stock of all derelict buildings in Maribor (both private and public) and categorize them according to their role in the area, their character, their current state and the potential for new content / uses.</li> <li>▪ develop general guidelines for the reactivation of vacant buildings in Maribor based on a governance approach.</li> <li>▪ clarify the internal coordination of the municipal departments for the reactivation of vacant buildings in Maribor.</li> </ul>
<p>4.3 What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>A re-organisation of municipal departments that would allow dealing more effectively with all aspect of the reuse of vacant and abandoned buildings, both public and private. At the moment it is too fragmented.</p> <p>So we want to achieve better organisation of city administration and better governance due to more specific guidelines and better cooperation between civic associations and city administration.</p>

<p><b>6. Learning and Capacity building</b></p>	
<p>6.1</p>	<p><input type="checkbox"/> We have experience tackling the 2<sup>nd</sup> Chance type of policy challenge/ problem</p> <p><input checked="" type="checkbox"/> We have some experience to share but a lot to learn</p> <p><input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe</p>
<p>6.2 Key issues, problems, challenges, etc. you want to exchange / learn about</p>	<ul style="list-style-type: none"> <li>▪ How can these buildings be activated and provide space for new attractive cultural, social and business activities?</li> <li>▪ How to convince municipal leadership (mayor, deputy mayors, director of the municipal administration) about the importance of these buildings for the future development of the city?</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Which financial mechanisms for the renovation of these buildings exist, both at the European and national level? Without renovation these buildings cannot be reused as they are in very poor condition.</li> <li>▪ How to encourage private investors in the renovation of derelict buildings? What is the role of the municipality in that process of renovation? How to ensure that the re-use of these buildings will not only be market-oriented but also follow the objectives for the spatial development of the municipality?</li> <li>▪ How can local groups, NGO's and initiatives be involved in the process of revitalization of these buildings?</li> <li>▪ How to make these building interesting and important for the wider public?</li> </ul>				
6.3	<input type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input checked="" type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field				
6.3 a	<input type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input checked="" type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network				
<p>6.4 Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.</p>	<p><b>TKALKKA (the Weaver)</b></p> <p>Tkalka is an office building of about 2.500 m<sup>2</sup> in the city centre, which had not been in use for five years. It is “rented” for free for a period of 5 years to a social organisation with the task to provide space for social entrepreneurship, cooperatives and social innovation. Together with the help of sponsors and own voluntary work necessary basic reconstruction and maintenance work was carried out, turning the ‘industrial building’ into a community coworking space. More than 40 businesses, social ventures, cooperatives and organisation use this building at the moment. In addition desk space can be rented temporarily. Through cooperation they have created over 50 employments. The operating and maintenance costs are shared by the users of the buildings. They are also responsible for the maintenance of the building. Further, events are organised to bring the different enterprises and organisations together to create new activities and working opportunities.</p> <table border="1" data-bbox="555 1697 1390 1783"> <tr> <td data-bbox="555 1697 994 1742"></td> <td data-bbox="994 1697 1390 1742"></td> </tr> <tr> <td data-bbox="555 1742 994 1783"><i>Photo: Tkalka from the outside</i></td> <td data-bbox="994 1742 1390 1783"><i>Photo: Community centre Tkalka</i></td> </tr> </table> <p><b>GT22 - Transnational Guerrilla Art School (<a href="http://www.gt22.si/#">http://www.gt22.si/#</a>)</b></p> <p>The vacant building is given by the property owner for a period of 5 years free of charge to a group of young artist to run an art center. They have to pay for the running / maintenance costs. Artist and</p>			<i>Photo: Tkalka from the outside</i>	<i>Photo: Community centre Tkalka</i>
<i>Photo: Tkalka from the outside</i>	<i>Photo: Community centre Tkalka</i>				



	<p>creative people can use the rooms whenever they want; equipment they have to organise by themselves. The use of the rooms is organised without official rules. People show up and leave when they do not need the space anymore.</p> <p><b>Salon of Applied Arts - PERON Cooperative</b></p> <p>A social enterprise has rent a vacant private building (only ground and first floor) in the city centre to become the cultural meeting place in the city. They bring together creative freelancers, breathing visual &amp; textual art, enthusiastic architects of social networks, captivating storytellers of spaces and realities, radical magicians of custom-made events, relentless collectors of local exoticisms, melodramatic editors of public &amp; individual lives, who like doing business with a touch of lucidity, humour, extravagance and soul.</p>
<p><b>6.5</b> What key capacities should be enhanced in the city's core staff in relation to dealing with the policy challenge addressed by the network?</p>	<p>The most important issue is how the municipal leadership sees these vacant and abandoned buildings. All efforts of the municipally staff are useless if they do not have support from municipal leadership (mayor, city council, director of municipal administration).</p>

### 2.2.10 Naples

1. Key generic indicators of the partner city	
<p><b>1.1</b> Contact person, email, phone</p>	<p>Nicola Masella (Lead Partner Project Coordinator)  <a href="mailto:nicola.masella@comune.napoli.it">nicola.masella@comune.napoli.it</a>            Tel. +39 081 7958932 Mobile + 39 3470710100</p> <p>Roberta Nicchia (ULG Coordinator)  <a href="mailto:roberta.nicchia@comune.napoli.it">roberta.nicchia@comune.napoli.it</a>            Mobile +39 3476346740</p> <p>"Inter-directional Unit - Coordination of URBACT Projects and Networks on integrated urban development policies"</p> <p>"Urban Planning and Management – UNESCO site" Department, City of Naples.</p>
<p><b>1.2</b> City, region, country            Size (km<sup>2</sup>)            Annual budget of the city            Population            Growing, stable, shrinking city (economy/population)</p>	<p>Naples, Campania, Italy</p> <p>117,3 km<sup>2</sup></p> <p>€ 1.300 Mio.</p> <p>1990: 1.110.045; 2014: 976.716</p> <p>Shrinking economy and population.</p> <p>According to national census data, the urban population has decreased from 1.200.000 inhabitants in 1970 to 980.000 in</p>

Derelict land/ brownfields/ vacant buildings (#/m <sup>2</sup> /%)	<p>2014. Moreover, Naples used to be a busy industrial city, though many of the factories have been closed since the early 1990's and relevant signs of economic reconversion are not yet to be found. The high unemployment rate (26,5% in 2014) and the low annual average growth rate (+0.2 between 1950-2000) testify the lack of city's economic dynamism. Naples is included in "the list of the 100 slowest growing large cities 1950-2000" (<a href="http://www.iied.org/urban/Urban_Change.html">http://www.iied.org/urban/Urban_Change.html</a>).</p> <p>General data for the entire city is not available, but large vacant buildings and derelict land/brownfields are to be found in almost any part of the city, covering big surfaces and sticking out of the urban landscape.</p>
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2. General situation of the partner dealing with vacant buildings / building complexes in the city	
2.1 General problem and challenge	<p>Large vacant buildings are present in the entire city, being an <b>indicator of urban degradation</b>, which is increasing. Even if the large vacant degraded buildings can be considered a relevant topic for the whole city, they present a particular case in the historic centre of Naples. This in terms of property, dimension and architectural quality. First of all, these buildings are seated in the historic centre of Naples, which has been included by UNESCO in the list of world heritage sites. Most of them are part of the architectural heritage of the city and have an <b>important artistic value</b> and, therefore, any project of reuse, restoration and valorisation is subject to <b>specific regulations and constrains</b>.</p> <p>Moreover, many of the large vacant buildings in the historic centre are public owned. Nowadays in Italy there is an ongoing process of transferring the ownership of large building complexes owned by the State to the municipalities that explicitly request it through the proposal of a specific project for the site management. This is an important act in terms of administrative decentralization and transfer of resources to the local communities; at the same time it is a huge <b>financial challenge</b> for Naples that is suffering financial instability. The difficult economic situation is leading to relevant cuttings in public expenditure, which produces a sort of impasse in public investments, not only for the valorisation of the built heritage but also for its physical maintenance. Most of these buildings are in <b>urgent need of repair and maintenance</b> to avoid further <b>degradation</b> and the worsening of the often already severe conditions and to avoid <b>risks for the public safety</b>. At the moment the municipality lacks the financial resources needed. Furthermore, also because of the economic crisis, a <b>stagnation of private investments</b> in urban regeneration projects can be detected.</p> <p>In the last years a <b>growing number of bottom-up initiatives has squatted abandoned buildings</b>, using them for social-cultural</p>

	<p>purposes. But their <b>financial capacities</b> for renovating these large buildings are <b>very limited</b> and professional know-how dealing with the artistic value of the buildings is partly missing. The bottom-up activities <b>need a strong support</b> in order to achieve the desirable social and ecological tasks, as well as the promises of a long-term benefit for the neighbourhoods also in financial and occupational terms.</p> <p>In the specific context of the City of Naples, the challenges to overcome the vacancies are <b>to guarantee the physical maintenance</b> of these large building complexes and <b>to keep the complex of social uses and cultural values</b> that let them being recognized as “common goods” by the local community. Finding appropriate economic strategies to make this <b>self-sustainable</b> along the time is a further challenge.</p>
<p><b>2.2</b> Priority of the issue on local political agenda (high, normal, low)</p>	<p>The theme of revitalising derelict large buildings and building complexes is a central issue of Naples’ City Council. Moreover, it is one of the most pressing topics of the ongoing municipal election’s campaign (the election of the Mayor and of the City Council will be held in June 2016).</p>
<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<p>The City Council of Naples has addressed in the last decades urban planning initiatives to limit urban sprawl and invest in the reuse of the cultural heritage in the historic centre (UNESCO site from 1995), which are mostly large monumental building complexes.</p> <p>Moreover, different citizens’ movements in the last five years have been reclaiming space for socio-cultural activities and, for this purpose, started occupying larger abandoned buildings, often valorisation the public built heritage, and opened them to the public through social, political and cultural activities. These buildings are becoming important community centres, at the point that some of them have been recognized as “common goods” by the local administration (statute of the City of Naples, art. 3). Their step-by step strategy for the reuse of abandoned buildings and opening them to the public. - also in the Montesanto/Avvocata neighbourhood - has already produced some interesting results in making part of these sites usable again after only a few years of self-financing and self-building/restoration activities. This strategy could inspire new forms of progressive financing and renovation of the large building complex, linked to specific objectives and activities.</p> <p>This spontaneous phenomenon has not been stigmatized as “illegal” by the local administration. On the contrary, the city Council took these initiatives as starting point for the “renaissance” of the vacant buildings and highlighted the need for new tools that regulate the use of these “common spaces”. Therefore, some initiatives were launched to provide a legal framework for the</p>

	<p>reuse of the abandoned public buildings, considered as “common goods”, through bottom up initiatives.</p> <p>The city of Naples since 2012 has been building a “governance ad hoc” regarding the possibility to “adopt” large vacant buildings by citizens gathered in civic committees, in which to experiment complex uses and new management strategies.</p> <p>For this first of all, the category of “common goods” has been introduced within the City’s statute, since their protection and valorisation is seen as “functional to exert the fundamental rights of the people in their ecological context” (art.3).</p> <p>Another political act was the institution of a City Councillor with a specific mandate on Common Goods. Further administrative acts followed which defined the “Principles for the government and management of the Common Goods in the city of Naples” (Resolution of the City Council - d.G.C. n. 17 of the 21/01/2013).</p> <p>Some administrative bodies have also been introduced, which have to identify the characteristics and to make a the list of the “common goods” in Naples, and to regulate their management and use by the civil society: a “Permanent Observatory on Common Goods” (Mayor’s ordinance n. 314 of the 24/06/2013), a “Laboratory” and a “Constituent Assembly of the Common Goods” (Resolution of the City Council - d.C.C. n.8 of the 18/04/2012), with the relative regulations.</p> <p>In addition there is an administrative act which gives precise indications about the individuation and management of buildings belonging to the real estate owned by the city of Naples, abandoned or underused, which are perceived by the local community as “common goods” and therefore are suitable to experiment new forms of “collective reuse” (Resolution of the City Council - d.C.C. n.7 of the 9/03/2015).</p> <p>An attempt to translate these principles and guidelines into practice, is represented by two acts of the administration related to one specific building complex (ex Asilo Filangieri): the “Guidelines for the functioning of the San Gregorio Armeno Complex, also named ex Asilo Filangieri, as a place with a complex cultural use, as well as a place to experiment the fruition and processes of participatory democracy within the cultural field, intending culture as a common good and a fundamental right of the citizens” (Resolution of the City Council - d.G.C. n.400 of the 25/05/2012); and the “Beneficial use regulation of the ex Asilo Filangieri” (Resolution of the City Council - d.G.C. n.893 of the 29/12/2015).</p>
<p><b>2.4</b> Previous experience through transnational exchange dealing with problem / challenge</p>	<p>In 2012, within the USEAct Network (URBACT II), Naples has developed a Local Action Plan on reducing the land consumption through the regeneration of existing buildings and spaces. The general implementation plan had the “mission” of regenerating three areas of the city centre through creativity, innovation and “smart” solutions, energy efficiency and re-use of downgraded and abandoned buildings.</p>

<p><b>2.5</b> Opportunities through the reactivation of vacant buildings (in general)</p>	<p>The vacant large buildings represent an opportunity in Naples for <b>starting new urban regeneration processes</b>.</p> <p>The urban cultural heritage, and the <i>sleeping giants</i> most of all, present not only a <b>cultural</b>, but also an <b>economic</b> and <b>social resource</b> for the whole city. Not only their reactivation will <b>strengthen the identity of the place</b> and of the city, but also it will support a <b>regeneration tackling the urban and social decay</b> through the strong adhesion of the private and enterprise sector and the citizens.</p> <p>The intention is to <b>develop downgraded and vacant buildings</b>, considered as common goods, <b>according to the people's and neighbourhood needs</b>. These sites can contribute for example to the <b>provision of affordable housing, socio-cultural services or for providing space for start-ups, cultural activities</b> and so on, by <b>generating new job opportunities for the community</b>. In this perspective, the rehabilitation of the abandoned buildings could be a <b>driver for the neighbourhood "renaissance"</b>, too.</p> <p>Moreover, bringing these large vacant buildings within the historic centre in use again, presents an opportunity <b>to experiment new planning and management methods for the reuse of the consolidated city</b>.</p>
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3. Current situation of the target area / empty building the partner is going to work on	
3.1 Owner and size (m <sup>2</sup> )	<p>The target building is the <i>Santissima Trinità delle Monache complex</i>, also known as ex-Military Hospital. This large building complex dominates the Montesanto/Avvocata neighbourhood within the historic centre of Naples - UNESCO site, just next to the Greek-roman foundation town.</p> <p>Montesanto/Avvocata is considered one of the most degraded neighbourhoods of the city according to major urban, social, environmental and economic indicators. It has been one of the target areas of the USEACT Local Action Plan, corresponding to the "Porta Medina lab".</p> <p>The ex-Military Hospital is a large building complex that covers a surface of almost 25.000 m<sup>2</sup>, of which 9.000 m<sup>2</sup> are built areas with 2-5 story buildings (min. 20.000 m<sup>2</sup> of total floor area) and the other 16.000 m<sup>2</sup> green areas and internal courtyards.</p> <p>The convent of <i>Santissima Trinità delle Monache</i> and the related church were built between 1608 and 1621. During the French occupation, in 1807, monasteries were suppressed and the complex was transformed into a military hospital, according to the will of Giuseppe Bonaparte. This use was maintained until 1992, when the building complex was definitely abandoned.</p> <p>Today the <i>Santissima Trinità delle Monache complex</i> is owned by the State that has transferred the site management to the municipality through a convention signed on the 14th of December 1999 between the Ministry of Finance and the City of Naples. Just a few months later, the municipality promoted further agreements with Universities (<i>Università degli studi di Napoli "Federico II"</i> and <i>Università degli studi suor Orsola Benincasa</i>), security forces (prefecture, central police station, neighborhood's police station) and other institutional organizations (<i>Soprintendenza</i>) to regulate the restoration, reuse and valorization of the building complex.</p>
3.2 Current state of the building / building complex	<p>The <i>Santissima Trinità delle Monache complex</i> is nearly completely abandoned and the majority of the buildings are in severe physical conditions. Extraordinary maintenance programmes for this large building complex are urgently needed. The complex appears today as an heterogeneous mix of buildings with high architectural and historical value, but there have also been more recent additions that in some cases damaged or altered the original settlement.</p>
3.3 Problems and challenges	<p>Besides the limited accessibility of the target site, the challenge</p>



<p>for re-activation / redevelopment</p>	<p>for the reactivation of the building complex are the same, which Naples in general is facing for the reactivation of its larger vacant building complexes:</p> <ul style="list-style-type: none"> <li>▪ lack of public funds on the one hand and on the other hand huge financial resources needs for the restoration of the listed building, which demands a professional, highly specialized intervention,</li> <li>▪ the stagnation in private investments in urban regeneration projects,</li> <li>▪ currently active grassroots movements have very limited financial capacity for renovating large buildings and</li> <li>▪ “formal” governance processes for the reactivation and re-use of abandoned public buildings, considered as “common goods”, through bottom-up initiatives do not exist.</li> </ul>
<p>3.4 Potentials / benefits of the redevelopment for the city / neighbourhood</p>	<ul style="list-style-type: none"> <li>▪ restoration of the site and therefore rehabilitation of historical architecture with a high artistic value, thus strengthening the cultural identity of the neighbourhood and of the community;</li> <li>▪ providing space for socio-cultural activities which lack in the neighbourhood;</li> <li>▪ increasing the social capital through the active participation of different stakeholders in the elaboration of the LAP;</li> <li>▪ focusing on environmental friendly development strategies of the site and of the activities, which should increase the environmental quality of the neighbourhood;</li> <li>▪ opening a new tourist axis within the UNESCO area from the Montesanto station to the Santissima Trinità delle Monache complex, beyond the traditional tourist paths of the historic centre;</li> <li>▪ gaining experience within the new legal framework related to the bottom-up reactivation of large abandoned public buildings (innovative governance mechanisms);</li> </ul> <p>Summarizing, the regeneration of this abandoned building could contribute both to the regeneration of the Montesanto/Avvocata area by increasing the quality of life of its inhabitants, and to the reduction of the socio-spatial segregation of the neighbourhood by giving the opportunity to the citizens of Naples and to other visitors to discover an almost unknown part of the UNESCO site, providing them with a different and unexpected point of view on the city.</p>
<p>3.5 Former / current actions/approaches for re-activation / redevelopment</p>	<p>In March 2000, some interventions for the rehabilitation of the green areas started with the organization of a playground for children and an open area for cultural events, including almost 10.000 m<sup>2</sup>. Nevertheless, because of the lack of maintenance, most of the rehabilitated spaces degraded quickly and have been closed again.</p>

In 2005, the municipality of Naples approved a preliminary project for both, the requalification of the building complex and the social, economic and cultural development of the surrounding area. Within this project, the *Santissima Trinità delle Monache complex* was seen as a big infrastructure for the neighborhood and, at the same time, as an attractor for the whole city thanks to the functions it could host (recreational activities, green areas, sport facilities, commercial stores connected to culture and technology, academic activities, cultural spaces, an urban center conceived as a permanent observatory on the town). The reorganization of the connections and the improvement of the accessibility to the complex were seen as a strategic element for the valorization of the site. This should have been achieved through the realisation of escalators and an elevator providing the *SS. Trinità delle Monache complex* with a direct connection to the *Montesanto* station (a crucial node of the urban transportation network) and the Funicular of *Corso Vittorio Emanuele*. This ambitious project has not yet been realised.

Moreover, with the deliberation n. 2, 25.02.2008, Naples' City Council approved a project, promoted by the *Suor Orsola Benincasa* University for the restoration and requalification of the "building D" of the complex for academic uses, covering almost 7.000 m<sup>2</sup>, including the church. The same deliberation committed some European funds, directed to the historic center, for the rehabilitation of other spaces of the complex for young and old people of the neighborhood. 8 years after the project's approval, the university has completed only a small part of the restoration project (two floors of the building D1) thanks to a 4 Mio. € financing of the Campania Region (FESR funds). To realize the intervention planned by the municipality, 12 Mio. € would be needed, while further 18,5 Mio. € would be necessary to complete the project of the *suor Orsola Benincasa* University.

Moreover, the target site belongs to the intervention area of the USEACT LAP, "Porta Medina". The target building was also included somehow in the LAP since the rehabilitation of large abandoned building complexes was seen as one of the main actions related to the USEACT strategy aimed at the "reduction of soil consumption". Therefore, the "2<sup>nd</sup> chance" project will capitalize and extend the work and the stakeholder network already built up by USEACT, and will focus on the identification of socio-cultural, governance, environmental and financial strategies for the realisation of the actions identified for the target large building complex. Therefore, the former USEACT project and the LAP produced, represent an important starting point.

Finally, after 30 years having been closed, the general public could enter the ex-military hospital again thanks to the temporary site-specific installation by Gian Maria Tosatti, named "Ritorno a casa/ Back home", fourth chapter of the artistic project

	"Seven Seasons of the Spirit/ Sette Stagioni dello Spirito".
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4. Focus of the Local Action Plan for the re-activation of the target area / empty building	
<p><b>4.1</b> Current idea and objective for the re-activation / redevelopment</p>	<p>As there are several abandoned large historic buildings in Naples that could become cultural, social and economic “drivers” for the neighbourhood regeneration, it is the objective to experiment in the <i>Santissima Trinità delle Monache</i> complex a participatory process, in which the private / bottom-up initiative represents one important stakeholder in the reuse of large abandoned buildings, whose action needs to deal with the value system that defines a “common good”. This experiment could inspire and strengthen the ongoing bottom-up processes in the neighborhood and which could be up-scaled at the city level and even replicated in other Italian and European cities for the reuse of the vacant buildings in the notion of common goods.</p> <p>Already the local community of the <i>Sanità</i> neighbourhood, which names itself “<i>un popolo in cammino</i>”, has already asked to join the ULG in order to take inspiration about new strategies for the rehabilitation of the church of the <i>Santissimo Crocifisso ad Antesaecula</i>, intended as a strategic action for the regeneration of their neighbourhood.</p> <p>The central objective is to “<b>test</b>” a <b>participatory process</b>, which involves different stakeholders of the civil society, which leads to experiment innovative forms of governance of the building complex and actively engages and empowers the citizens for the management of a “common good”. This in line with the new legal framework for the reuse of the abandoned public buildings - considered as “common goods” - through bottom-up initiatives.</p> <p>The participatory process will build up on the different experiences of interaction between the civil society and the local administration in the (partial) reuse of other larger vacant building complexes (see 6.4).</p> <p>The <b>participatory management of the complex</b> should consider and enhance its artistic value as architectural heritage, should allow the flexible co-existence of different kinds of activities (which in addition could change over time), should strengthen community social capital and self-esteem by valorizing local resources, competencies and creativity. Moreover, it should improve the quality of life of the neighborhood by providing socio-cultural services, environmental-friendly activities, working opportunities.</p> <p>In addition, the route from the Montesanto station and the ex-Military Hospital, along the monumental stairs built by Filangieri, one of the most important architects of the XVIII century, could be intended as a <b>new tourist axis</b> within the historical centre - UNESCO site, offering to the visitors new unexpected</p>

<p><b>4.2</b> What will be the Local Action Plan about (content)?</p>	<p>points of view on Naples.</p> <ul style="list-style-type: none"> <li>▪ Bringing relevant stakeholders (already existing and potential) together to develop a common strategy and actions for the reactivation of the target site;</li> <li>▪ Experimenting innovative governance mechanisms related to the direct participation of citizens in the management of the site, dealing with private initiative, focusing specifically on the maintenance of the building and on the self-sustainability of the planned activities along the time.</li> <li>▪ Developing a strategy to revitalize the <i>Santissima Trinità delle Monache complex</i>, to become a driver for the economic, socio-cultural, environmental and tourist development of the neighbourhood;</li> <li>▪ Definition of innovative uses and how to embed them in the building;</li> <li>▪ Conversion of the deteriorated large building complex into a safe, well-maintained, eco – sustainable site;</li> <li>▪ Improving the access to the building through the rehabilitation of the monumental stairs of Filangieri (see 4.1) and the escalators and elevator connecting the site with the Montesanto station (see 3.5);</li> <li>▪ Financing opportunities to realize the strategy and actions of the LAP through the involvement of public and private investments, including the European funds and the bottom-up initiatives;</li> <li>▪ Mapping of abandoned buildings in the city, which would report the ownership, current physical state and inhabitants' initiatives that (might want to) "occupy" these buildings.</li> <li>▪ Monitoring of the already existing processes of reuse of larger abandoned/underused buildings in Naples to identify good practices to share at the European level.</li> </ul>
<p><b>4.3</b> What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<p>The 2<sup>nd</sup> Chance project should produce advancement on how to involve bottom-up initiative, the private sector, young people and their creativity for the reuse of abandoned spaces, creating new activities, which open up economic, cultural and social opportunities.</p> <p>Moreover, it should lead to innovative governance mechanisms, through which the involvement of larger institutions and private investors in the reuse of large abandoned buildings, strengthens – and not suffocate as it often happens - the bottom-up initiative of the grassroots organizations in the site planning and management.</p> <p>Furthermore the 2<sup>nd</sup> Chance project should shift the focus on an operational urbanism, through which greater attention is paid to the implementation of the planned actions in a definite time, as well as to the maintenance of the building and to the sustainability of the activities in the future.</p>

	Finally, it should be learnt how to engage temporary users/ illegal occupiers of underused or abandoned buildings in the sustainable, long-term re-use and rehabilitation of these buildings, with the benefit for the entire neighbourhood.
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<b>6. Learning and Capacity building</b>	
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<b>6.1</b>	<input checked="" type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe
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<b>6.2</b>	Key issues, problems, challenges, etc. you want to exchange / learn about	<ul style="list-style-type: none"> <li>▪ The preservation of the “cultural heritage” value of vacant (large) buildings, while promoting new uses and new functions, supported by the community for a sustainable development of the site and the neighbourhood.</li> <li>▪ Experiments of “governance ad hoc” for the reuse of large vacant buildings intended as “common goods”, such as the one that is being proposed by Naples' City Council.</li> <li>▪ The involvement of illegal/informal occupiers in the official process of reactivation of the building, by changing them from illegal occupier to legal users (see 4.3).</li> </ul>
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<b>6.3</b>	<input checked="" type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field
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<b>6.3 a</b>	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network
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<b>6.4</b>	Mention good policies/ good practices dealing with 2 <sup>nd</sup> Chance issue to be shared in the network.	<p>The following case studies are good practices of reuse of large abandoned buildings in the historic center of Naples:</p> <ul style="list-style-type: none"> <li>▪ Madre Museum (public experience). Restoration and reuse by the municipality of an ancient large building within the historical centre, which has now become the contemporary art museum of the city of Naples;</li> <li>▪ Nitsch Museum (private experience). Restoration and reuse by a private art entrepreneur of an old power station within the historic neighbourhood of Montesanto/Avvocata, which has now become a museum and a place for art performances and events;</li> <li>▪ Ex-asilo Filangieri (bottom-up experience). Restoration of an ancient convent within the historic centre by the municipality and reuse by an informal group of artists and “immaterial workers” that transformed it into a lively cultural centre. This action of reuse started as an illegal occupation, but then the administration decided to</li> </ul>
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	<p>experiment for the first time in this large building complex - and with the occupiers - the “governance ad hoc” related to the bottom-up management of the common goods (see the political and administrative framework described in 2.3).</p> <ul style="list-style-type: none"> <li>▪ Quartiere Intelligente (Smart Neighborhood), an old factory transformed by a private into an “experimental laboratory for eco-sustainability”;</li> <li>▪ Convent of San Giuseppe delle Scalze a Pontecorvo, slowly colonized by civil associations of the neighbourhood who needed space for their social initiatives;</li> <li>▪ Sant'Eframo Nuovo complex and the Cappuccinelle convent occupied by social and political movements, experimenting new forms of community management of the public buildings based on intersecting cultural activities, political activism and mutualistic experiences.</li> <li>▪ The administrative and political framework described in 2.3, the complex of them can be estimated as a good-practice to bring vacant buildings back in use.</li> </ul>
<p><b>6.5</b> What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p>	<ul style="list-style-type: none"> <li>▪ Exchange on good practises about self-sustainable bottom-up reuse and management of large building complexes at European level, with an impact on the regeneration of the neighbourhood;</li> <li>▪ How to involve private investments in urban regeneration activities, dealing with informal occupiers;</li> <li>▪ Creative communication of the participatory process;</li> <li>▪ Theoretical, legal and administrative European frameworks related to the “common goods”.</li> </ul>

### 2.2.11 Porto

<b>1. Key generic indicators of the partner city</b>	
<p><b>1.1</b> Contact person, email, phone</p>	<p>Paulo Valença, Director of Operational Planning and Management of Porto Vivo, SRU - Sociedade de Reabilitação Urbana da Baixa Portuense, S.A.,  <a href="mailto:paulo.valenca@portovivosru.pt">paulo.valenca@portovivosru.pt</a>          José Sequeira, <a href="mailto:josesequeira@portovivosru.pt">josesequeira@portovivosru.pt</a>          Phone: +351 222 072 700</p>
<p><b>1.2</b> City, region, country          Size (km<sup>2</sup>)          Annual budget of the city          Annual budget of Porto Vivo, SRU          City Population          Historic Centre Population</p>	<p>Porto, Northern Region, Portugal          41.42 km<sup>2</sup>          192 Mio.€ (2015); 207 Mio.€ (2016)          4.6 Mio.€ (2015); 4.0 Mio.€ (2016)          1991: 302,472; 2011: 237,584          1991: <i>not available</i>; 2001: 7,557; 2011: 5,095</p>

<p>Growing, stable, shrinking city (economy/population)</p>	<p>Porto is currently experiencing economic recovery and rehabilitation of its urban fabric. The settlement of tech-companies and the dynamics of academic institutions, in particular the University of Porto, have allowed the city to diversify its economy.</p> <p>Nevertheless, the city has witnessed a shrinking process, losing 21 % of its population between 1991 and 2011, according to the Census data. In the four old civil parishes of the historic centre, the population has fallen even more by 54 % between 1991 and 2011.</p>
<p>Derelict land/ brownfields/ vacant buildings (#/m<sup>2</sup>/%)</p>	<p>In Porto 19,000 dwellings are vacant, which represent 14 % of the dwellings (2011). In the downtown area (in which the historical centre is included) 33% of the dwellings are vacant, a total of 2,500 out of 7,500. Focusing on the World Heritage Site, 10% of the dwellings are vacant (450 out of 4,500). In the Historic Centre, for which Porto Vivo, SRU, is in charge of, data indicates 296 vacant buildings in 2014, which represent 17 %.</p>

<p><b>2. General situation of the partner dealing with vacant buildings / building complexes in the city</b></p>	
<p><b>2.1</b> General problem and challenge</p>	<p>Due to the shrinking population in the city as a result of the suburbanisation process and of the degradation of the physical environment of the city, also as result of the economic downturn and the rents control policy of the past, vacant and derelict buildings can be found in many parts of Porto.</p>
<p><b>2.2</b> Priority of the issue on local political agenda (high, normal, low)</p>	<p>Urban regeneration is a national priority, as it is stated in the National Housing Strategy (2015) and in the "Strategy Sustainable Cities 2020", but also a high political objective of the City Council. Thus, dealing with vacant buildings and bring them back in use is a high priority on the agenda of the current executive board of the City Council, namely in the framework of the rehabilitation plan of the city centre, and also with a special focus on the Campanhã area.</p>
<p><b>2.3</b> Current policy / strategy / instruments / actions dealing with vacant buildings</p>	<p>To address the rehabilitation of vacant buildings and the regeneration of derelict areas, intervention areas have been identified and regeneration developed and/or referenced to national, metropolitan, regional and city level political documents. These include:</p> <ul style="list-style-type: none"> <li>▪ Plano Director Municipal (Municipal Director Plan from 2006, and currently being updated),</li> <li>▪ Masterplan of Porto Vivo, SRU (2005),</li> <li>▪ Management Plan of the Historic Centre of Porto World Heritage (2008),</li> <li>▪ Strategic Programme for the Urban Rehabilitation Area of the Historic Centre of Porto (2012),</li> <li>▪ Strategic Plan of Territorial Base of Porto Metropolitan Area (2014),</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Regional Smart Specialisation Strategy and the “Norte 2020” Operational Programme,</li> <li>▪ Partnership Agreement “Portugal 2020”,</li> <li>▪ National Housing Strategy (2015) and</li> <li>▪ Strategy Sustainable Cities 2020.</li> </ul> <p>In addition, public funding has been provided for the interventions areas and tried to attract private investments. Further attempts are described in 6.4.</p> <p>Porto Vivo, SRU, partner of 2<sup>nd</sup> Chance project, is responsible for such activities for the historic centre. By mandate of the municipality, it is the managing entity of the recently created Urban Rehabilitation Area of the Historic Centre of Porto (since 2012). Porto Vivo has been promoting, since 2004, the urban regeneration of the historic centre, classified as World Heritage Site by UNESCO in 1996. Thus, it is dealing with the challenge of the vacant buildings in that area and the attraction of new population and new activities.</p>
2.5 Opportunities through the reactivation of vacant buildings (in general)	<p>Opportunities through the reactivation of vacant buildings and derelict land are in the first place to bring back life to city, to provide space for urban functions and activities. Further ones are:</p> <ul style="list-style-type: none"> <li>▪ safeguarding of heritage values and landmarks;</li> <li>▪ improvement of hygiene, health and safety conditions;</li> <li>▪ sustainable urban development;</li> <li>▪ provision of space for new economic and cultural activities;</li> <li>▪ attraction of new inhabitants.</li> </ul>

<b>3. Current situation of the target area / empty building the partner is going to work on</b>	
3.1 Owner and size (m <sup>2</sup> )	<p>The target area is the <b>Santa Clara</b> neighbourhood in the historic centre of Porto, <b>World Heritage</b> since 1996. The intervention area of Santa Clara has a total of 18,903.78 m<sup>2</sup> and a gross building area of 36,951.83 m<sup>2</sup>. It hosts important heritage values.</p> <p>The target area includes five blocks and significant parts are derelict and run down, mainly the Ferro, Santa Clara and Verdades blocks. Private owners own 57 % of the total gross building area, the State 31 %, there is a shared ownership between the State and the private owners of 2% of the building area, while the City owns 3 % and the Church 7 %. Two blocks are totally private owned.</p> <p>Within the target area is the building complex called “Ac- olhimento da Nossa Senhora do Patrocínio”, also known as “Recolhimento do Ferro”, owned by the Church and which will become vacant very soon, with a floor area of 1,997.62 m<sup>2</sup> and</p>

	<p>a gross building area of 3,537.21 m<sup>2</sup>.</p> <p>Another important building complex, consisting of 6 buildings owned by the State, includes the Police station, the Santa Clara Church, a day care centre for elderly people, a small housing unit, and two large vacant buildings, plus the medieval wall and the Laranjal garden. This complex has a total of 7,369.08 m<sup>2</sup>, a floor area of 3,976.26 m<sup>2</sup>, and a gross building area of 11,443.43 m<sup>2</sup>. The total vacant area is 5,352.34 m<sup>2</sup>.</p> <p>In addition, there are 37 buildings, with a floor area of 1,808 m<sup>2</sup> and a gross building area of 5,487.10 m<sup>2</sup>, having a total vacant land of 2,366.70 m<sup>2</sup>, all privately owned with a high number of property owners, some of which have a shared ownership with the State. The majority of these buildings are vacant and totally rundown.</p>
<p><b>3.2</b> Current state of the building / building complex</p>	<p>Santa Clara is predominantly a housing area with residential buildings starting from the 18<sup>th</sup> century. The construction of the Santa Clara Church and Convent dates back to 1416, having suffered changes in the 16<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> centuries. The works on the "Recolhimento do Ferro" began in 1752. The Fernandine Wall dates from the 14<sup>th</sup> century and the opening of the Codeçal stairs also goes back to the medieval times.</p> <p>37 % of the buildings are completely or partially vacant, most of them (59%) in bad conditions. All these buildings sum up to 21.500 m<sup>2</sup>.</p>
<p><b>3.3</b> Problems and challenges for reactivation / redevelopment</p>	<p>The target area is a hilly terrain, which can only be accessed from the bottom by one narrow stair and at the top level of the bridge, by two narrow streets and stairs as well. This makes the access to the buildings very difficult.</p> <p>In addition, the rent control of the past has led to very low rents, which lead to disinvestments and poor conditions of the buildings.</p> <p>All this contributed to the abandonment of the buildings, their vacancy, public safety concerns, loss of attractiveness and the concentration of poor people living in the area.</p> <p>Further, due to world heritage classification, rehabilitation and energy efficiency works are more complex and more conditioning by aiming the safeguard of the site; in addition, the buildings often have more than one owner, sometimes 10 and more, which hampers to agree on rehabilitation works and finance the refurbishment. Some buildings have the status of national monuments, and all the others have the status of equivalent to national monuments, as stated in the heritage law, so with complex protection regulations. Some of the buildings are owned by privates and the State at the same time, a condition that creates a bigger difficulty for selling the properties.</p> <p>A challenge for the reuse of the buildings is also to ensure a mix of functions and not only a reuse for tourist purposes, which are</p>

	<p>very popular today in the historic city centre.</p> <p>In the current derelict state, Santa Clara emits a negative image to the city as it is a very visible area, being one of the most important entrances to the city as the most emblematic iron bridge of Porto (Luis I Bridge) crosses over the neighbourhood. This bridge attracts a great number of visitors.</p>
3.4 Potentials / benefits of the redevelopment for the city / neighbourhood	<p>The revitalisation of the area and bringing the vacant buildings back in use, will contribute to make the neighbourhood a vivid place and go against the downturn spiral. The rehabilitation of the buildings will contribute to safeguard the cultural heritage values of this area. Re-using the buildings will also allow obtaining revenues for the maintenance of the buildings.</p>
3.5 Former / current actions/approaches for reactivation / redevelopment	<p>Porto Vivo, SRU, a public owned company, has the mission of promoting the revitalisation and regeneration of Porto's downtown district and historical centre, conducting integrated regeneration programmes, involving key stakeholders. The regeneration of buildings or large complex of buildings, which in some cases are entire blocks, is a priority in Porto Vivo, SRU activities. It has been implementing own activities or building up partnerships with private property owners or investors for regenerating buildings and entire blocks in the city centre.</p> <p>For the target area of Santa Clara, Porto Vivo, SRU and the City Council have already started to tackle the issue. A first analysis of the area has been done, and now the strategy has to be developed. Within the World Heritage Management Plan of the Historic City Centre of Porto (2008, pp. 165) several goals for Santa Clara have been set:</p> <ul style="list-style-type: none"> <li>▪ to ensure that buildings are in a good state of conservation;</li> <li>▪ to renovate buildings with the focus on the most rundown;</li> <li>▪ to improve citizenship standards and the participation of citizens;</li> <li>▪ to attract new users, envisaging social balance, and new activities, that may reinforce the potentials of the site;</li> <li>▪ to value green space.</li> </ul>

<b>4. Focus of the Local Action Plan for the reactivation of the target area / empty building</b>	
4.1 Current idea and objective for the reactivation / redevelopment	<p>The idea for the reactivation of the vacant buildings and plots is to make Santa Clara a more attractive and vivid place by</p> <ul style="list-style-type: none"> <li>▪ bringing a mix of functions (residence, commercial and services) to the neighbourhood and provide leisure areas;</li> <li>▪ rehabilitating the buildings and preserving the cultural heritage values;</li> <li>▪ improving the access to the area and buildings.</li> </ul> <p>To be able to do so:</p> <ul style="list-style-type: none"> <li>▪ a common strategy and actions for the re-use of the vacant</li> </ul>

	<p>buildings has to be developed;</p> <ul style="list-style-type: none"> <li>▪ an integrated and sustainable project has to be developed, by common agreement and commitment of all stakeholders;</li> <li>▪ private investors and users for the vacant buildings have to be found;</li> <li>▪ key stakeholders have to be brought together to solve the current constraints and problems and to create a new dynamic, which will be triggered by the new common strategy.</li> </ul>
<p>4.2 What will be the Local Action Plan about (content)?</p>	<p>Focus of the Local Action Plan will be to find uses, users and investors for the vacant buildings in Santa Clara by dealing with the buildings as one building complex. One focus project will be the building of “Acolhimento da Nossa Senhora do Patrocínio”. Important for the reactivation is to provide affordable space, which allows the current inhabitants to stay.</p> <p>One re-use of a building should aim to bring young and elderly people of the neighbourhood together.</p> <p>Another important issue will be to improve the accessibility of the target area and their buildings and improve the leisure conditions of the neighbourhood (e.g., creation of a green space by recovering derelict land and linking it to the Laranjal Garden and the Medieval Wall).</p> <p>Further solutions to improve the energy efficiency of the heritage buildings have to be found (e.g., public and shareable solution to heat up the buildings and water and to become an energy source for the new public equipments).</p>
<p>4.3 What changes/ do you want to achieve due to the participation in the 2<sup>nd</sup> Chance project (policy, governance, etc)?</p>	<ul style="list-style-type: none"> <li>▪ Bring relevant stakeholders together and attract investors and users for the vacant buildings;</li> <li>▪ attract private investments into the area;</li> <li>▪ new reflection about urban planning of an heritage area, testing innovative, alternative, shareable and flexible solutions;</li> <li>▪ development of a strong public-private partnership through the development of a strong, joint strategy and actions;</li> <li>▪ creation of a multidisciplinary project team for the rehabilitation of all the intervention area;</li> <li>▪ creation of a pole of dynamism with the buildings’ complex, in the creative and tech fields;</li> <li>▪ creation of an attractive and flexible housing offer;</li> <li>▪ creation of new and differentiated spaces for the economic revitalization of the area, attracting new activities;</li> <li>▪ development of new spaces for socialization and leisure, which include an improved green area that values the historical elements in the site as well as the relationships between the old and the new users;</li> <li>▪ fostering of traditional and eco-friendly construction methods;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ rehabilitation of the intervention area of Santa Clara, enabling a new and sustainable appropriation of the space.</li> </ul>
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6. Learning and Capacity building			
6.1	<input checked="" type="checkbox"/> We have experience tackling the 2 <sup>nd</sup> Chance type of policy challenge/ problem <input type="checkbox"/> We have some experience to share but a lot to learn <input type="checkbox"/> We want to be involved in this network to learn from other parts of Europe		
6.2	<table border="0" style="width: 100%;"> <tr> <td style="width: 30%; vertical-align: top;">                     Key issues, problems, challenges, etc. you want to exchange / learn about                 </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>▪ the effective attraction of new users, businesses and visitors;</li> <li>▪ the right balance of new uses and users and the needs of the local community;</li> <li>▪ the bottom-up involvement of all the stakeholders (public, private, third sector) to develop an integrated project by creating a broad and participative ULG;</li> <li>▪ the development of a social project, bringing together the seniors and the youth;</li> <li>▪ the development of a flexible strategy that allows to meet today's and tomorrows needs;</li> <li>▪ the preservation of the historical value of large complex vacant buildings, while promoting new uses and new functions, supported by the community, within an sustainable business plan;</li> <li>▪ the experimentation of innovative rehabilitation solutions, with the architectural drawing and integration of energy efficiency;</li> <li>▪ the improvement of the urban living and environmental conditions in the area of intervention;</li> </ul> </td> </tr> </table>	Key issues, problems, challenges, etc. you want to exchange / learn about	<ul style="list-style-type: none"> <li>▪ the effective attraction of new users, businesses and visitors;</li> <li>▪ the right balance of new uses and users and the needs of the local community;</li> <li>▪ the bottom-up involvement of all the stakeholders (public, private, third sector) to develop an integrated project by creating a broad and participative ULG;</li> <li>▪ the development of a social project, bringing together the seniors and the youth;</li> <li>▪ the development of a flexible strategy that allows to meet today's and tomorrows needs;</li> <li>▪ the preservation of the historical value of large complex vacant buildings, while promoting new uses and new functions, supported by the community, within an sustainable business plan;</li> <li>▪ the experimentation of innovative rehabilitation solutions, with the architectural drawing and integration of energy efficiency;</li> <li>▪ the improvement of the urban living and environmental conditions in the area of intervention;</li> </ul>
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6.3	<input checked="" type="checkbox"/> We have successfully implemented policies/ actions related to 2 <sup>nd</sup> Chance project, but we know we can improve <input type="checkbox"/> We have started to address this issue at local level <input type="checkbox"/> We do not have much experience in this field		
6.3 a	<input checked="" type="checkbox"/> We think we have some practice(s) that could be regarded as “good practice(s)” in European terms <input type="checkbox"/> We have practice(s) but we are not sure it is/ they are so good <input type="checkbox"/> We do not have any specific practice, we want to develop one – this is why we joined this network		
6.4	<table border="0" style="width: 100%;"> <tr> <td style="width: 30%; vertical-align: top;">                     Mention good policies/ good practices dealing with 2<sup>nd</sup> Chance issue to be shared in the network.                 </td> <td style="vertical-align: top;">                     The “<b>Arts Palace - Talent Factory</b>”, run by the Youth Foundation, with 4,003 m<sup>2</sup> of gross building area, is an innovative and creative hub in the historic centre of Porto, supporting young artists and designers to start up, sustaining their training and the development of new projects. The “Arts Palace” is a good example of an occupation of a large, vacant, derelict and emblematic building. This intervention transformed it into an “alive” building, returning it to the city with a new dignity and giving a new impulse to the area.                 </td> </tr> </table>	Mention good policies/ good practices dealing with 2 <sup>nd</sup> Chance issue to be shared in the network.	The “ <b>Arts Palace - Talent Factory</b> ”, run by the Youth Foundation, with 4,003 m <sup>2</sup> of gross building area, is an innovative and creative hub in the historic centre of Porto, supporting young artists and designers to start up, sustaining their training and the development of new projects. The “Arts Palace” is a good example of an occupation of a large, vacant, derelict and emblematic building. This intervention transformed it into an “alive” building, returning it to the city with a new dignity and giving a new impulse to the area.
Mention good policies/ good practices dealing with 2 <sup>nd</sup> Chance issue to be shared in the network.	The “ <b>Arts Palace - Talent Factory</b> ”, run by the Youth Foundation, with 4,003 m <sup>2</sup> of gross building area, is an innovative and creative hub in the historic centre of Porto, supporting young artists and designers to start up, sustaining their training and the development of new projects. The “Arts Palace” is a good example of an occupation of a large, vacant, derelict and emblematic building. This intervention transformed it into an “alive” building, returning it to the city with a new dignity and giving a new impulse to the area.		

	<p><b>Porto Lazer</b>, a municipal company, brings vacant spaces into use through temporary cultural interventions. One project was “1<sup>st</sup> Avenue”. They revitalised one building through temporary cultural activities (3 years), which gave at the same time artist the opportunity to start their career. Through these activities attention was drawn to the building, which now is sold and back in permanent use (hotel). Another project was “Locomotiva - Sao Bento train station”, using temporary physical transformations, street art i.e. on facades of vacant, derelict buildings involving the community to make people aware of these buildings.</p> <p>The “<b>Ferreira Borges Market</b>” is a building from the XIX century iron architecture, with 2,769 m<sup>2</sup> of gross building area, owned by the municipality and to which the right of occupation was trusted to a private partner. It is now a cultural space, which promotes events and projects from fine arts, music, dance, cinema, theatre, and a whole range of new performance and audio-visuals projects. The building includes a number of complementary services: cafeteria/restaurant; bookshop/record shop; merchandising; studio/rehearsal room; concert hall; and spaces for temporary renting.</p> <p>Also to mention is the publication of “The Reference Guidelines for the Energy Efficient Rehabilitation of the Porto’s Historical Centre”, developed by Porto Vivo, SRU. It points out solutions to reduce CO<sub>2</sub> emissions, while respecting the cultural values of the UNESCO as World Heritage.</p>
<p><b>6.5</b> What key capacities should be enhanced in the city’s core staff in relation to dealing with the policy challenge addressed by the network?</p>	<p>Porto Vivo, SRU, as well as the City staff and the other stakeholders from the ULG may enhance their networking skills, developing a bottom-up approach in the construction of an integrated and sustainable LAP. For this bottom-up and integrated approach, several competences may be developed, namely: urban planning in terms of reactivation of derelict sites; economic and entrepreneurship development; policies for fighting social exclusion; implementation of innovative urban development actions; integration of energy efficiency measures into heritage buildings; flexible and innovative mobility solutions; stronger public-private partnerships.</p>

### 3 Synthesis & Summary

The 2<sup>nd</sup> Chance network is about the **reactivation of larger vacant buildings, building complexes or areas with many vacant buildings**, that have lost their original purpose, are in decay and constitute in their current state a problem / challenge for the city and the property owner. At the same time these buildings present a unique opportunity for the sustainable urban development. As these buildings are vacant, they can provide space for needed functions and uses, which so far could not “find its place” in the city or in the neighbourhood. In particular due to their size these vacant buildings can provide space for a variety of social, economic, ecological or cultural functions; all this within the existing building stock and the city limits.

Thus, the network is about to reactivate these buildings and embed the reactivation in the city / neighbourhood development context. This means to provide space in the buildings for functions and uses which are needed in the neighbourhood or in the city in general; to support strategic uses of the premises, which bring the interests of the property owner together with the public interest (i.e. interest of the community; notion of common goods). In deprived or neglected neighbourhoods in the best case the reactivation of the vacant buildings can be used and present a starting point for the revitalisation of the entire neighbourhood.

As these buildings are vacant since a longer time and most often are derelict, it needs new stakeholders and to create a new momentum to be able to start off the process of reactivation in a step-by-step-process. First/additional users have to be identified, which allow to receive revenues for first rehabilitation actions and/or which support the rehabilitation of the building by themselves or which attracts new uses, which bring further/higher revenues to be used for the rehabilitation process. To build up such partnerships and prepare a participative reactivation process, which allows making use of the opportunities these vacant buildings present, is one focus of the network.

Thus, the partners will concentrate on a single building / site to learn from this process (in most cases in form of a pilot project) how to deal in principle with vacant buildings and bring them back in use in favour of the sustainable urban development. The pilot project might be used to develop guidelines, policies and instruments in support of the reactivation of vacant buildings in general in the city.

This kind of reactivation of vacant buildings will allow using more efficiently the space of cities, combating further land use consumption and urban sprawl and at the same time improve the neighbourhood and city development.

#### 3.1 Partners' challenges and opportunities for the reactivation of (larger) vacant buildings and sites

Many partners share the general **problem** of vacant buildings and sites in their territory. All of them have larger derelict buildings; many of them listed, being an important component of the cultural heritage of the city. These buildings are vacant since many years due to several reasons (cf. 2.1.3). Some of them are even unsafe and present a public security hazard. At important locations, i.e. in tourist areas or in the city centre, they have a negative impact on their surroundings, harming the economic and touristic dynamism of the city (negative image, trading down spiral, decreasing quality of life and property values).



Many partners have limited funds to support or directly reactivate and rehabilitate the buildings in favour of a sustainable urban development. Policies or instruments, how to deal properly with vacant buildings, are often missing or which allow activating property owners to deal properly with their property. Some partners are also in the situation that there is no redevelopment pressure on these vacant buildings due to economic and/or population decline.

Following table gives an overview about the main challenges each partner has to deal with for the reactivation of (larger) vacant buildings and sites.

City	No development pressure due to economic/population decline in the past	Lack of policies / instruments	Limited funds for redevelopment	Ownership problems / speculation
Brussels				X
Caen				
Chemnitz	X		X	
Dubrovnik			X	X
Genoa			X	
Gijon	X	X	X	
Liverpool		X	X	X
Lublin		X		X
Maribor	X	X	X	X
Naples	X		X	
Porto	X		X	

For more detailed information cf. "2.2. Complete partner profiles", section 2.1-2.2. of the partner profiles.

At the same time the vacant buildings present **opportunities** from the partners' point of view for the sustainable urban development, which can be put into practice through the proper reactivation of these buildings, in particular of larger ones.

City	Provision of needed space/ functions for city	Anchor for neighbourhood development	Preservation of heritage values	Support of economic development	Reducing land consumption/ urban sprawl
Brussels	X	X			
Caen					X
Chemnitz		X	X	X	X
Dubrovnik	X	X	X	X	
Genoa	X	X	X		
Gijon	X		X	X	
Liverpool	X	X	X	X	
Lublin	X	X	X		X
Maribor	X	X	X	X	
Naples		X	X		X
Porto	X	X	X	X	

For more detailed information cf. "2.2. Complete partner profiles", section 2.5 and 3.4 of the partner profiles.

### 3.2 Issues and questions to exchange on and learn about

During the preparation phase of the 2<sup>nd</sup> Chance network the network partners have identified **four main issues** to deal with to be able to bring their vacant buildings back in use in the context of the city / neighbourhood development.

1. Re-use: Embedding the re-use of the building in the city / neighbourhood development context
2. Feasibility study: physical and economic adaptability of the building to new uses
3. Engagement of stakeholders for the re-use of the building
4. Development of appropriate strategy, instruments and process for the reactivation of vacant buildings

For each issue **several questions** have been raised. Finding “good” answers to these questions will enable the partners to develop an appropriate strategy (Local Action Plan) for the reactivation of their larger vacant building, which is embedded in the strategic city / neighbourhood development and thus, supports the sustainable urban development of the city.

The following table presents these issues and questions and which partner has a particular interest in which question.

Br = Brussels  
Ca = Caen  
Ch = Chemnitz  
Du = Dubrovnik  
Ge = Genoa  
Gi = Gijon  
Li = Liverpool  
Lu = Lublin  
Ma = Maribor  
Na = Naples  
Po = Porto

*For further information cf. “2.2. Complete partner profiles”, section 6.2 of the partner profiles.*

Issues & Questions	Br	Ca	Ch	Du	Ge	Gi	Li	Lu	Ma	Na	Po
<b>Re-use: Embedding the reuse of the building in the city / neighbourhood development context</b>											
What are the city development objectives and perspectives?							x				
What are the objectives and needs for the neighbourhood the property is situated?											
Which opportunities offer the reuse of the property for the city / neighbourhood?											
Which (sustainable/ demanded) functions/uses could be embedded in the building?	x	x	x		x	x	x	x	x	x	x
Could there be negative effects for the neighbourhood because of the reuse/ new functions?											
How to identify the vacant buildings, which can be of best use for the urban/neighbourhood development?	x										
How to make understand that the reactivation is not only about economic development?		x				x					
<b>Feasibility study: physical and economic adaptability of buildings to new uses</b>											
What is the current physical state of the property?										x	
Can the property physically adapted to desired new functions/uses? Is this feasible?	x	x		x	x		x	x	x	x	x
How to include social/environmental aspects in a feasibility study?	x										
<b>Engagement of stakeholders for the reuse of the building</b>											
How to (a) identify, (b) activate and (c) engage appropriate stakeholders for the (promotion of) re-use of a building (unlocking further 'resources')?											
How to ensure a proper communication and coordination between them?	x		x	x	x	x	x	x	x	x	x
How to build up lasting cooperation?											
How to identify and coordinate the interests and engagement potential of the stakeholders?	x			x	x				x	x	
How to activate/engage with property owner for the common reactivation of the property and to achieve a lasting cooperation for mutual beneficial use of the property?	x	x		x	x		x	x	x	x	x
How can the public interest / the notion of urban commons be integrated in privately driven project developments?		x	x		x		x		x	x	x
How to attract and engage investors/ potential users?	x	x	x		x	x	x		x		x
How to start the process that people start "taking over" the building?				x	x	x					
How to involve/inform the city council / mayor to gain their support?	x	x		x		x	x	x	x		
How to ensure coordination/cooperation between different city administration units for integrated action?		x				x	x	x	x		

Issues & Questions	Br	Ca	Ch	Du	Ge	Gi	Li	Lu	Ma	Na	Po
How to involve universities / higher education to access their expertise / innovation?	x		x			x					
<b>Development of appropriate strategy, instruments and process for the reactivation of vacant buildings</b>											
Which policies/instruments/tools are/should be in place to support reactivation of empty buildings?	x	x	x	x	x	x	x	x	x	x	x
How to finance the whole process and the reuse/rehabilitation?	x		x		x	x	x	x	x		x
How to work with local/social media?			x								
How can 'temporary use' support the reactivation of the building?	x				x						
How to monitor vacant properties / voids?		x			x						

As the time and budget for the **exchange and learning activities** at the network level are limited, the partners agreed to concentrate these activities on the **most relevant issues and questions**, which are as follows.

<b>Re-use: Embedding the reuse of the building in the urban / neighbourhood development context</b>	
1.	▪ How to find out / develop new, suitable/feasible uses in the neighbourhood context?
2.	▪ How to test uses to evaluate their feasibility and response?
3.	<ul style="list-style-type: none"> <li>▪ Which uses are suitable for which kind of building type and physical condition?</li> <li>▪ Which could be pioneer user groups to start off the re-use of a building, what could be follow-up and final user groups to ensure a permanent use?</li> <li>▪ Is there a "natural succession" of uses (from temporary to permanent)?</li> </ul>
4.	▪ Which opportunities offer the reuse of the property for the city / neighbourhood?
<b>Feasibility studies: physical and economic adaptability of buildings to new uses</b>	
5.	<ul style="list-style-type: none"> <li>▪ What is a feasibility study – what is the content?</li> <li>▪ Why is a feasibility study needed / helpful (purpose of it)? What can it effect/provoke – what not?</li> <li>▪ How to elaborate a feasibility study?</li> <li>▪ How to include social/environmental aspects in the feasibility study?</li> </ul>
<b>Engagement of stakeholders for the reuse of the building</b>	
6.	<ul style="list-style-type: none"> <li>▪ How to engage with property owner for the common reactivation of the property and to achieve a lasting cooperation for mutual beneficial use of the property?</li> <li>▪ How to deal with ownership problems (<i>which are they</i>)?</li> <li>▪ How to integrate public interest / the notion of common goods in privately driven project developments?</li> </ul>
7.	<ul style="list-style-type: none"> <li>▪ How to (a) find out, (b) activate and (c) engage appropriate stakeholders for the (promotion of) re-use of a building (unlocking further 'resources')?</li> <li>▪ How to ensure a proper communication and coordination between them?</li> <li>▪ How to build up lasting cooperation?</li> </ul>
8.	▪ How to attract and engage potential investors and users?
9.	▪ How to involve/inform the city council / mayor to gain their (long-term) support?
10.	▪ Structures to improve intra-municipal organisation / management for the integrated reactivation of vacant buildings / sites?
11.	▪ How to involve mass/social media in the reactivation of the building?
<b>Development of appropriate strategy, instruments and process for the reactivation of the property</b>	
12.	▪ Which policies/instruments/tools are/should be in place to support reactivation of empty buildings?
13.	▪ How to finance (mechanism) reactivation of vacant buildings and rehabilitation?
14.	▪ How to turn (illegal/legal) pioneer users into long-term users (allowing sufficient revenues for the long-term maintenance of the building)?
15.	▪ How to monitor vacant buildings / sites?

### 3.3 Experience and good-practices of the partners

In the partnership there are more and less experienced partners dealing with vacant buildings, but the majority has experience in the redevelopment of vacant sites or buildings.

For an overview about **good-practice experience** for particular issues related to the reactivation of vacant buildings see the matrix below.

*For further information cf. "2.2. Complete partner profiles", section 6.4 and 2.3 of the partner profiles.*

City	Redevelopment of vacant buildings / sites	Tools for reactivation of vacant buildings	Feasibility studies for vacant buildings	Awareness raising / involvement activities
Brussels	X	X	X	
Caen	X			X
Chemnitz	X	X		X
Dubrovnik	X			
Genoa				X
Gijon	X			
Liverpool	X	X	X	X
Lublin	X			
Maribor	X			
Naples	X	X		X
Porto	X	X		X

City	Financing mechanism	Monitoring of vacant buildings/ sites	Intra-municipal structures	Temporary use	Use of social media
Brussels	X	X	X		
Caen	X				
Chemnitz		X	X	X	
Dubrovnik					
Genoa		X		X	X
Gijon					
Liverpool	X	X			
Lublin					
Maribor				X	
Naples					
Porto	X	X		X	

### 3.4 Purpose and general structure of the Local Action Plans

All partners have agreed to develop a Local Action Plan (LAP). The **LAP** will present the **strategy, how the vacant target building / site will be reactivated** and re-used in a step-by-step process together with the involved stakeholders. The strategy will show how the reactivation will be embedded in the urban/ neighbourhood development context and takes into account the interests of the property owner and the “community” (notion of common goods). The LAP will deal with the local challenges and opportunities as described in the partner profiles (cf. 2.1.3-2.1.4 and 3.1).

The LAP may have different formats and may contain different components, i.e. a written document, a video, a website, a presentation, a feasibility study, monitoring system, etc. The LAP and its components shall ensure that the necessary “conditions” are present to be able to start with the implementation phase after the 2<sup>nd</sup> Chance network has finished.

To facilitate the learning and exchange of experience between the partners in the development of their LAP, they have agreed on a **basic structure** of the written part **of the LAP**, which will be as follows:

1. **General vision & objectives** for the re-use of the target building / site
2. **Functions & Uses** for the target building / site, which are desired and/or can be realized in the building.
3. **Action Plan** incl. clarifications of finances and responsibilities for the single actions for the re-use and rehabilitation of the building. The action plan might include also actions for the surrounding of the building, when they are supportive for the reactivation of the building.
4. **Management & Governance structures**, which demonstrate how the building will be managed in the future as well as how in general the cooperation with stakeholders and the organizational structure within the city administration for the reactivation of vacant buildings will work in the city (guidelines for the reactivation of vacant buildings based on a governance approach).
5. **Next steps**, describing the concrete next steps and further process to pass on to the implementation phase and what still might has to be clarified.

With these Local Action Plans the basis for the reactivation of the vacant buildings / sites ought to be in place and the principle engagement of the cities with the reactivation of vacant buildings and sites for the benefit of the sustainable urban development should be initiated.