



**2ND
CHANCE**
WAKING UP THE SLEEPING GIANTS

2018 
EUROPEAN YEAR
OF CULTURAL
HERITAGE
#EuropeForCulture

**2ND CHANCE ACTION PLANNING NETWORK
URBACT III PROGRAMME**

**STRATEGIES AND ACTIONS FOR THE REACTIVATION
OF LARGER VACANT BUILDINGS FOR A SUSTAINABLE
URBAN DEVELOPMENT**

IAP GALLERY BOOKLET

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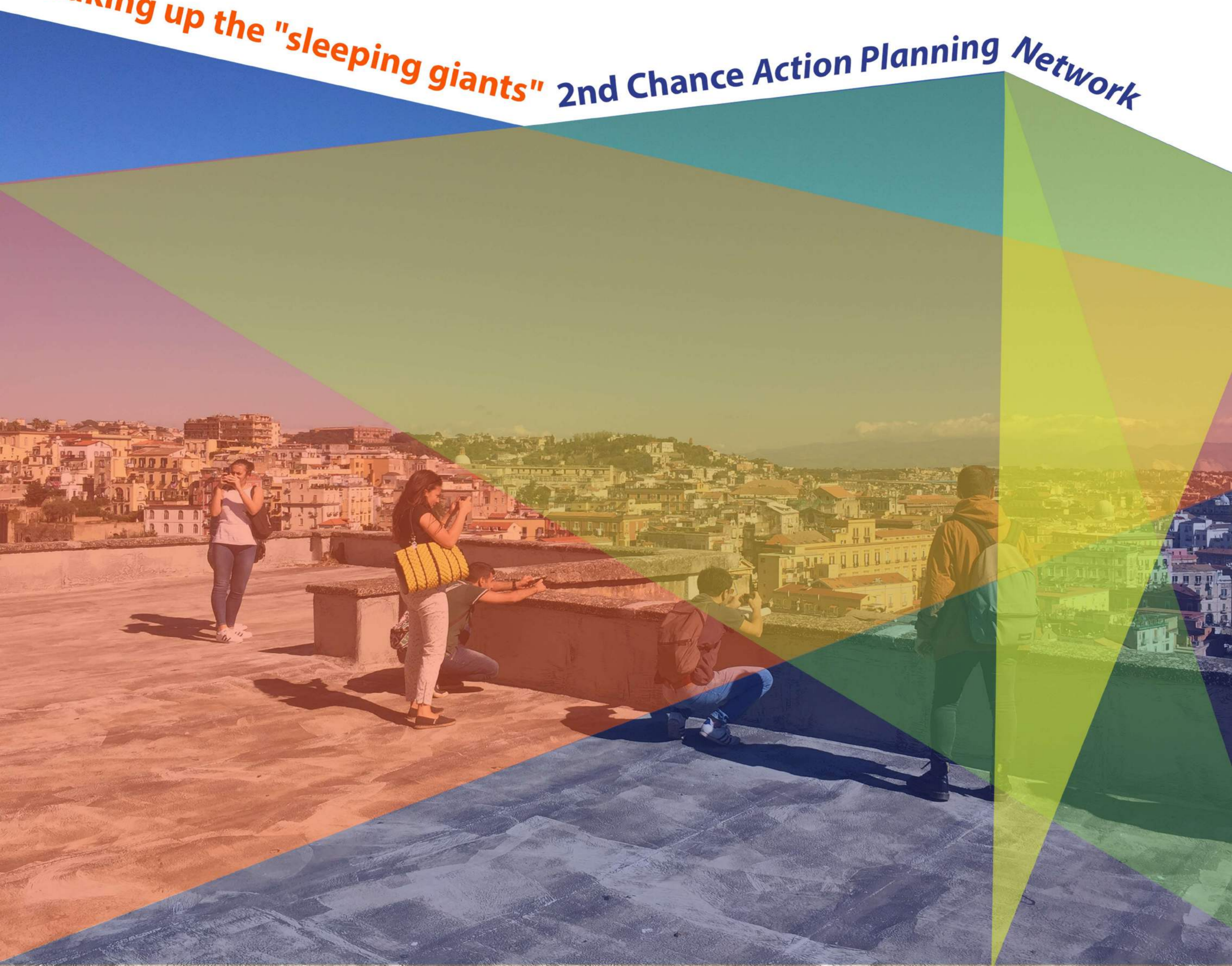
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Waking up the "sleeping giants" 2nd Chance Action Planning Network



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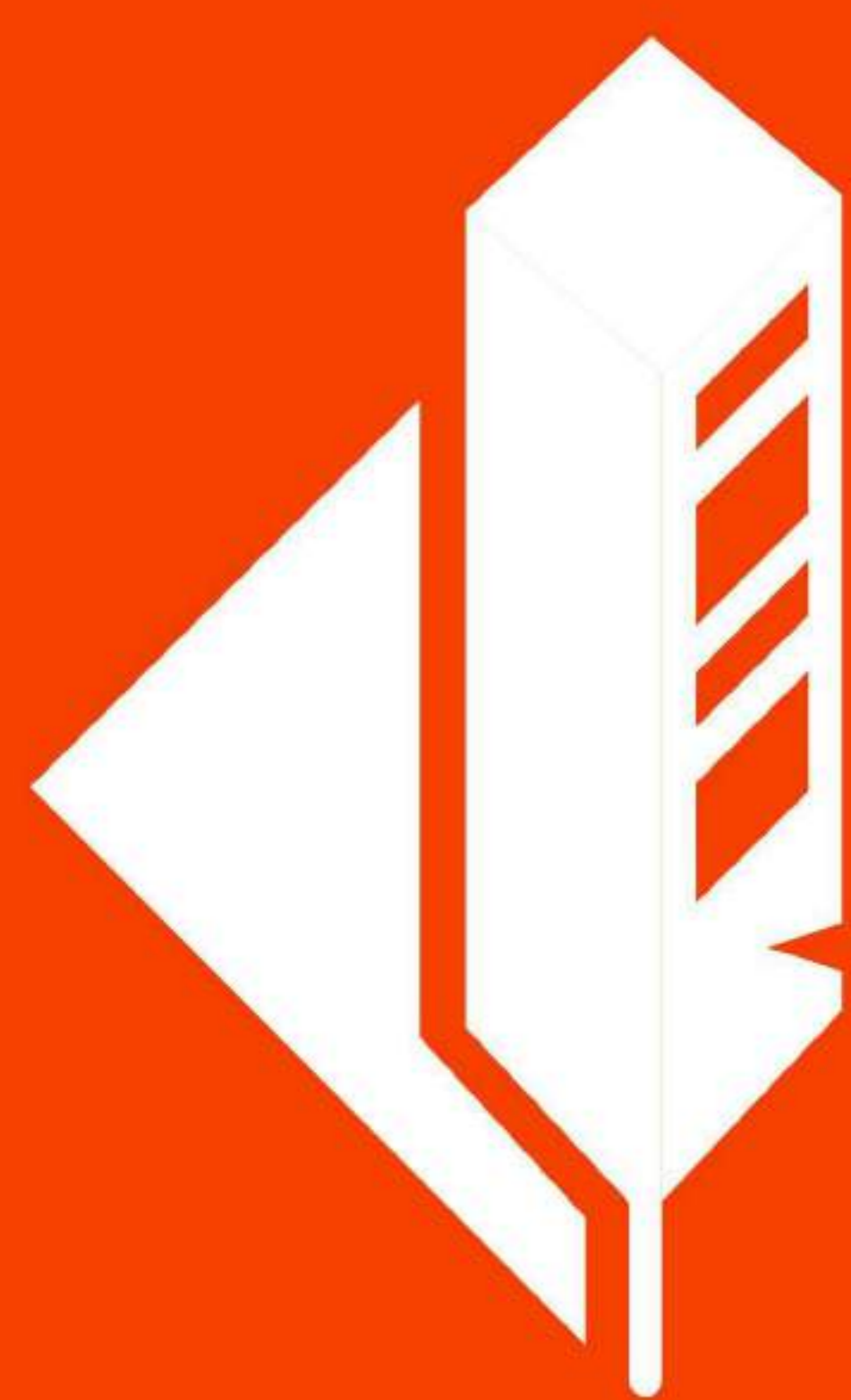
Edited by Maria Luna Nobile
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Naples, April 2018

The 2nd Chance IAP Gallery Booklet includes the Posters elaborated to share and present the Integrated Action Plans produced by the Partners in the framework of the 2nd Chance APN URBACT III Network

more information on
www.urbact.eu/2nd-chance

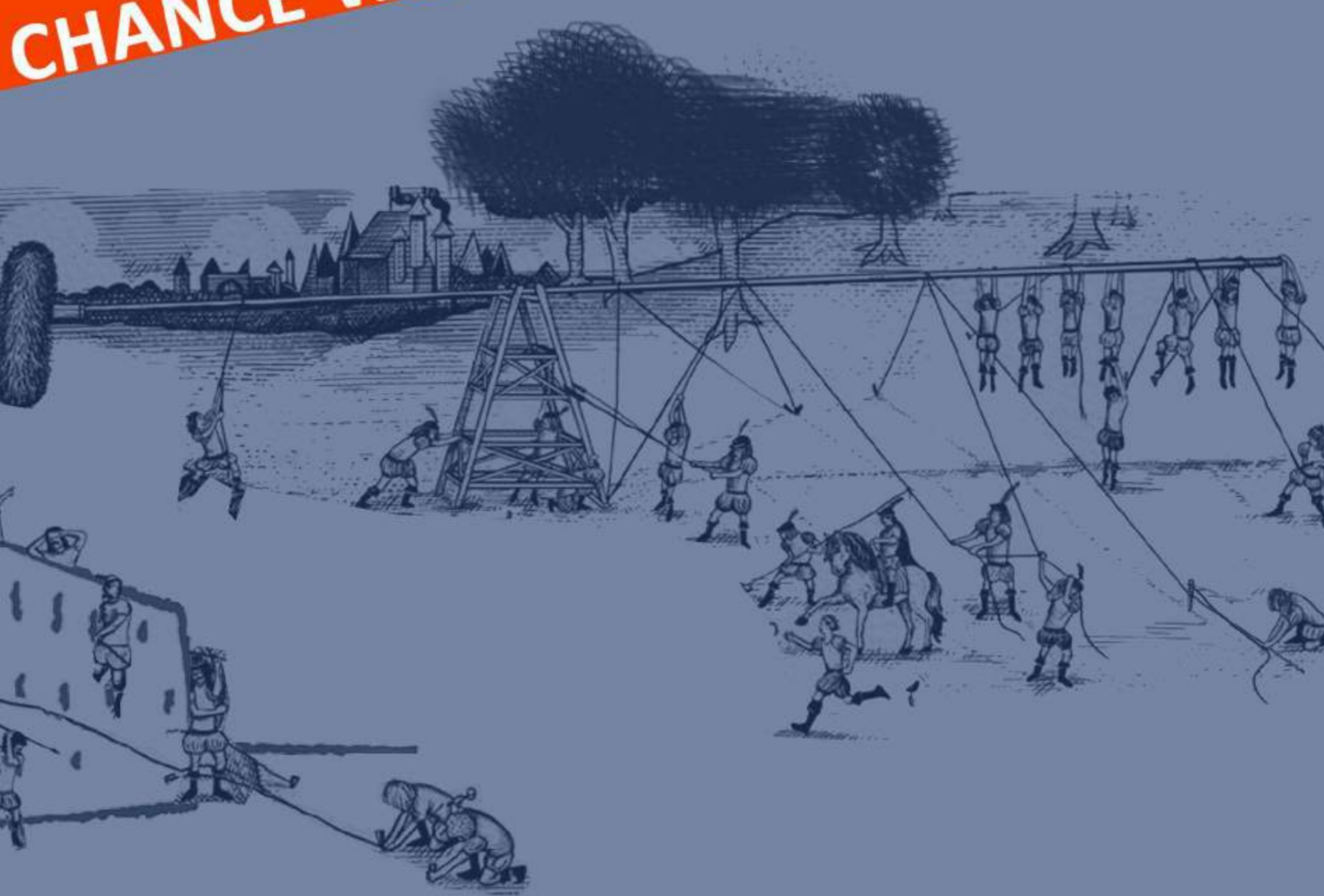
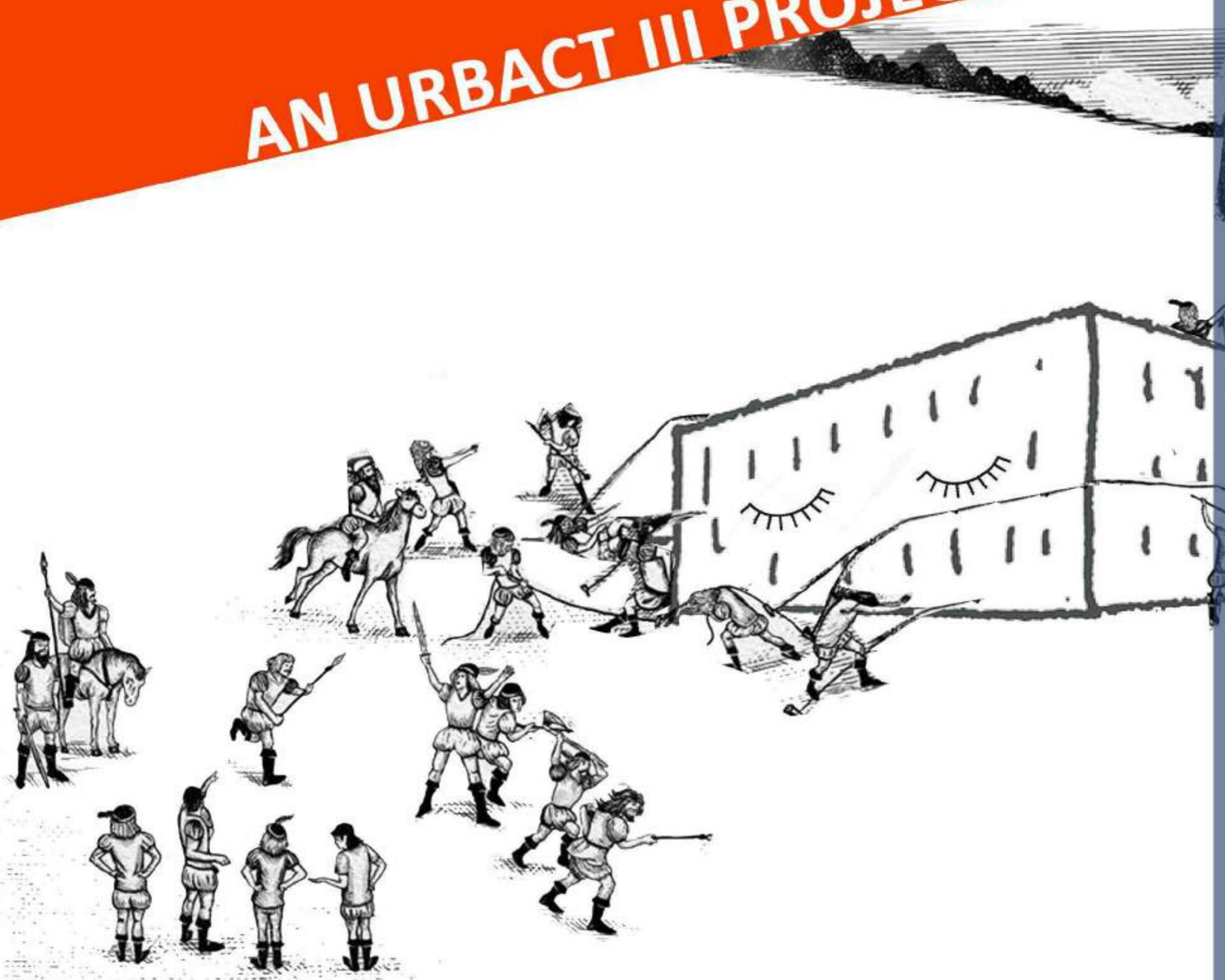




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

AN URBACT III PROJECT | 2ND CHANCE WAKING UP THE SLEEPING GIANTS



The 2nd Chance Action Planning Network An URBACT III Project

The challenge of 2nd Chance is the re-activation of vacant buildings and building complexes for a sustainable urban development. In many European cities smaller and larger derelict sites, underused premises, so called "voids" 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: the voids can be used to complete a compact settlement structure, to provide space for needed functions in the city. Self-organised groups, with a great willingness to shape, they implement ideas of new living and housing models.

Large buildings and building complexes that have lost their original purpose, are in decay and derelict, are the biggest opportunity within voids to support a sustainable city and neighborhood development. Because of their size they can provide space for a variety of needed social, economic and ecological as well as cultural functions. Often they are landmarks or identity anchor points.

But these larger buildings and building complexes are often too big to be redeveloped at one time and too big 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. The challenge is to re-activate those "sleeping giants" for the benefit of a sustainable urban neighbourhood development. It is about to bring these larger buildings and building complexes in use again, to rehabilitate them, providing space for what is needed in the neighborhood in the city, to support an appropriation through indefinite users, to support a strategic uses of these premises, not only oriented on private exploitation interests, but also on interests of the common goods.

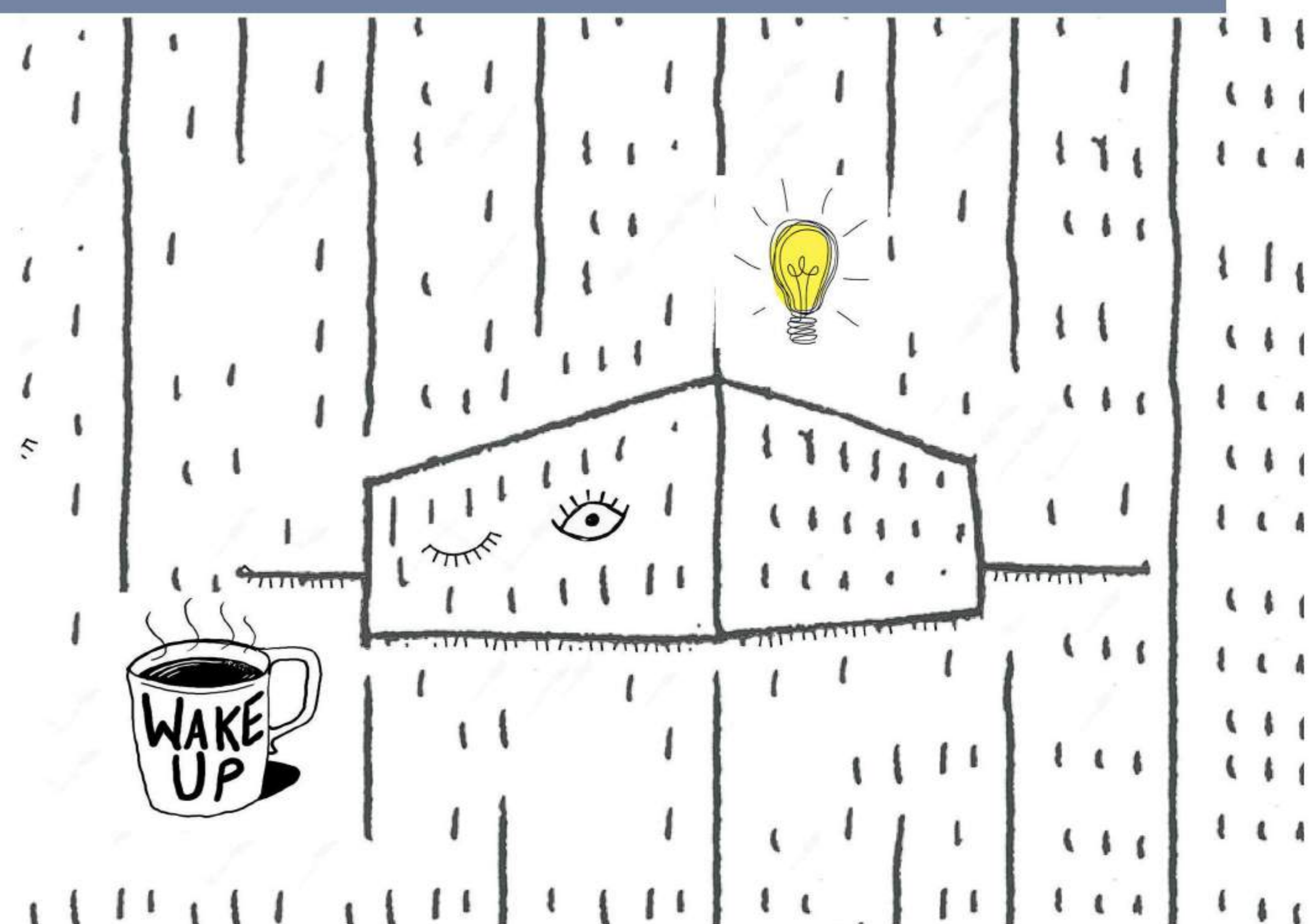
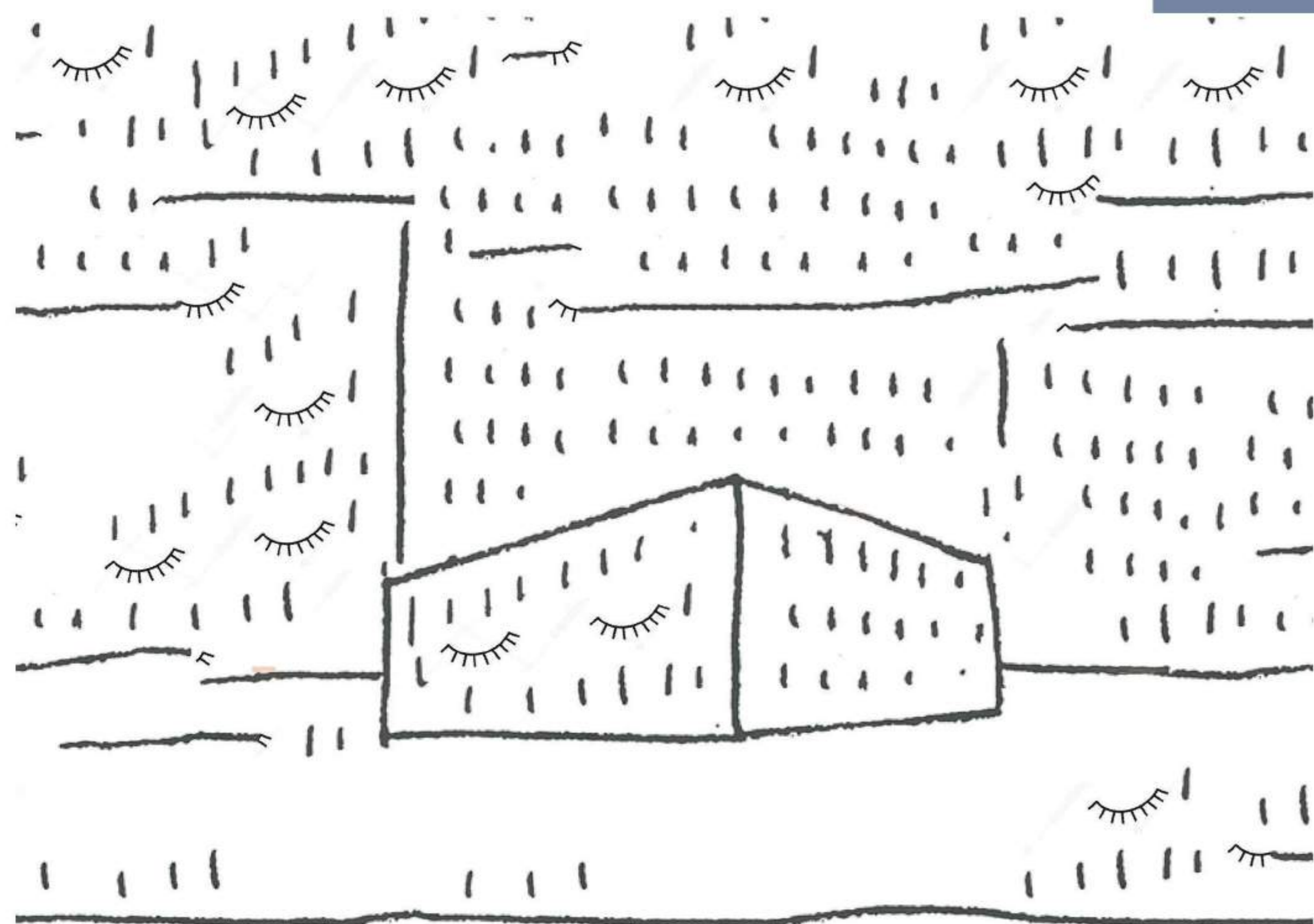
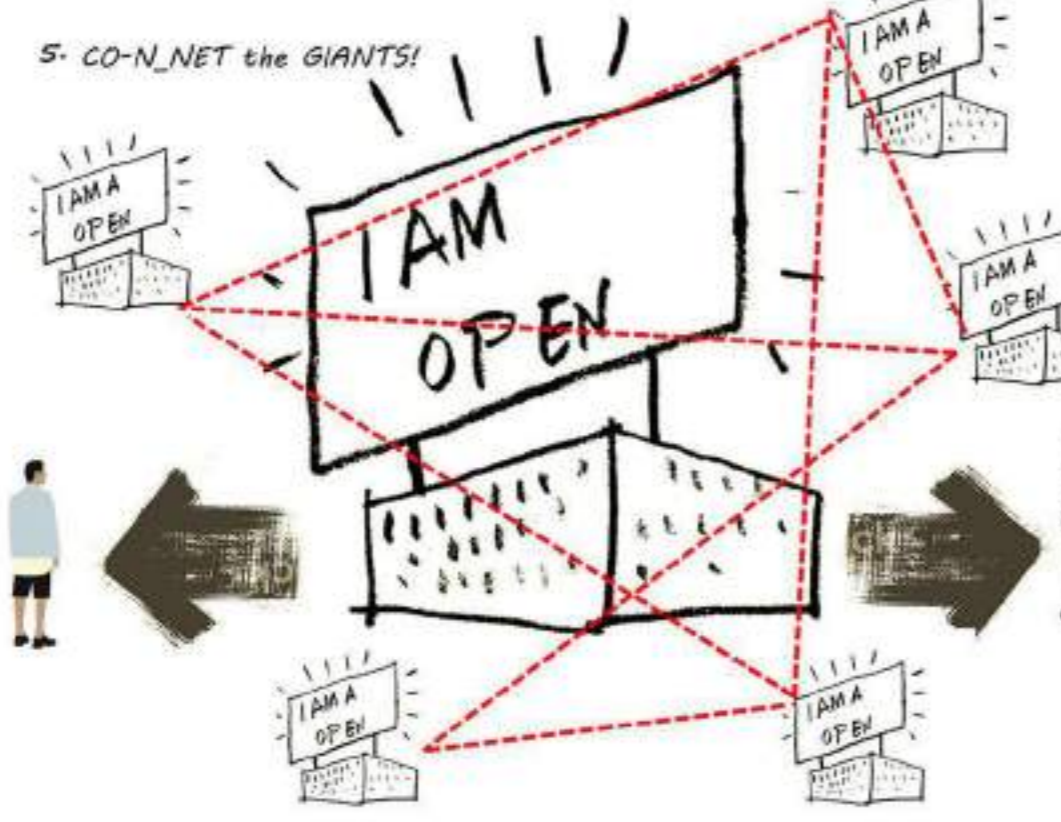
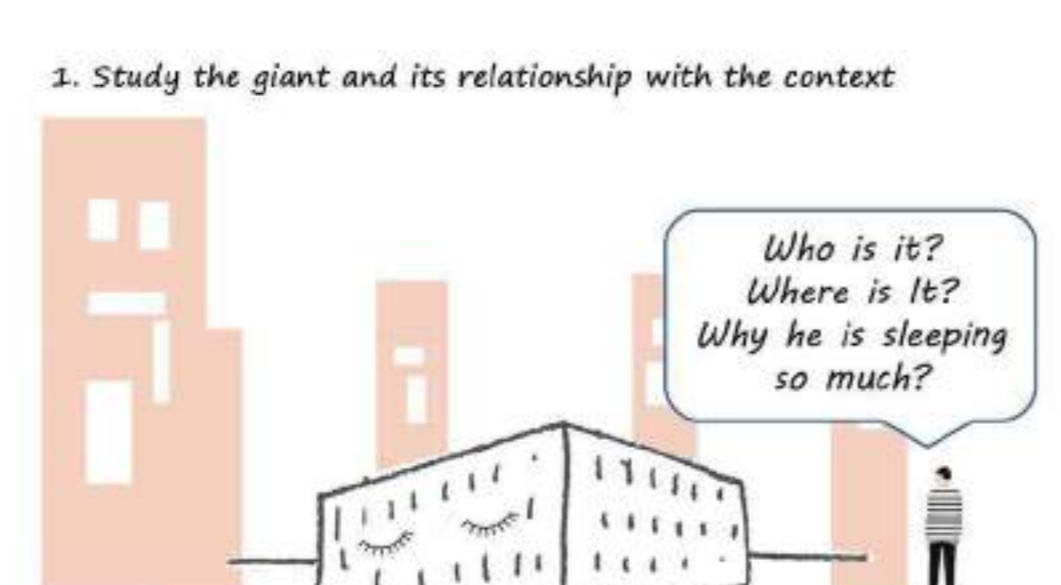
The challenge and questions of the 2nd Chance project are:

- > How can such spaces - having been ignored and often stigmatised - be "brought back" into the city?
- > How, through further development of existing stock and addition of functionality, can they be turned into lively districts?
- > How to start the process that people start "taking over" the building?
- > How to organise the process?
- > How to define how to use it for the better of the city and the community?
- > How to get hold of the building?
- > How to finance it?

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".

Read more:
www.urbact.eu/2nd-chance

The 7 tips to wake up the sleeping giants



THE 2ND CHANCE SLEEPING GIANTS



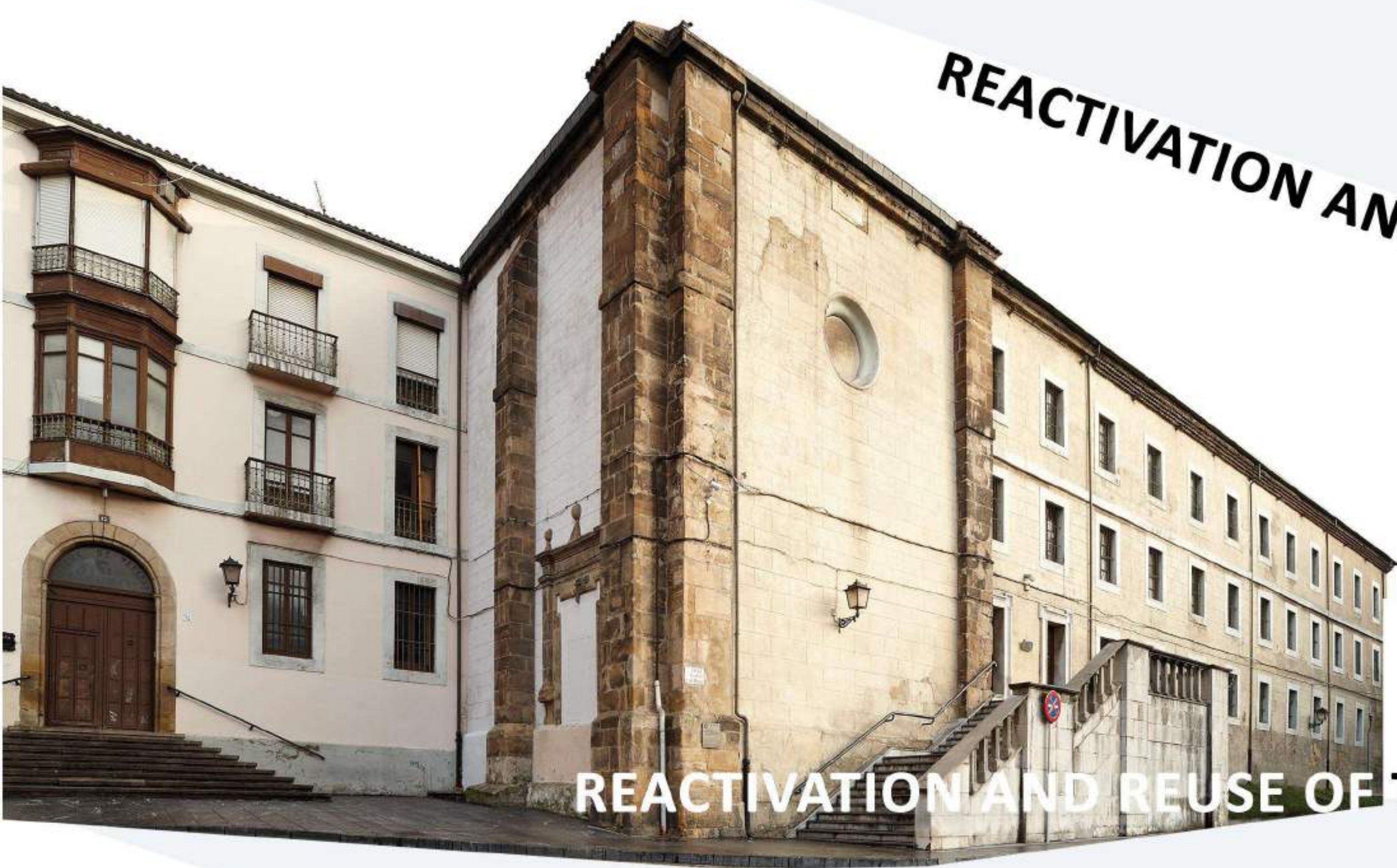
REACTIVATION AND REUSE OF ARLON 104



REACTIVATION AND REUSE OF THE SPINNBÄU IN ALT-CHEMNITZ



A SECOND CHANCE FOR THE PENINSULA : YES WE CAN !



REACTIVATION AND REUSE OF SUMMER VILLA GUČETIĆ



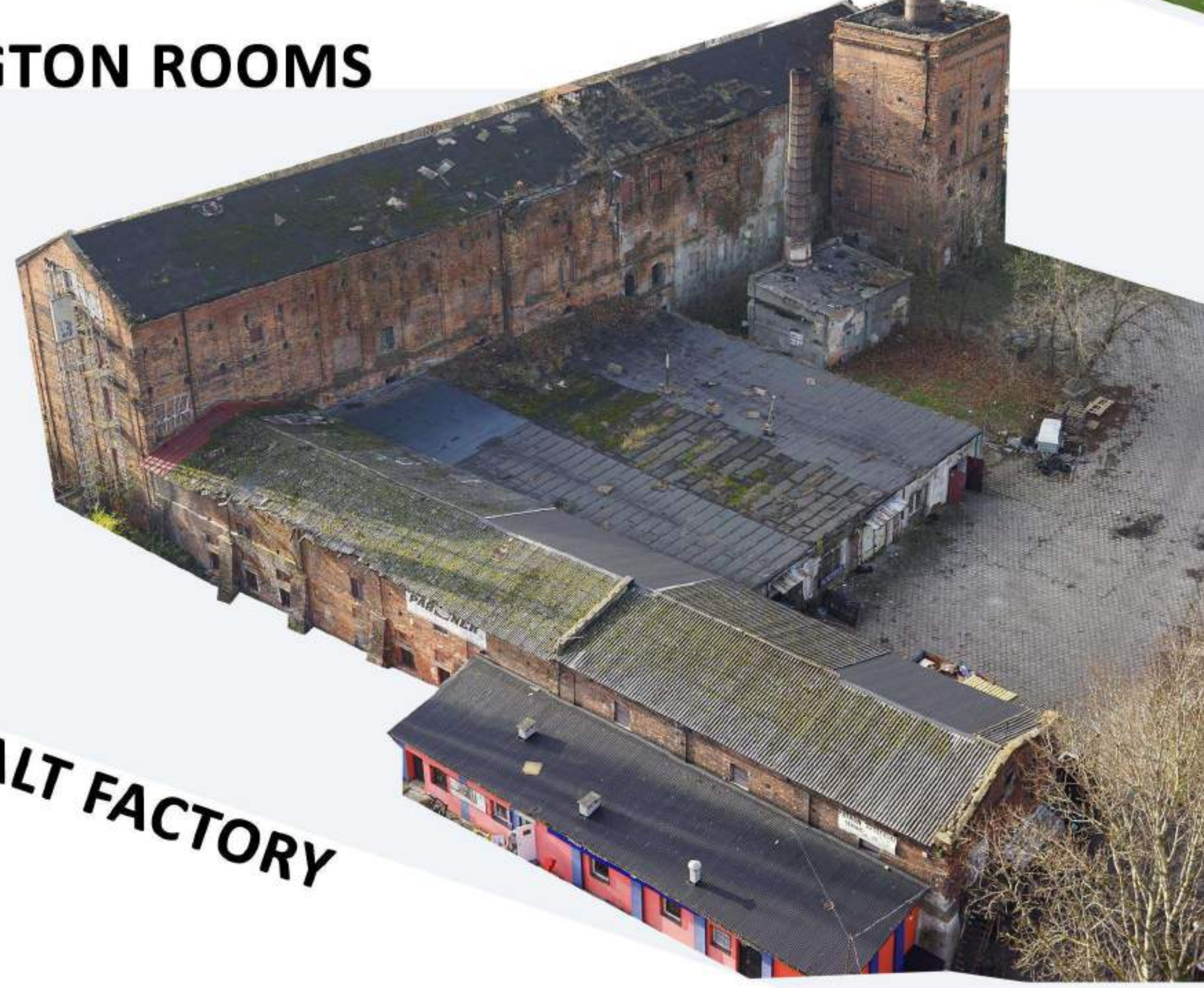
REACTIVATION AND REUSE OF THE OLD TOBACCO FACTORY



REACTIVATION AND REUSE OF THE SS TRINITÀ DELLE MONACHE COMPLEX



REACTIVATION AND REUSE OF WELLINGTON ROOMS



REACTIVATION AND REUSE OF OLD MALT FACTORY



REACTIVATION AND REUSE OF KPD BUILDING

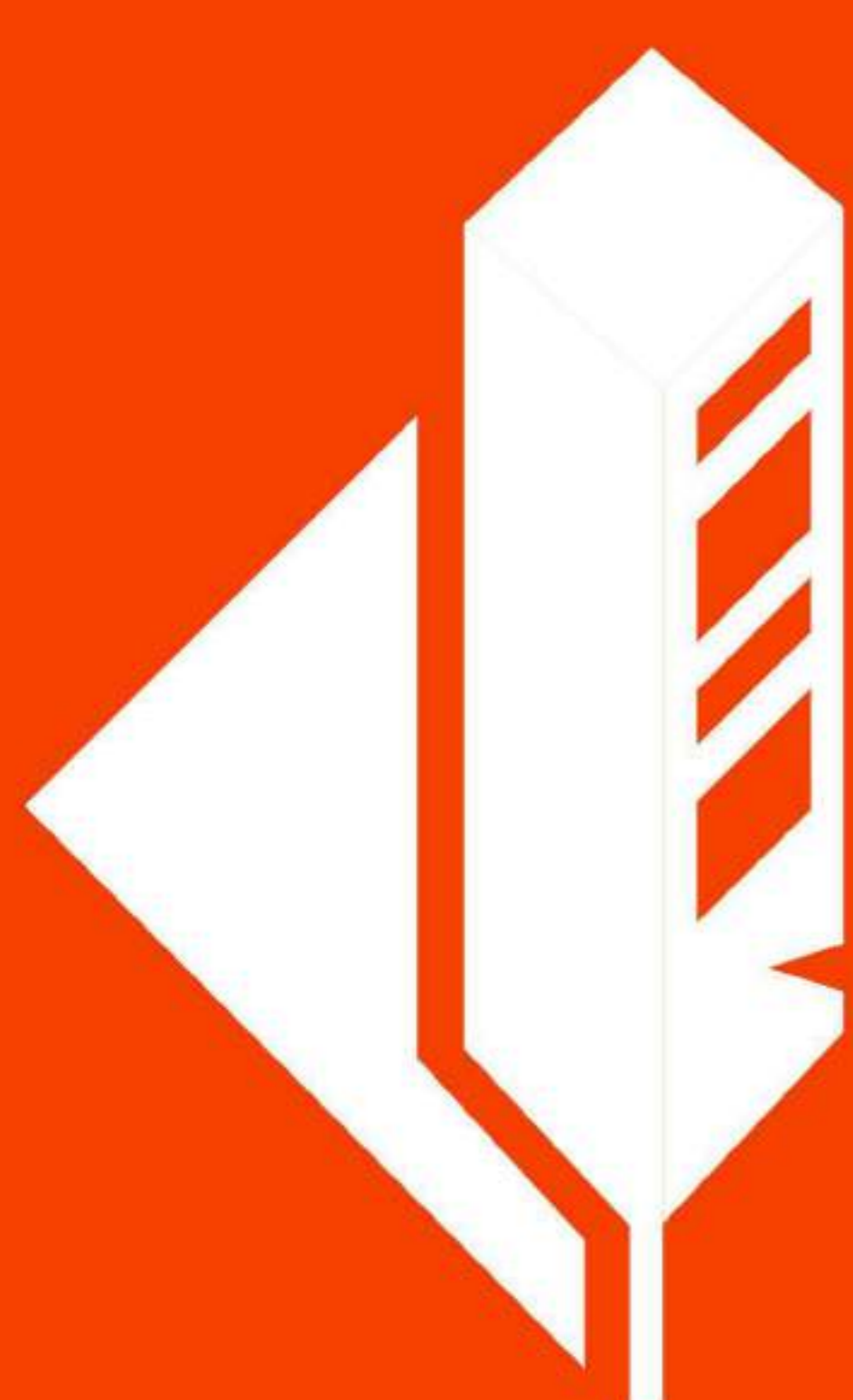


REACTIVATION AND REUSE OF SANTA CLARA NEIGHBORHOOD



REACTIVATION AND REUSE OF EX CASERMA GAVOGLIO





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ARLON 104 - PILOT FOR REACTIVATION



ARLON 104

Owner: Federal Building Agency
Location: European Quarter, Brussels
Surface: 11.000 m²
Built: in the sixties
Empty since: 2004

Vision & Objectives for the Reactivation



The ultimate vision for ARLON 104 is for it to become a multifunctional building - in response to local needs - providing complementary functions to the existing office related activities, thus stimulating the liveliness as well as the livability of the neighbourhood.

However, starting from the fact that the long term vision is shared but not actively supported, a step-by-step strategy was developed, with short and mid-term objectives, allowing the realization of concrete and feasible projects even if the long term permanent reactivation turns out to be impossible.

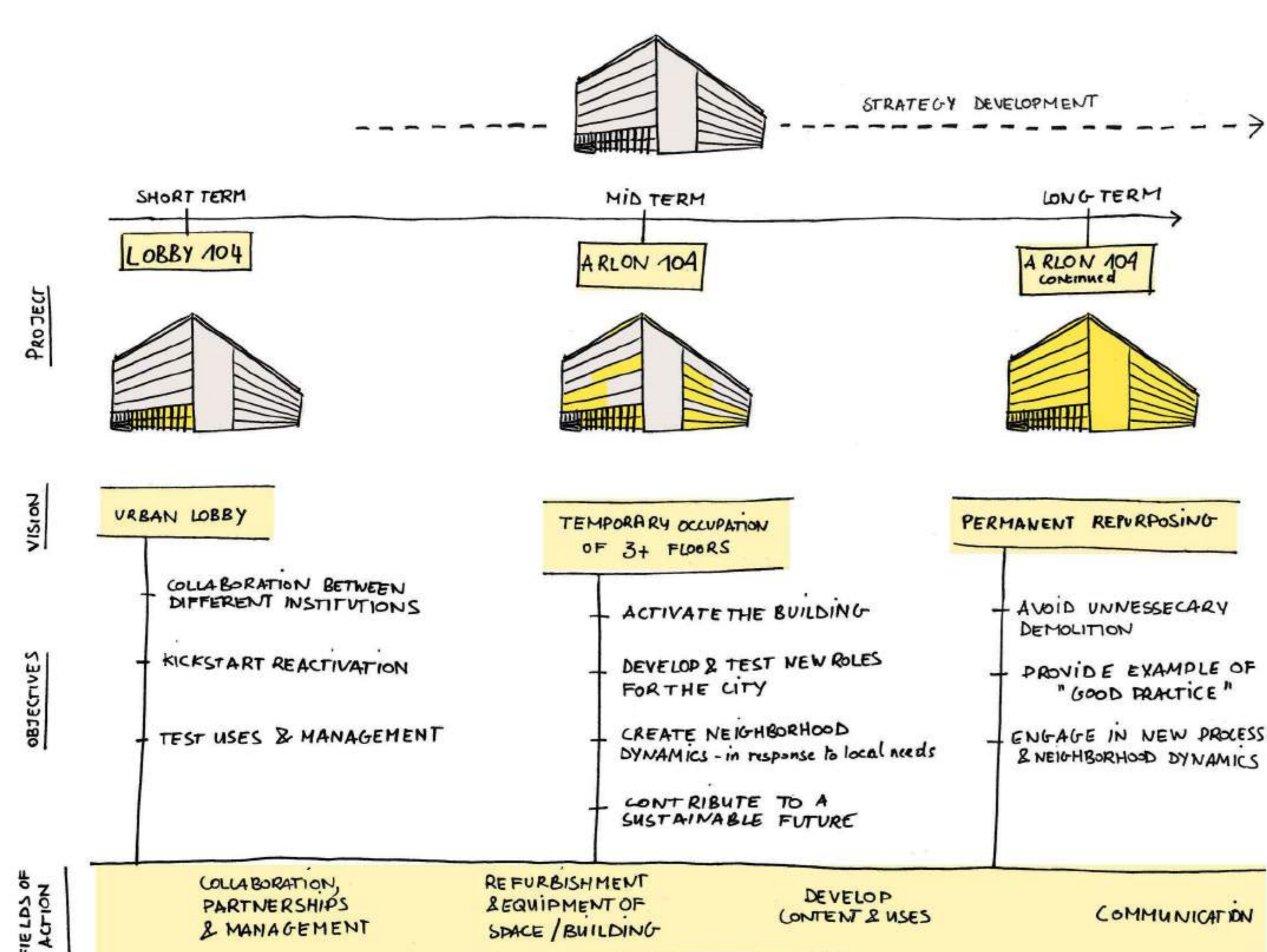
These short and mid-term project proposals provide realistic solutions for the reactivation of the building as well as sketching new processes, collaborations and roles for the city administration in the battle against vacancy.

The first step would be to reactivate the lobby on the ground floor by turning it into an "urban foyer" where different meetings, workshops and lectures in regards to the urban development of the neighbourhood can be organized. Over time, this space can be opened up gradually to different users.

A second big step would be the temporary activation of multiple floors of the building, allowing the testing of different functions and users as well as of new forms of facilitative roles for the city.

Parallel to these concrete project proposals, the Urbact project has resulted into a set of policy recommendations which, after further detailing and implementation, could complement existing measures on different institutional levels.

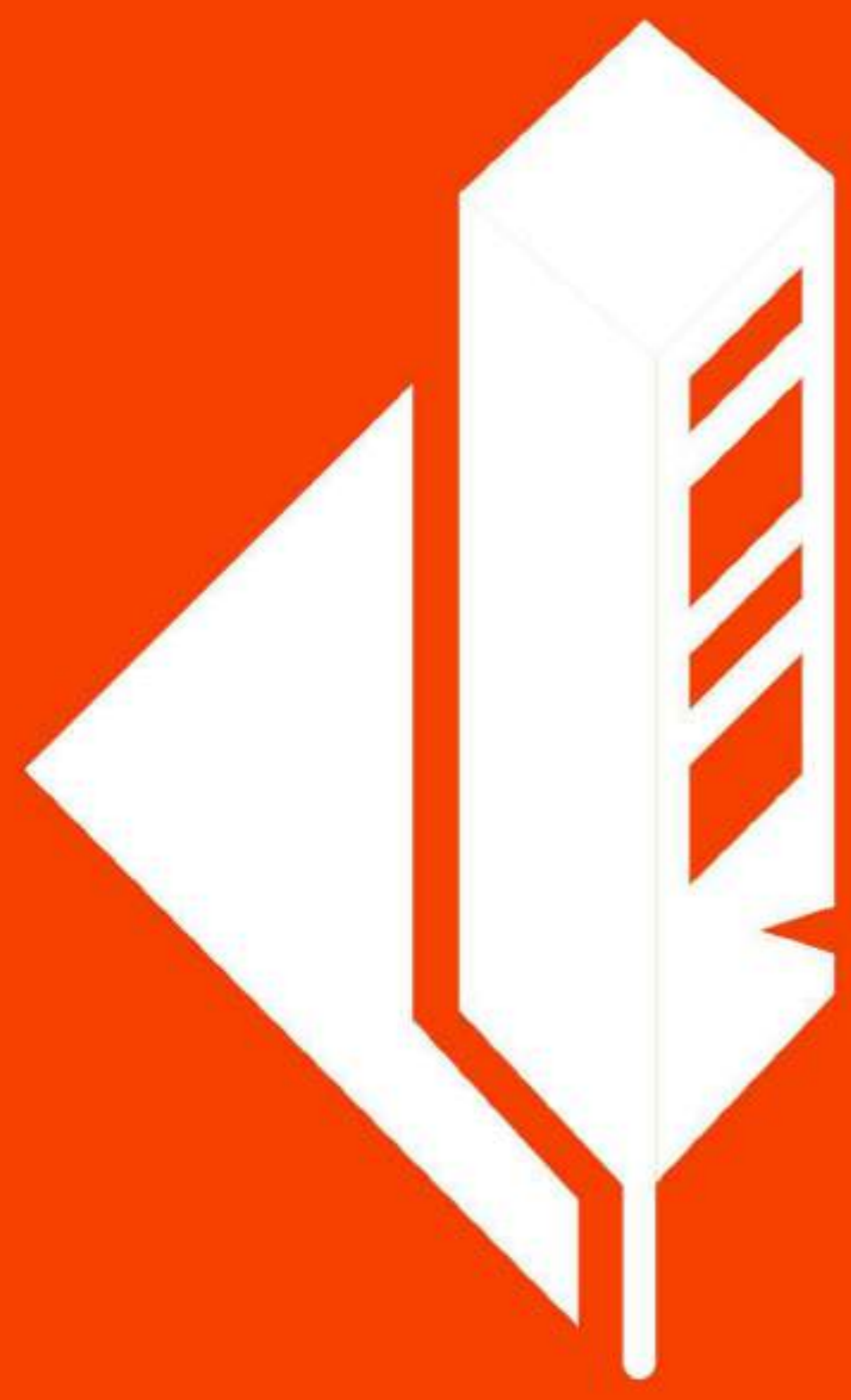
Main Actions and Next Steps



Contact

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Project coordinator: Milena Vleminckx-Huybens

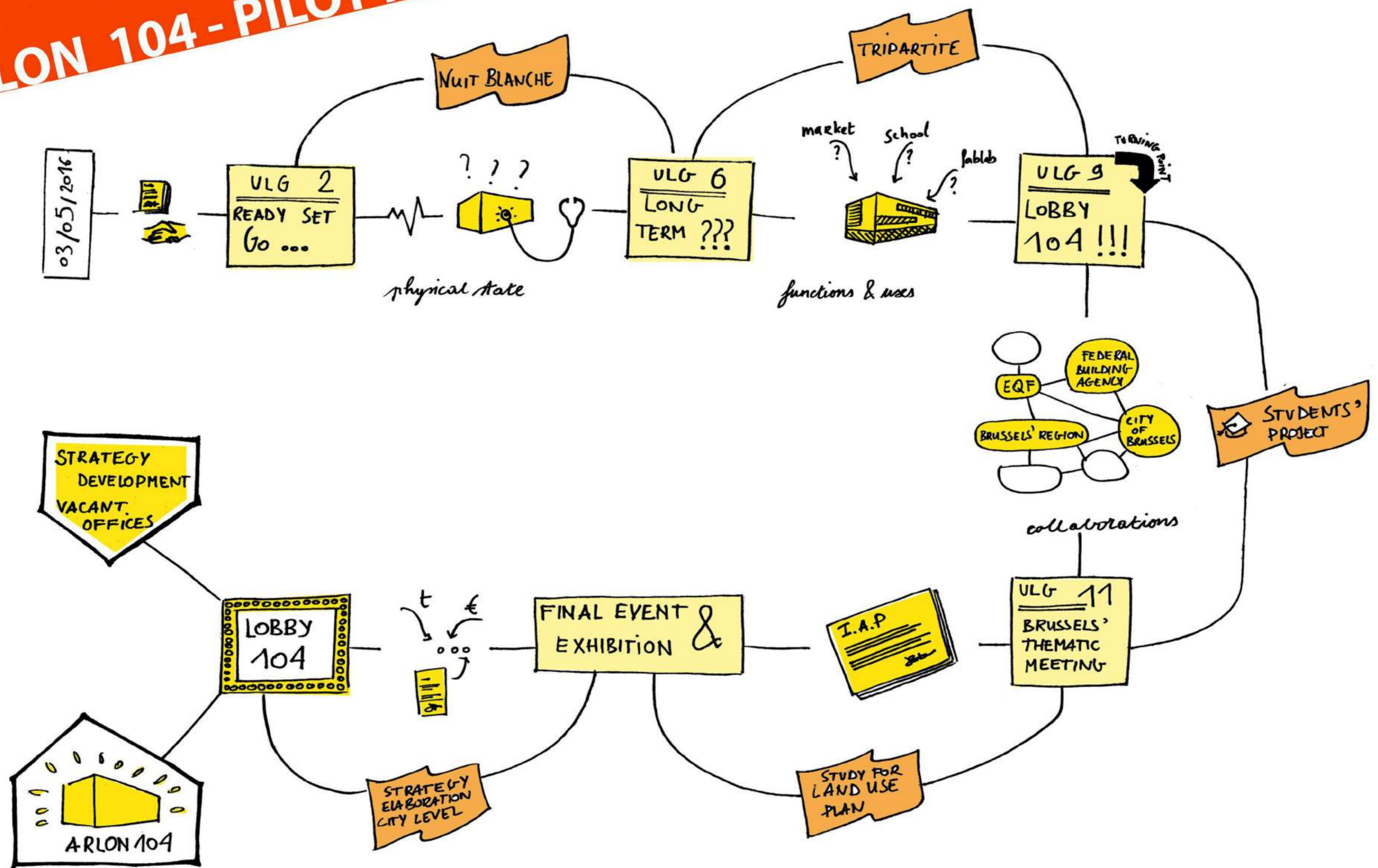




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

ARLON 104 - PILOT FOR REACTIVATION



Elaboration process of the reactivation strategy

The process can be deconstructed into different phases, each representing an important step in the development of the strategy. More specifically, the first analysis of the building led to the development of the long term vision and discussions on possible functions. Next, the focus shifted towards a feasible short term project and necessary partnerships were prepared. During the final phase, the Integrated Action Plan was detailed and disseminated through the Final Event. Now the city will try to facilitate the implementation of the concrete project as well as the strategy development.

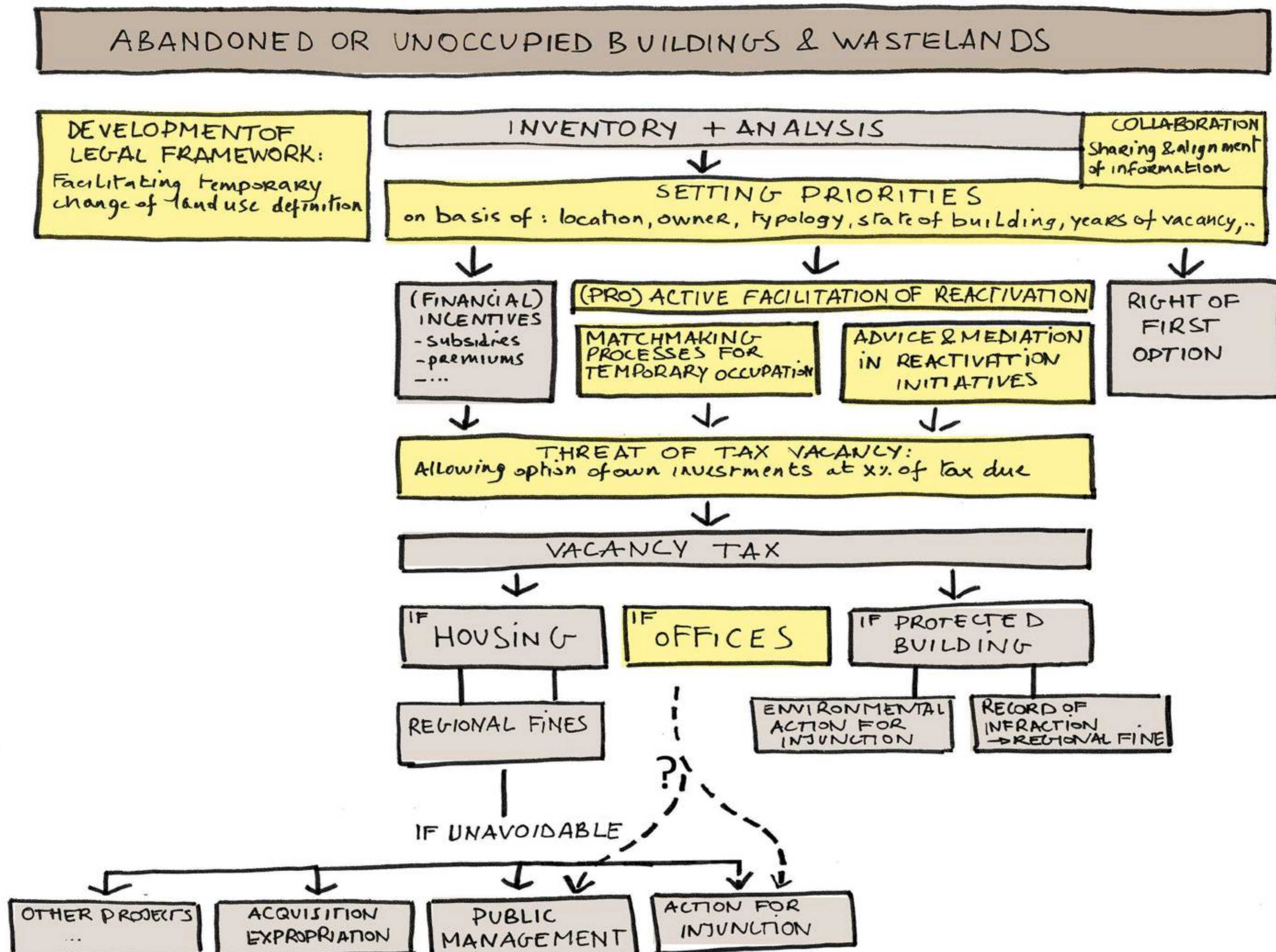
The stakeholders involved in the project can be divided into two groups. Each of these groups, though in different ways and moments, contributed to the development of the Integrated Action Plan of our city. The first is more thematically interested or engaged in the development of strategies and tools for dealing with vacancy in the city; the second has interests in the reactivation of ARLON 104 itself.

Key activities or collaborations were developed during each phase, enhancing the visibility and/or the embeddedness of the project locally. Early on, the building was reactivated for a cultural event, opening up the building to the wider public, and in the spring of 2017, a two day international meeting was organized, inviting both local and international professional for workshops.

Next, while working behind the scenes on the collaborations for the short term lobby project, a partnership with the Universities of Mons and Brussels was put in place, opening up the minds about the potential of the building and its structure. Lastly, the final event disseminates results and invites political representatives, public institutions as well as the associative sector to collaborate when dealing with vacancy.

A number of lessons were learned in regards to project management and the maximalization of results. More specifically, the importance of communication and a carefully planned and dynamic process became apparent. Indeed, these aspects influence the impact of the project greatly and require particular attention.

In regards to dealing with vacant buildings and sites, a number of policy recommendations were formulated as a result of the urbact project. Starting from the existing measures against vacancy (which focus on heritage and housing), a number of supplementary tools, processes and frameworks are suggested to facilitate city administration to support the reactivation of vacant buildings or sites through incentive actions. This is summarized in the scheme below and suggests new roles for public institutions acting as facilitators and mediators between supply and demand.



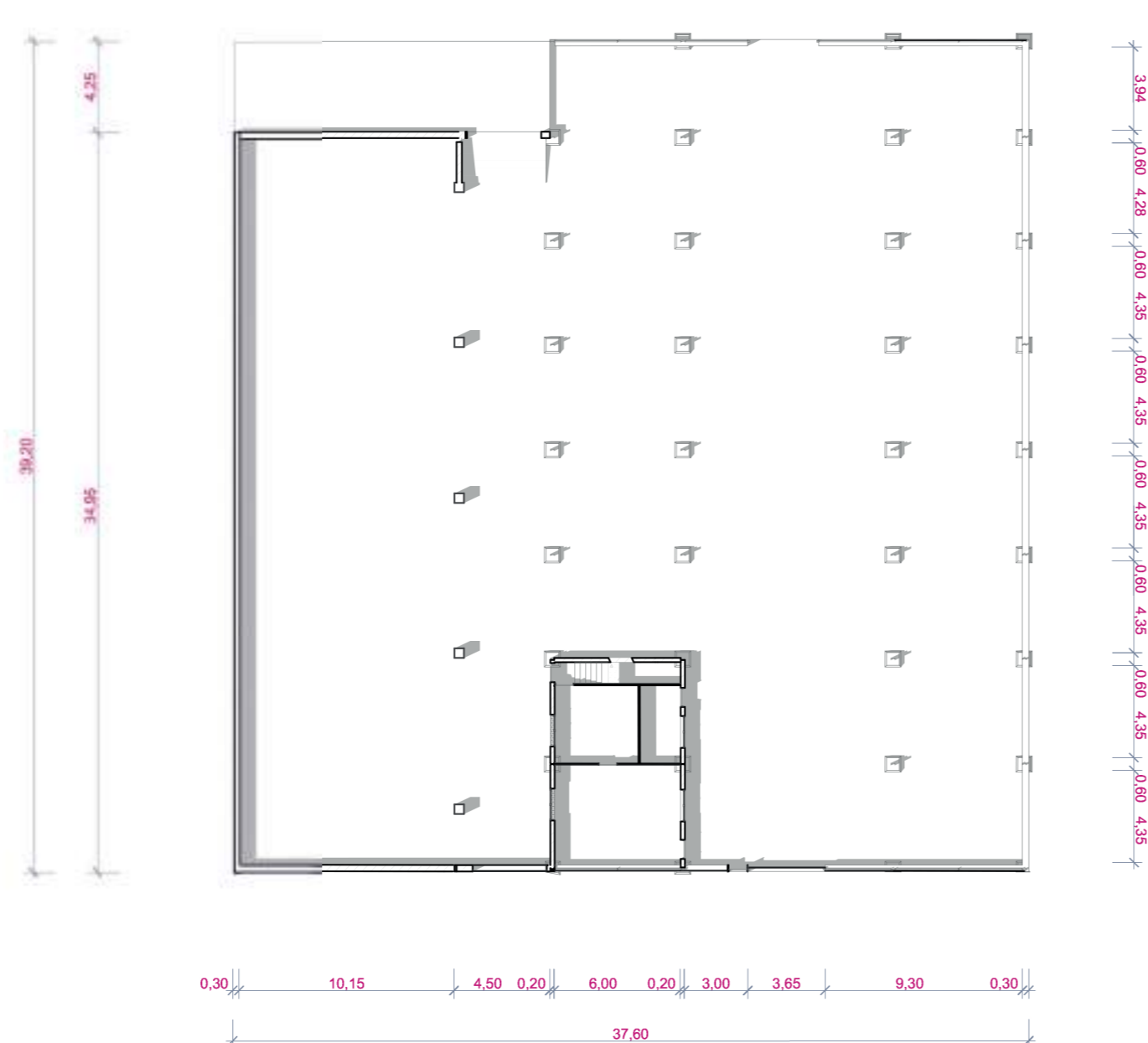
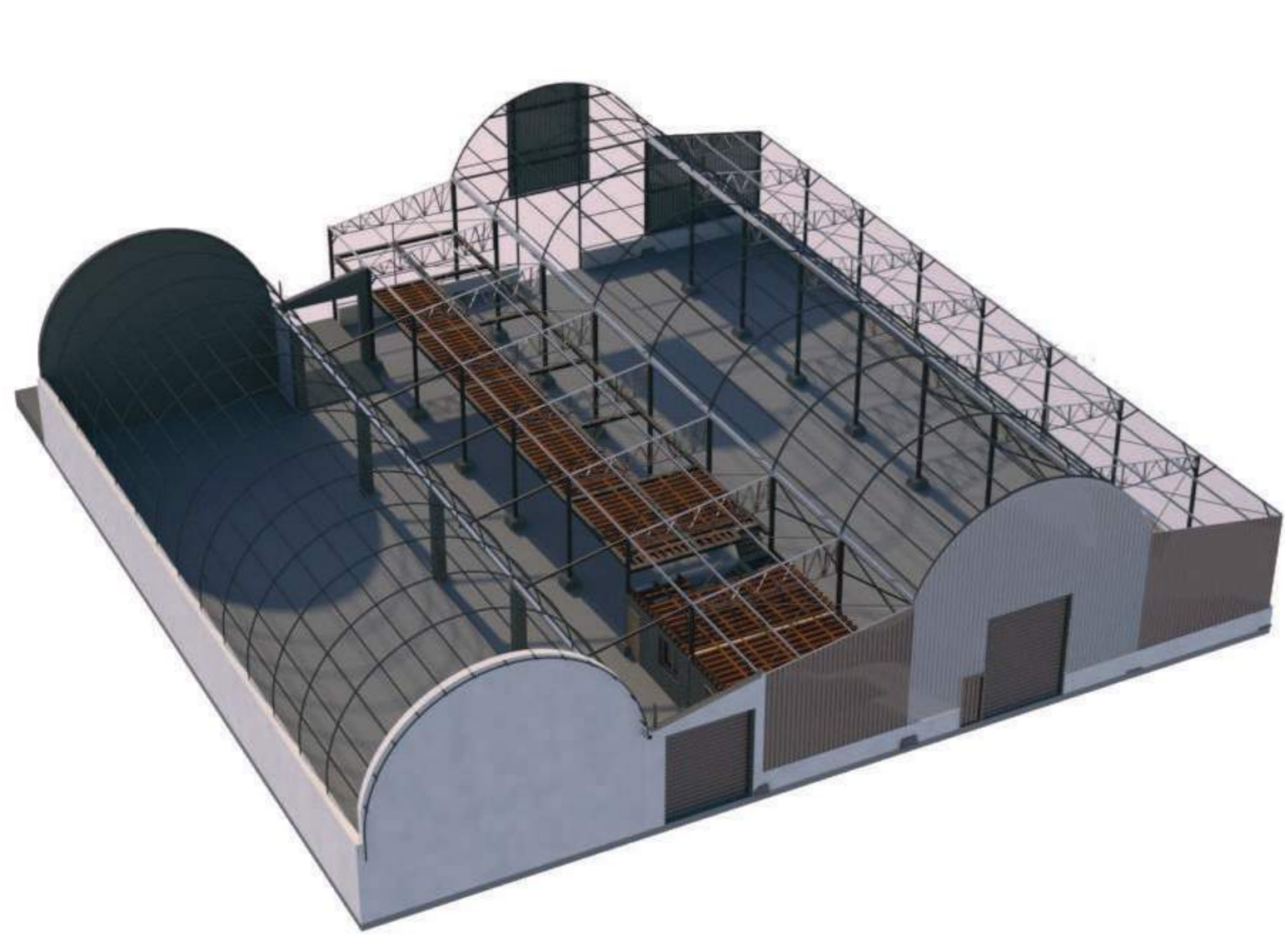


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A SECOND CHANCE FOR THE PENINSULA : YES WE CAEN !



The Target Building Identity Card



Perspective view of the building - Produced by Quentin DUNY, Aucame

Name : The Barrels

Location : Caen Peninsula

Dimension : 1 400 m²

**Built in the 1950's, extended in 1960's
Void since 2016**

Vision & Objectives for the Reactivation



A gateway to nature in the city

Produced by Quentin DUNY, Aucame

« Awakening » the barrels contributes to the Peninsula centre conversion which aims to turn the area into a new centre of interest for a territory that is still in transition.

Located in the centre of the Peninsula along the future Railway Park (public park), the barrels will be considered the main gate to the park and the link between the north and south banks of the Peninsula.

The objective is to reinforce the importance of nature in the Peninsula project by making this building a dedicated urban community garden: community garden training, local products, direct sale, apiaries, henhouses...

Main Actions and Next Steps



The Railway Park:
Enhancement of spontaneous green space

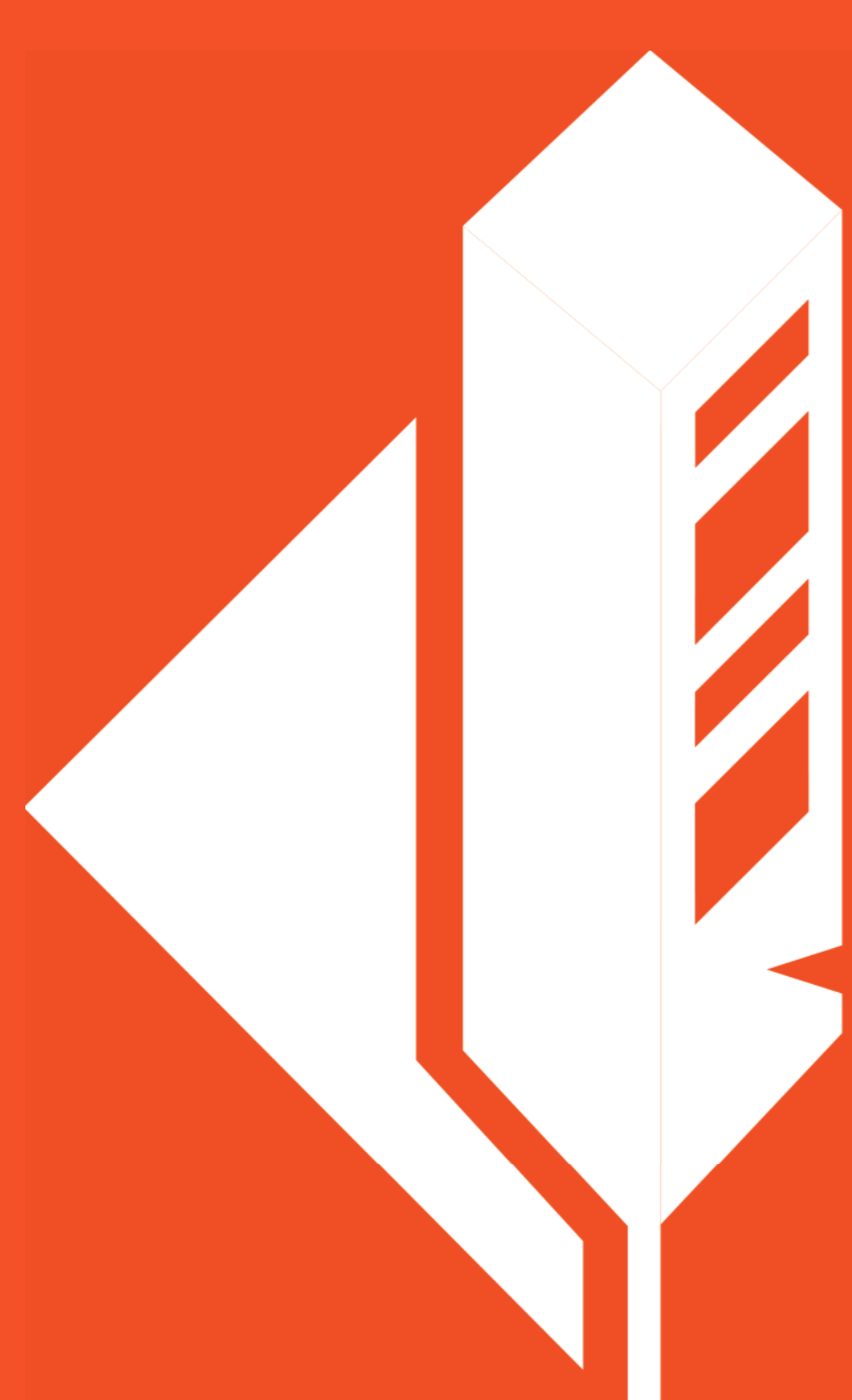
©MVRDV

The building is very derelict. The first steps will be to start a partnership with the owner of the site to transfer its occupation and maintenance, then to secure and clean the site. The technical diagnostic and initial rehabilitation phase will begin in 2018, with the financial support (innovative action) of the State and the Normandy region.

The parallel initial construction of the Railway park initiated by the public association for Peninsula planning (SPLA) will redouble the attractiveness of the area. The selection and management of the projects will be made bearing in mind the need to support local food networks with economic, environmental and social concerns, as promoted by Caen la mer.

CAENA
NORMANDIE



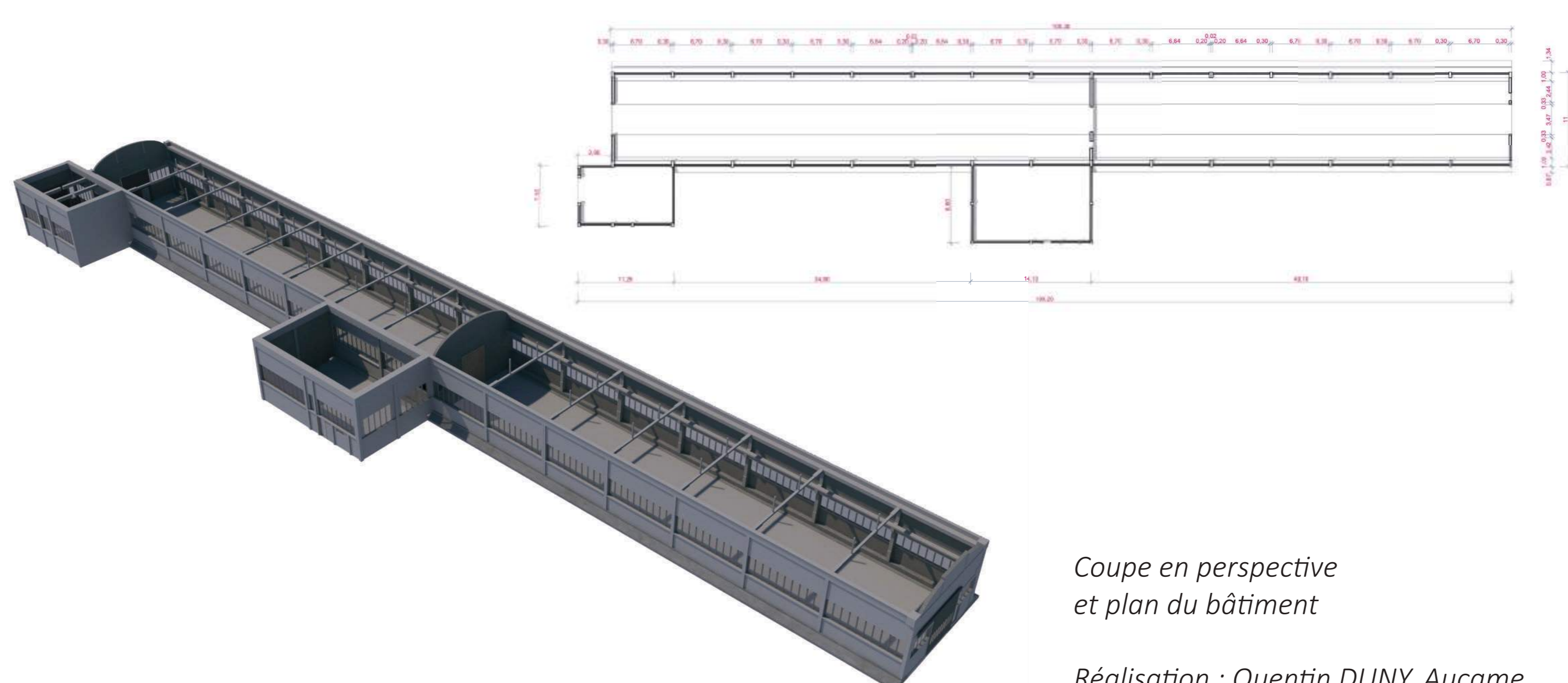


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A SECOND CHANCE FOR THE PENINSULA : YES WE CAEN !



The Target Building Identity Card

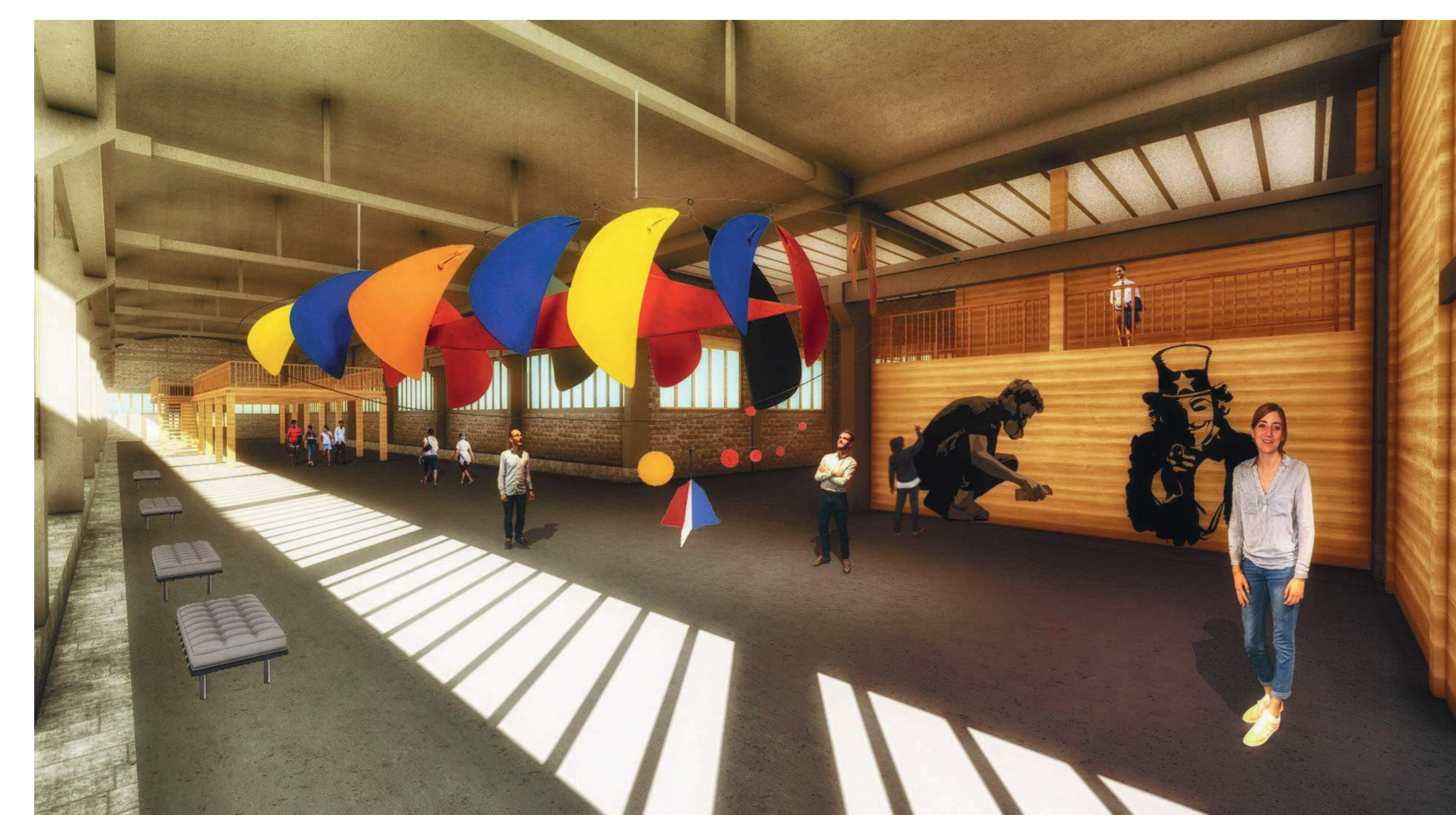


*Coupe en perspective
et plan du bâtiment*

Réalisation : Quentin DUNY, Aucame

Name : The Tunnel
Location : Caen Peninsula
Dimension : 1 200 m²
Built in the early 1950's
Void since 2004

Vision & Objectives for the Reactivation



*Some ideas of
what it could
become.*

Réalisation :
Quentin DUNY,
Aucame

Main Actions and Next Steps



*Priority: secure
and preserve
the building*

©MVRDV

«Awakening» the tunnel contributes to the Peninsula centre conversion which aims to turn the area into a new centre of interest for a territory that is still in transition.

Rehabilitating the tunnel will allow the city to accommodate artistic creation organisations and artistic communities. It will become a centre for shared and multidisciplinary workspaces, which can include art exhibitions, a community workshop, and introductory art courses for the public. This objective meets the needs of Caen City Council to relocate artistic workshops for artists and performers whose current spaces will be soon no longer suitable for occupation.

This action continues a tradition of pioneering artistic activities preceding further Peninsula development.

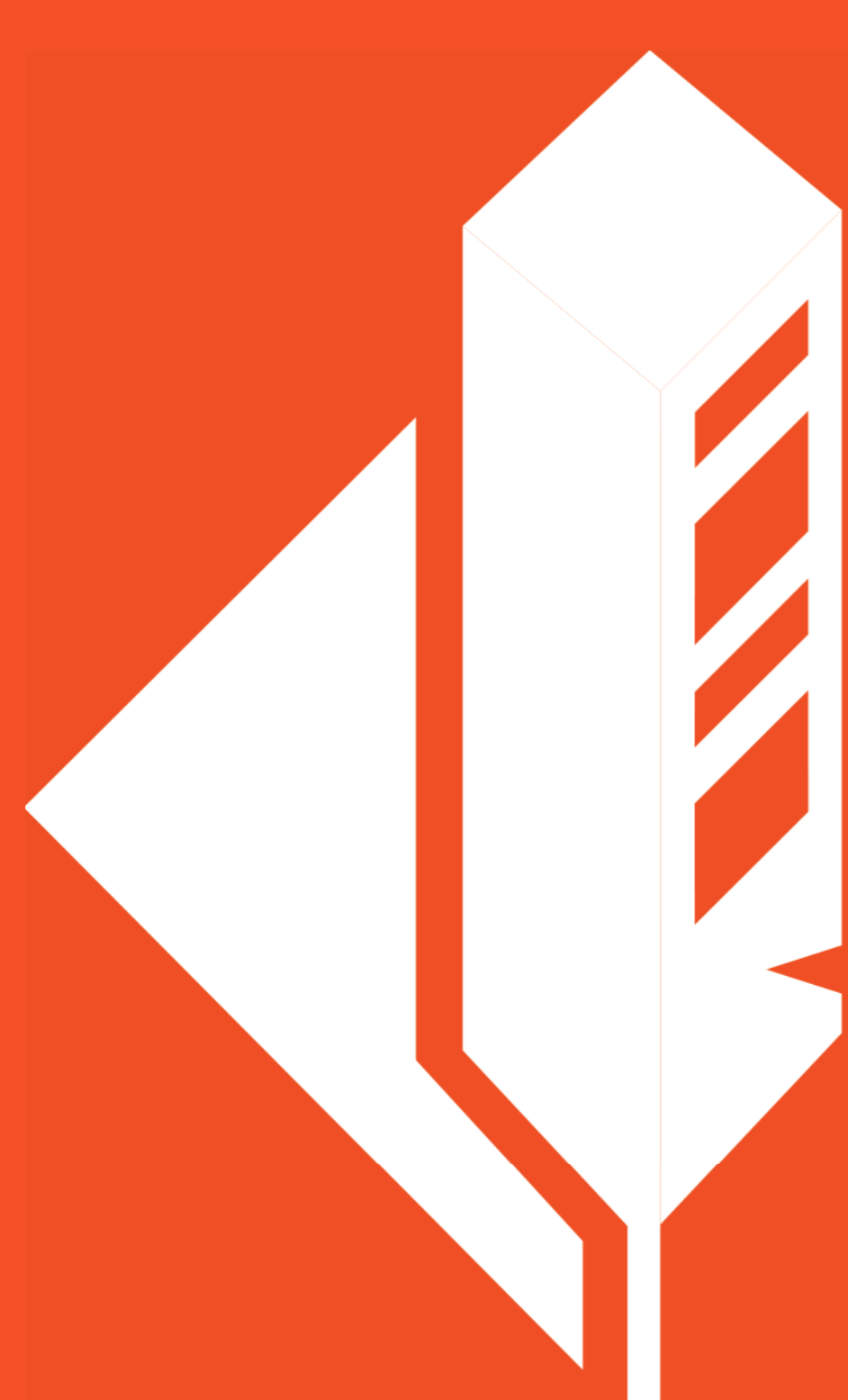
In the short term, above all it is about preserving the building and making it available to welcome the public. The technical diagnostic and initial rehabilitation phase will begin in 2018, with the financial support (innovative action) of the State and the Normandy region.

An initial proposal with the Greater Caen District Council Culture Department is underway to integrate the needs of the future occupants.

In the mid-term, the building will be reorganised to comply with activities as described in the ERDF bid. Two artistic workshops will be progressively set up in these buildings starting in 2019. Their installation will be carried out by the Greater Caen District Council, Caen la Mer.

CAEN
NORMANDIE

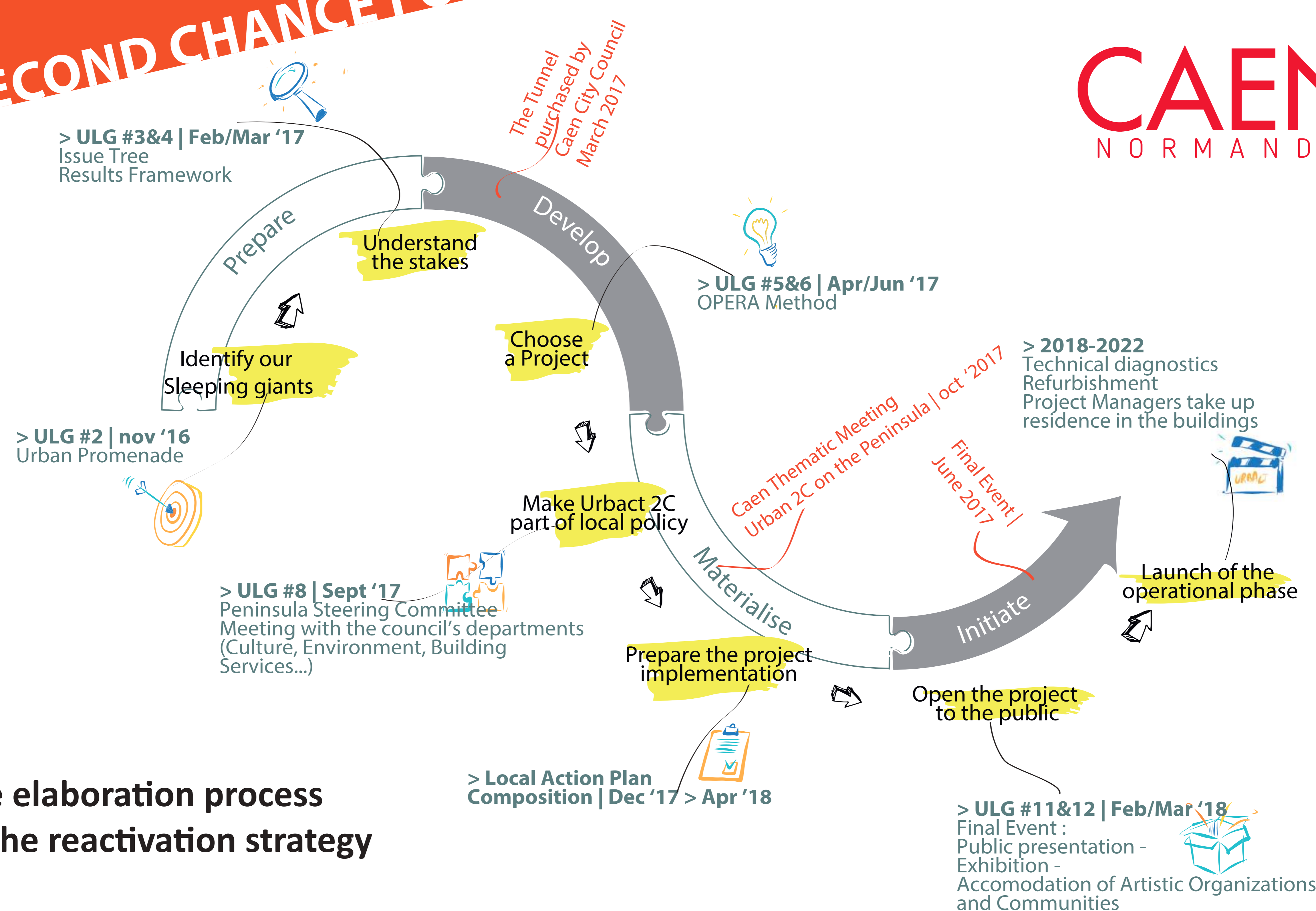




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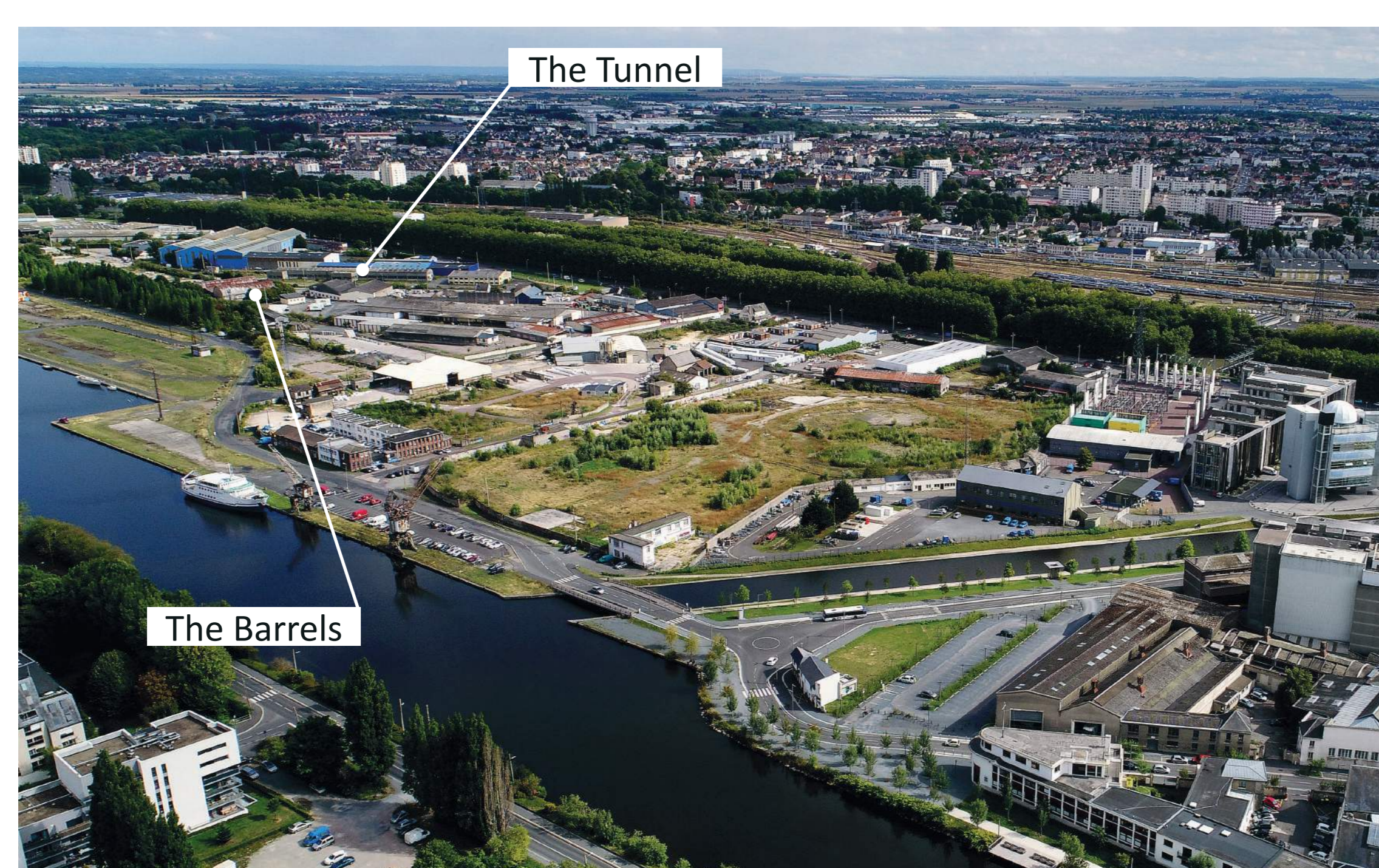
WAKING UP THE SLEEPING GIANTS

A SECOND CHANCE FOR THE PENINSULA : YES WE CAEN!



The elaboration process of the reactivation strategy

General overview



Two sleeping Giants, at the heart of the Caen Peninsula
© Septième Ciel Images

The Peninsula is a territory in transition, from its industrial and harbour past to the creation of a new district. Even though it is close to the city, it is distant from the life of the inhabitants. Today it takes part in a large scale project to revitalise about 300 ha of the Peninsula. This project began at the tip of the Peninsula and will continue for more than 10 years according to the action plan made by MVRDV (Winy Maas). Our two sleeping giants take part in the logic and combination of the overall project, by opening a new pioneer front to the heart of the Peninsula, to bring back its attractiveness and visibility.

Stakeholders Involved



ULG at work
Photo : Aucame

The ULG brings together about 20 partners: inhabitants of the city centre, researchers, artistic and cultural associations located on the Peninsula, property promoters, the public association for Peninsula planning (SPLA), property owners, as well as experts from Caen City Council and the planning agency. It met 12 times from September 2016 through March 2018.

Key Activities



European meeting in Caen
Photo : Aucame

Once they main focuses of the project were defined by the ULG, the related public services and the potential future stake-holders of the project were consulted so as to co-design the projects.

The first step was to understand what made 'awakening' the Peninsula so difficult and then strategically choose which abandoned buildings to reactivate so as to assist with this overall transformation. The group then developed a project for these sleeping giants coherent with the action plan as well as responding pre-existing need. Sharing the vision before the local public and political stake-holders made up a crucial phase for the programme completion. In fact, our projects were found to be in synchronisation with the local concerns (relocating the artistic workshops) and public policies held by Caen la mer (supporting local food networks). The projects were then transformed into operational actions within the IAP to be carried out after the end of the Urbact Project.

Lessons learnt & Recommendation

Several factors contributed to the success of the Caen Urbact Project :

- Experimentation with new participative work methods inspired by tools shared among the members of the European Urbact Networks
- Creation of a dynamic ULG, meetings held at the Pavillon, a symbol of the Peninsula's rebirth
- Innovative and participative approach as well as reflections that incited partner interest and allowed for a convergence of needs and interests.

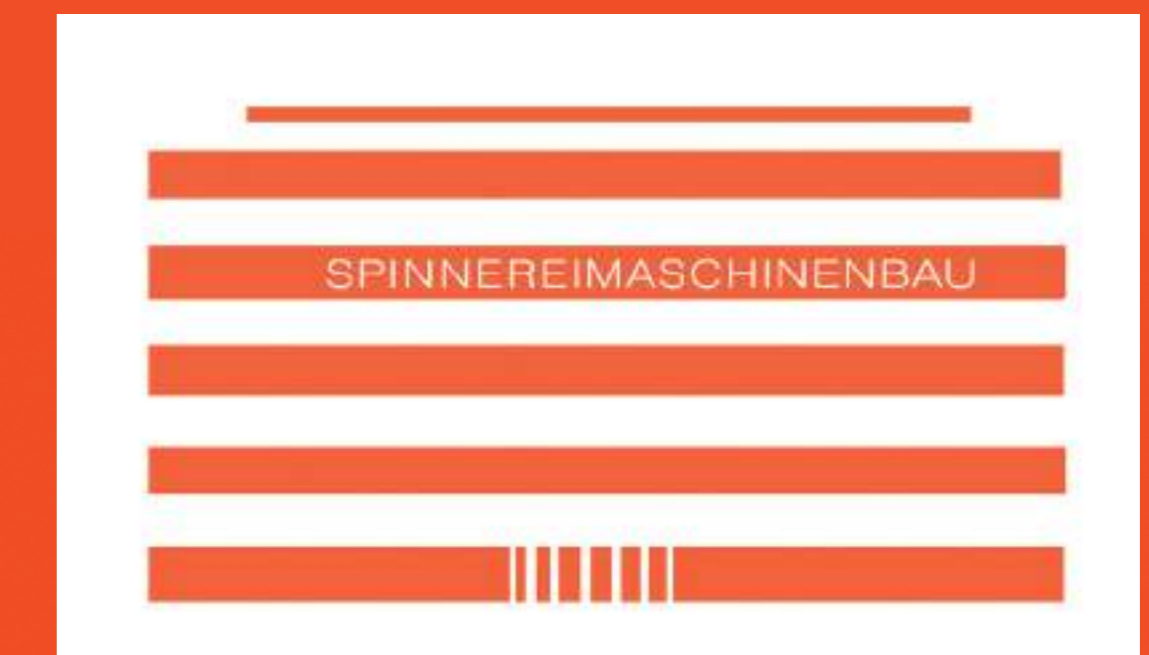
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Urbact Local Groupe coordinator





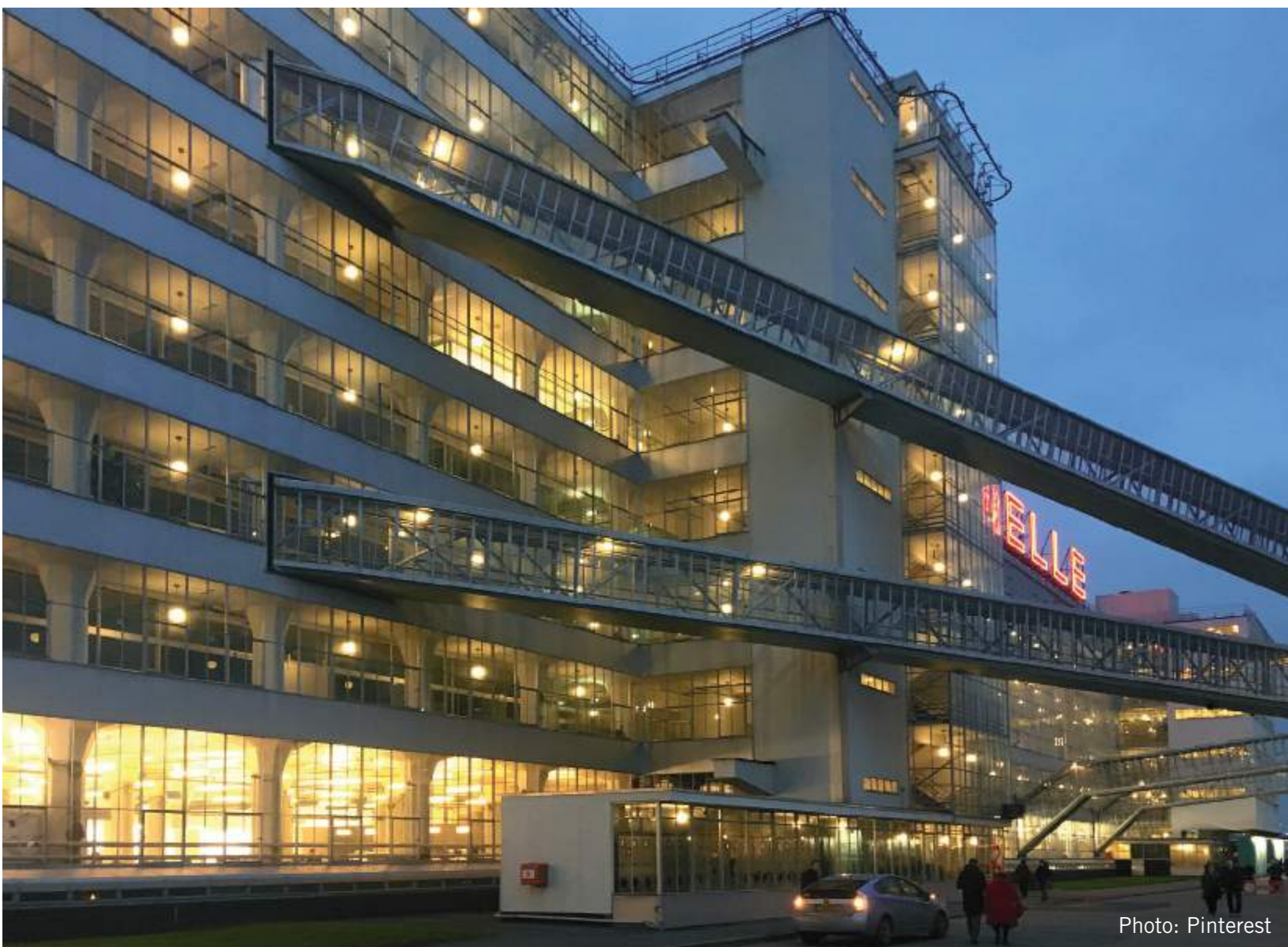
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CITY OF CHEMNITZ Strategy for the reactivation and reuse of the Spinnbau



Name: SPINNEREIMASCHINENBAU
Location: Altchemnitz neighbourhood
Dimension: 36,000 sq m
Built in the early 1920s/ extension in the 1950s
Void since 1996

Vision



Role model – renovated Van Nelle Factory in Rotterdam



Opportunities for enhancing the site's image from ULG's point of view

- Urban interface between current industrial heritage and future science campus
- Waking up the sleeping giant and raising the profile of the industrial complex into a lively, open and intensively used building with a modern economic mix of functions and uses
- Moving towards a new energy landscape
- Spinnbau's neon writingshines in renewed splendour and tells of the revitalisation of the factory complex and the industrial estate Altchemnitz
- Cultural venue for creativity and for free development within the framework of the European Capital of Culture Chemnitz 2025

Decision on the site's future direction

The project partnership was formed between public authority and a private enterprise. The visioning needed external facilitation because there were different ideas about the development of the target site. In the end we did not come to an agreement for one common vision.

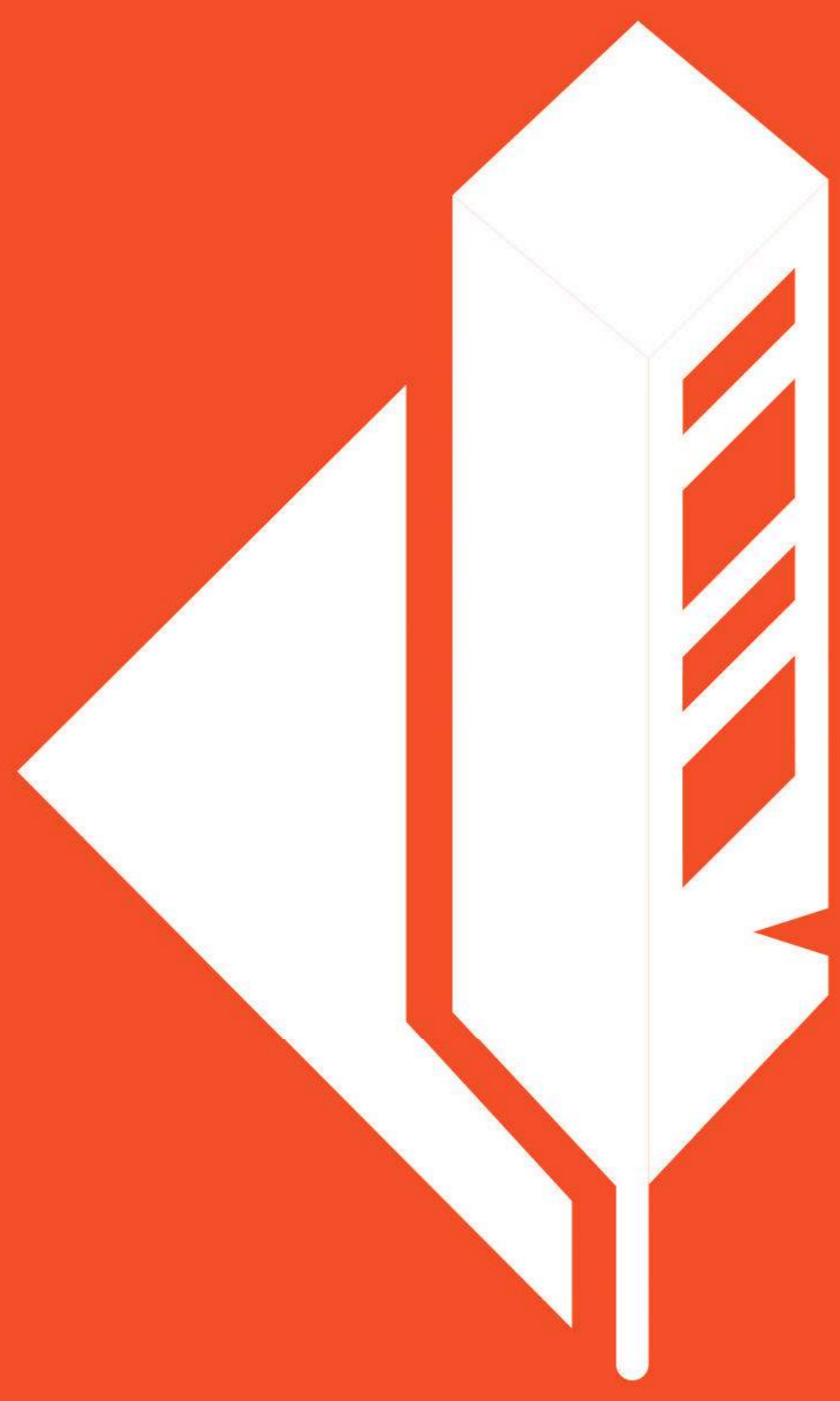
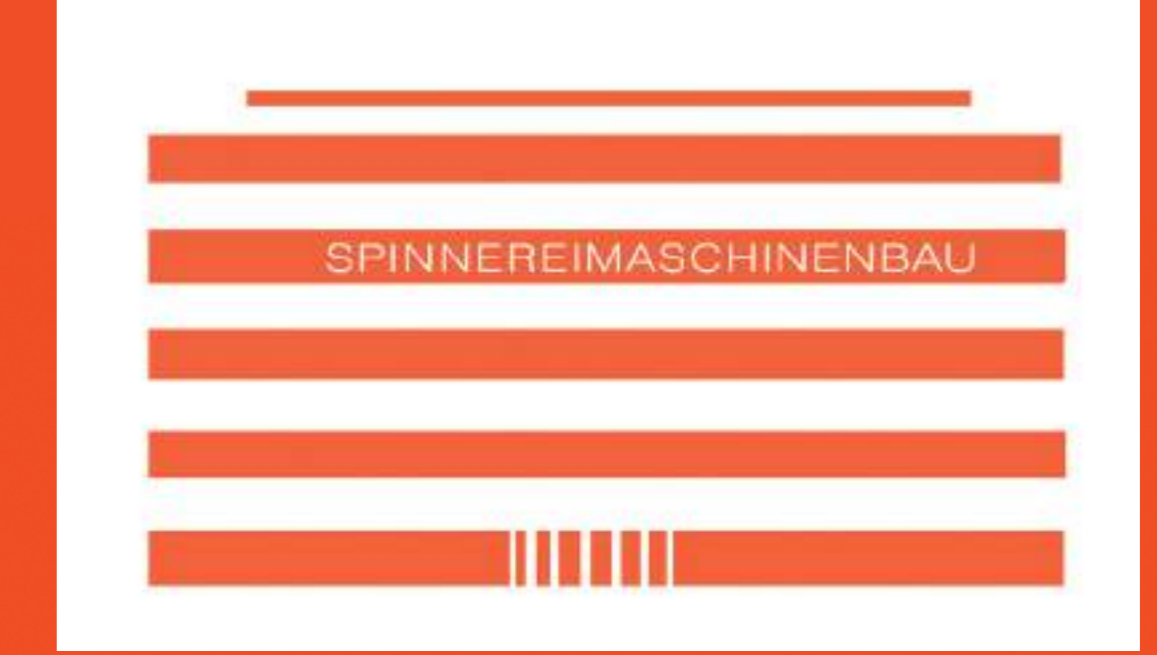
Objectives for the Reactivation

Issue	Specific objective	Time frame
A: Energy supply	To reduce energy consumption/ To increase the usage of regenerative energies/ To cover future energy demand from the facilities on-site	Ongoing, long term
B: Economy and restoration	To improve the state of repair/ To attract as users of the building: CCI, spin-offs of the university, further leisure, accessories and clothing businesses	Short and medium term
C: Open spaces	To develop open spaces in proper order/ To increase amenity values/ To adapt open spaces to climate change	Medium term
D: Traffic access and public safety	To improve traffic infrastructure/ To build a 2nd outer traffic access road/ To link the Spinnbau to the University campus via a bridge for pedestrians and cyclists/ To improve light sources in the open spaces	Ongoing, long term
E: Social/ Tourism/ Culture	To open up the ground floor of the buildings 1+2 to the neighbourhood/ To attract tourists to the site/ To integrate the Spinnbau in the industrial heritage route of the city/ To increase CCI usage	Short term

Main Actions and Next Steps

Issue	Action title + description	Organisation responsible, stakeholders	Estimated costs	Funding	Implementation period
A: Energy supply	Altchemnitz district energy concept	City of Chemnitz, eins energie, Spinnwerk	180.000 €	KfW Programme 432	2017-18
	Investment to renovate the energy infrastructure and increase efficiency in the building complex	Spinnwerk		Market Incentive Programme, Energy Efficiency Incentive Programme (APEE, BAFA), Efficiency Programme, Funding Guidelines on the Future Energy Supply (SAB), private funds	Ongoing element of forthcoming modernisation
B: Economy and restoration	Renovation of roofs and façades, replacement of windows, insulation	Spinnwerk		KfW Energy Efficiency Programme	Ongoing element of forthcoming modernisation
	Creative space testing	City of Chemnitz, Spinnwerk		Chemnitz Creative Space KRACH Programme, private funds	Initially 3 years from start of use
C: Open spaces	Redesign of green and open spaces to bring them closer to nature, improvement of quality of the environment, drainage of rainwater	Spinnwerk, Spinnerei		KfW Environment Programme	Ongoing element of forthcoming modernisation
D: Traffic access and safety	Creation of new road system with smart bridge	City of Chemnitz, Spinnwerk		Funding under Municipal Transport Funding Act (GVFG)	from 2023
	Lighting concept	City of Chemnitz, Spinnwerk	6.000 €	URBACT programme	2018
E: Tourism/ Culture	Route of Industrial Heritage, producing and installing free-standing sign	Spinnwerk, CWE Chemnitz Tourist Office, Chemnitz Association of Tour Guides	1.000 €	URBACT programme	2018

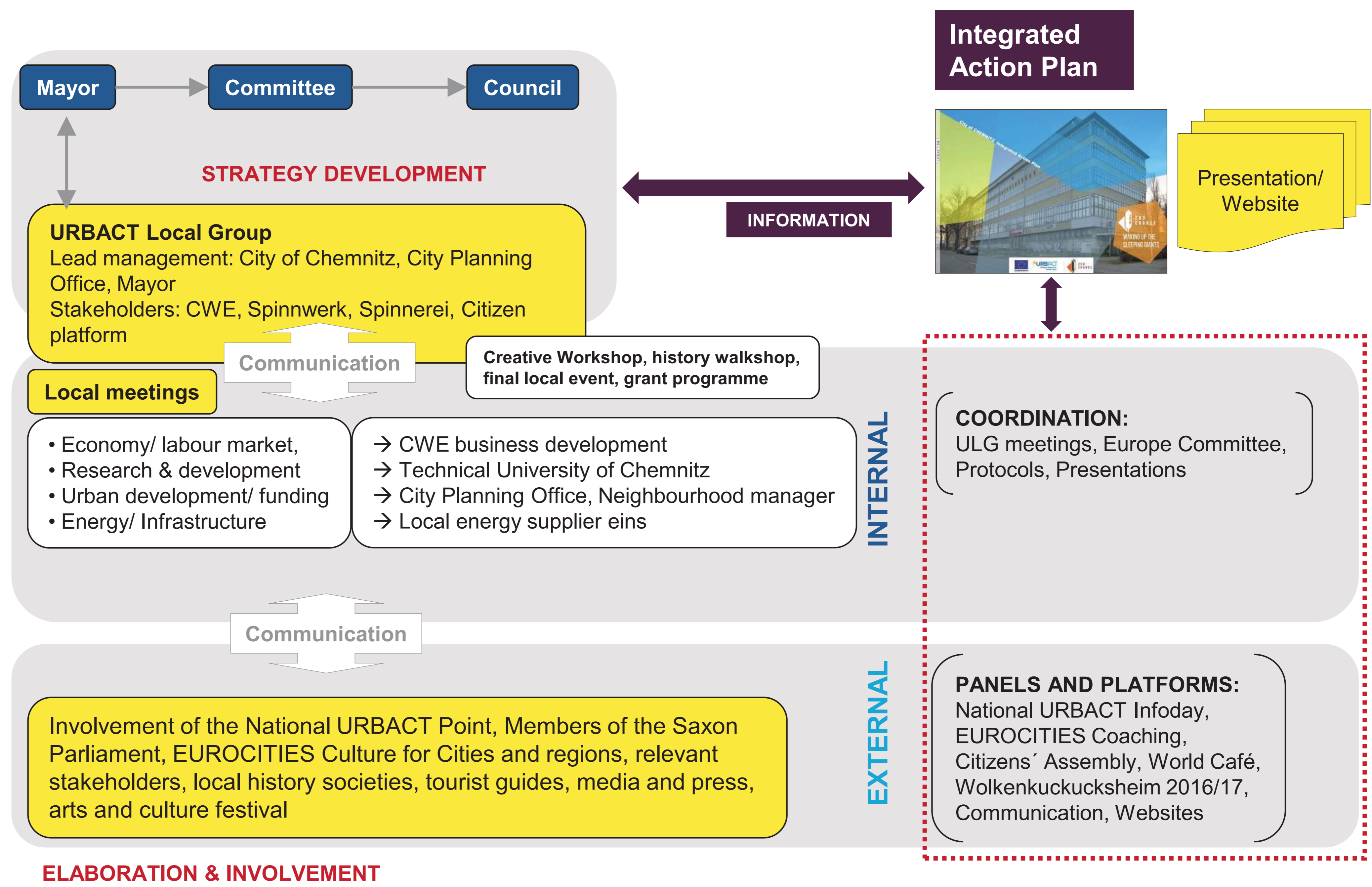




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WAKING UP THE SLEEPING GIANTS

CITY OF CHEMNITZ Strategy for the reactivation and reuse of the Spinnbau



City of Chemnitz

The elaboration process of the reactivation strategy

General overview



Tour with ULG and lead expert before the partnership expansion in Phase 2.

Stakeholders involved

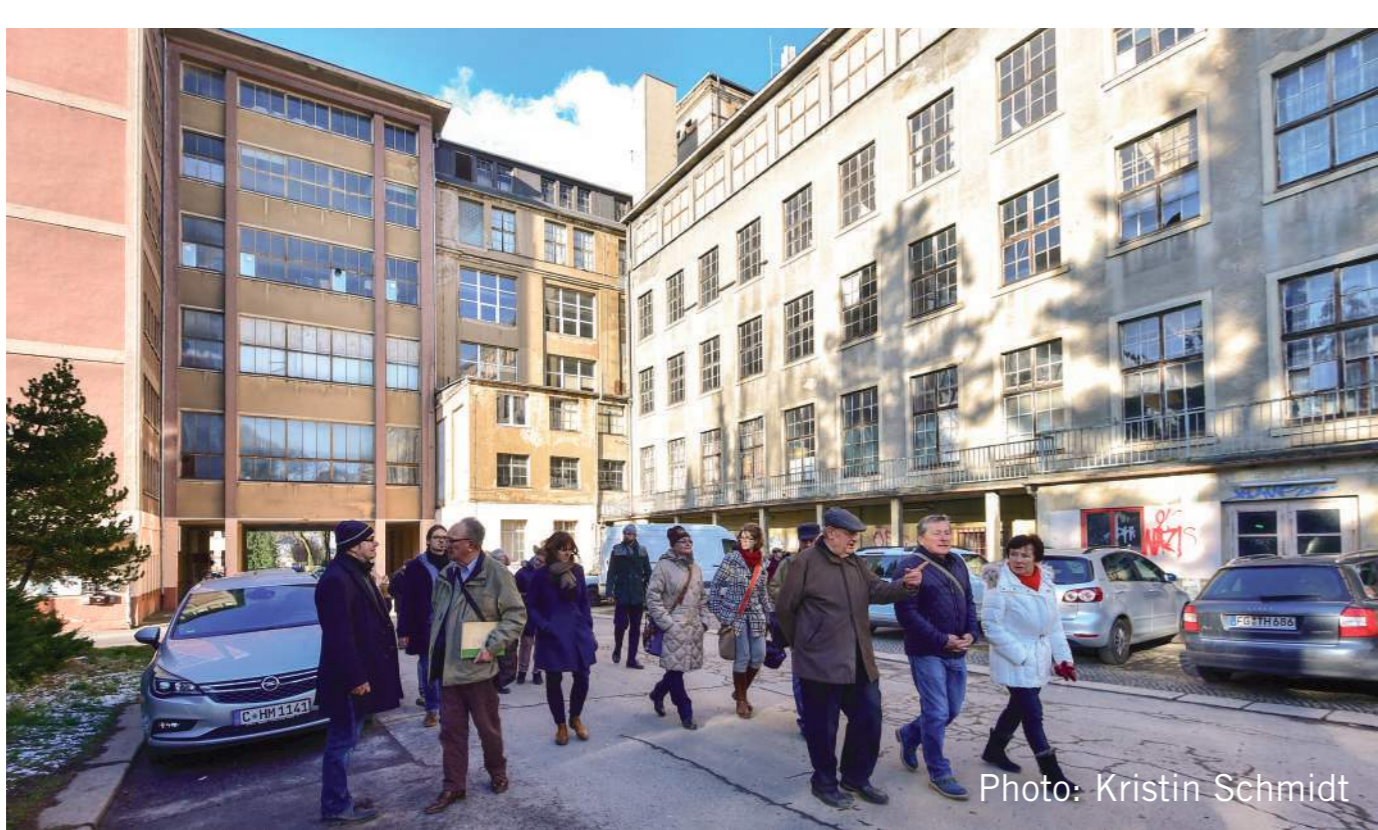


An creative vision for the sleeping giant.

Key activities



Visitors of the Wolkenkuckucksheim 2016 festival.



Guided tour with former employees 2018.

Lessons learnt & Recommendations

URBACT has enabled us to establish an interdisciplinary project group, provide direction and benefit from transnational exchanges. Project group consists of 10 members of the city administration, the private owner company, open space users and the citizenry. The owner has been encouraged to update his development concept in early 2017. We have led a creative workshop to jointly develop a vision, and festivals and public relations work has raised the site's profile. We have reached decisions in the ULG on improving the target area's security and regenerating its industrial culture.

- City of Chemnitz, Altchemnitz Neighbourhood Management,
- CWE (economic development corporation),
- City District Manager for the Creative Economy,
- Owner and management company, Spinnerei open event space, City Council and citizens' platform.

Appointment of the above stakeholders on a voluntary basis.

- **Wolkenkuckucksheim 2016/17** arts and culture festival: Spinnerei e. V. organised a festival at the open event space Spinnerei, lasting three days, in which current works of music, installations and performances as well as several workshops were presented to raise awareness about artistic spaces in the target object.
- **Creative image and vision workshop** (March-May 2017, Kreatives Chemnitz e. V.): Ideas for the vision and image were developed in a collaborative workshop with creative professionals from a range of fields. The workshop used the Marco Spiess personas method to achieve this goal. The method and outcomes were presented to the ULG with the method then being applied in a hands-on session with ULG members using paper dolls as personas.
- Acceptance as a site on the local **Route of Industrial Culture**: Production and assembly of an information board next to the main entrance.
- **Public call** for information on the history of the local area and its companies; **world café and guided tour** with former employees in winter 2018; preparation of an exhibition

In the reactivation process the main focus is: *"To balance the city's urban development interests with those of the private owner and to find a common denominator for the future reuse of the building."*

Thomas Mehlhorn, Project coordinator

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(GERMANY)

Links for further information

www.chemnitz.de

On social media:

www.facebook.com/Stadt.Chemnitz
twitter.com/stadt_chemnitz
www.youtube.com/user/StadtChemnitz

Project team

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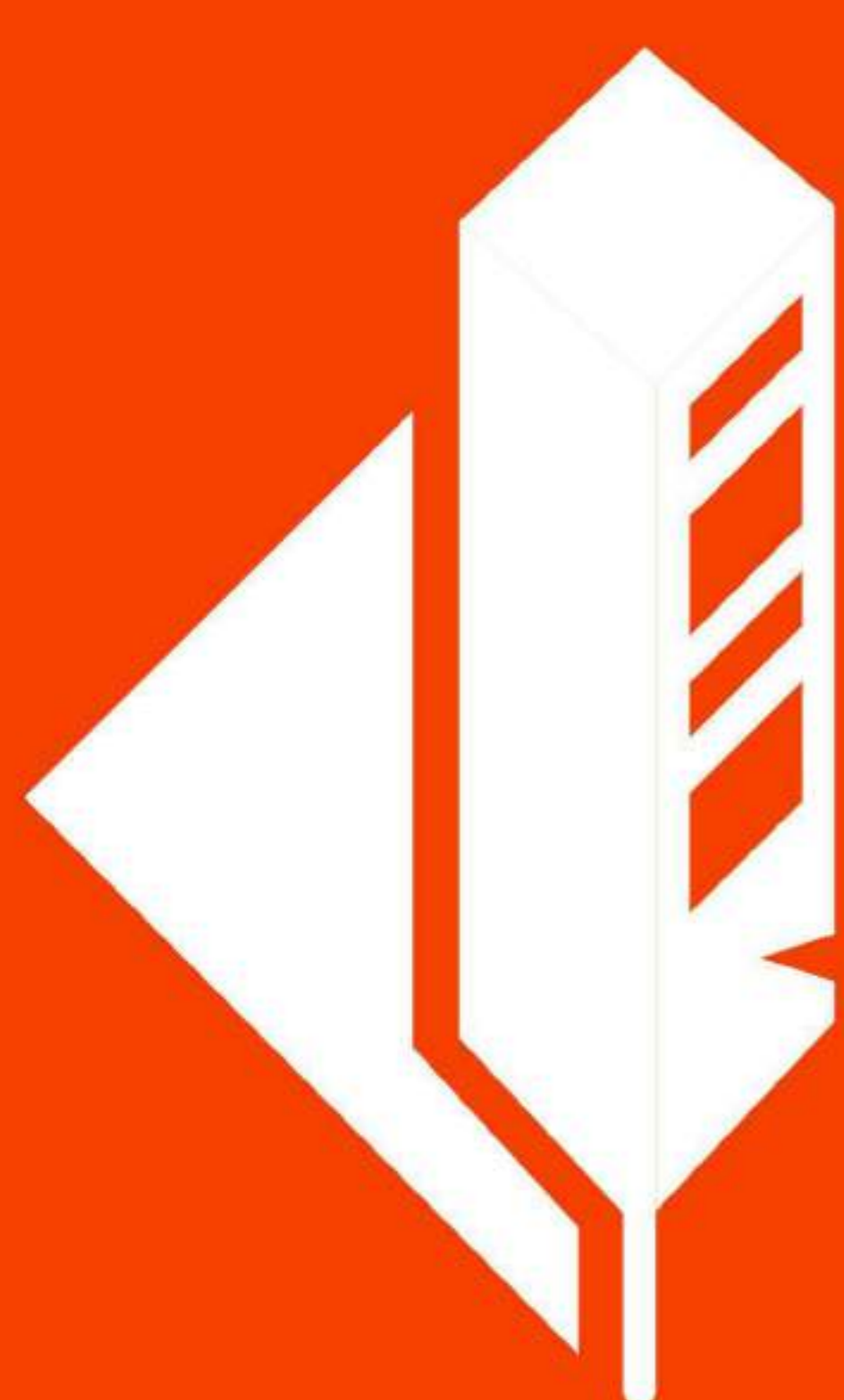
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EUROPEAN UNION
European Regional Development Fund





**2ND
CHANCE**
WAKING UP THE SLEEPING GIANTS

**COMMUNITY-CULTURAL CENTER IN SUMMER VILLA GUČETIĆ
AND MEMORIAL CENTER OF RUĐER BOŠKOVIĆ**



The Target Building Identity Card



**Name: SUMMER VILLA GUČETIĆ AND
MEMORIAL CENTER OF RUĐER
BOŠKOVIĆ**
**Location: Donje Obuljeno 16, 20236,
Nova Mokošica, Dubrovnik, Croatia**
Dimension: 3.800 m²
Built in the 16th century
Void since 1945

Vision & Objectives for the Reactivation



The re-activation of vacant buildings could fill the gaps of socio-cultural infrastructure in Dubrovnik in particular for the Mokošica neighbourhood. The re-activation of the buildings could trigger the urban development of certain parts of the city, in particular if reactivation process is done while thinking of economy impetus to the neighbourhood (i.e. for tourism purposes). The re-activation of Gučetić complex presents the opportunity to develop a model for acting on empty spaces in general. For the success of the revitalization of the summer villa as a community – cultural center it is important to involve the local community in planning, setting up and implementing activities in the summertime to ensure awareness of the buildings value and its potential. The Gučetić summer villa in Rijeka dubrovačka neighbourhood will be the center of community - cultural programs and a place where active citizenships grows, also honouring one of the greatest minds of 18th century, Ruđer Bošković.



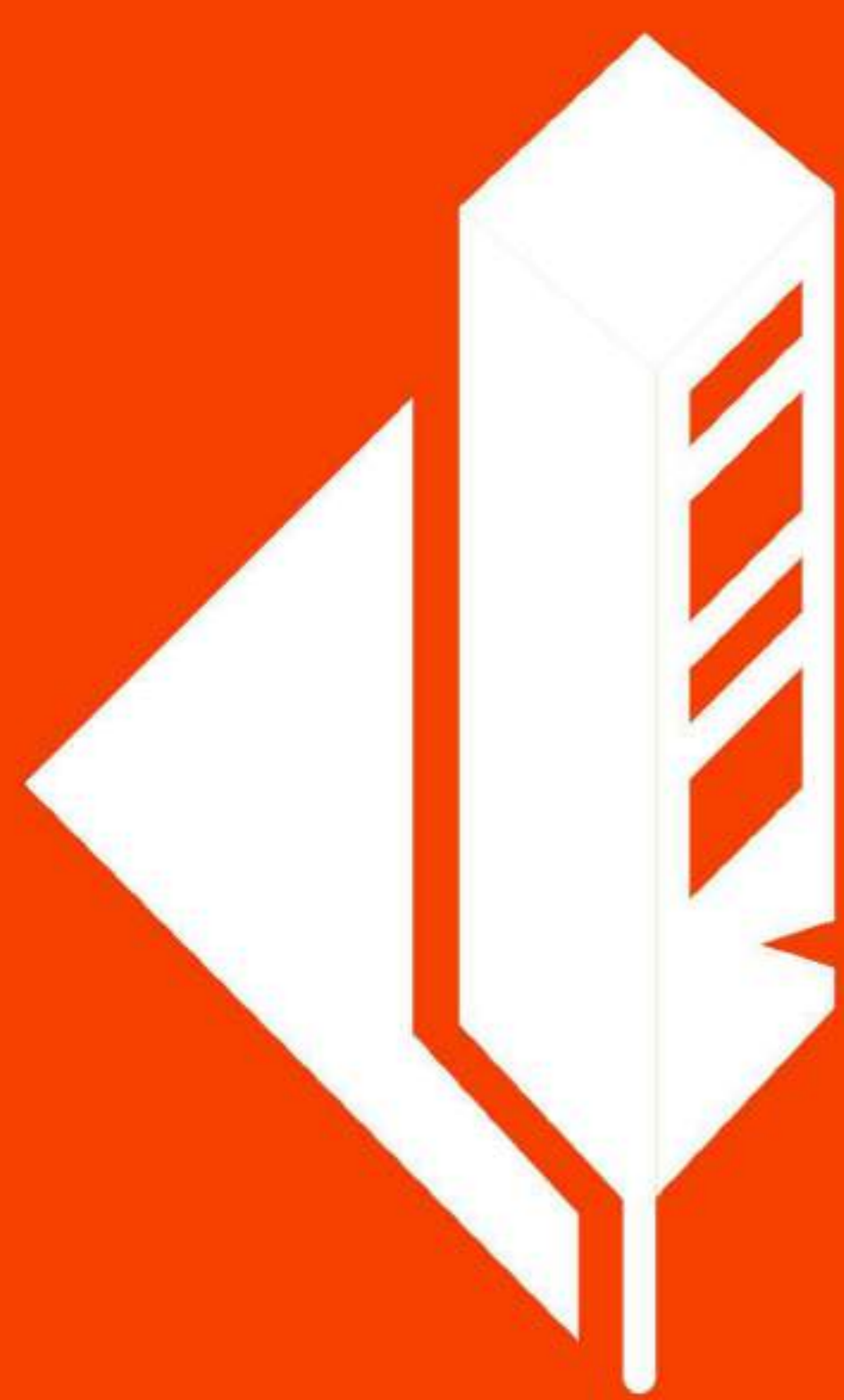
Main Actions and Next Steps



- To ensure the use of the garden in order to continue to revive the building before its renovation
- To ensure conceptual harmony between community cultural center in relation to one of the spaces within the summer villa complex situated outside, in the garden, intended for commercial use
- To acquire financial resources for the renovation of the summer villa Gučetić
- To ensure implementation of participatory governance once summer villa Gučetić is activated as a community-cultural centre

**City of Dubrovnik
Development Agency DURA**





2ND CHANCE

WAKING UP THE SLEEPING GIANTS

COMMUNITY-CULTURAL CENTER IN SUMMER VILLA GUČETIĆ AND MEMORIAL CENTER OF RUĐER BOŠKOVIC



DURA
Razvojna agencija Grada Dubrovnika
City of Dubrovnik Development Agency

1. FIRST STEPS

- What is participatory governance?
- How does community-cultural development work?
- A place for „future communities“
- Project ambassadors



2. HARD WORK

- Defining problems
- Learning about good practice
- Thinking about our goals
- Engaging more stakeholders and citizens
- SWOT analysis
- Defining activities

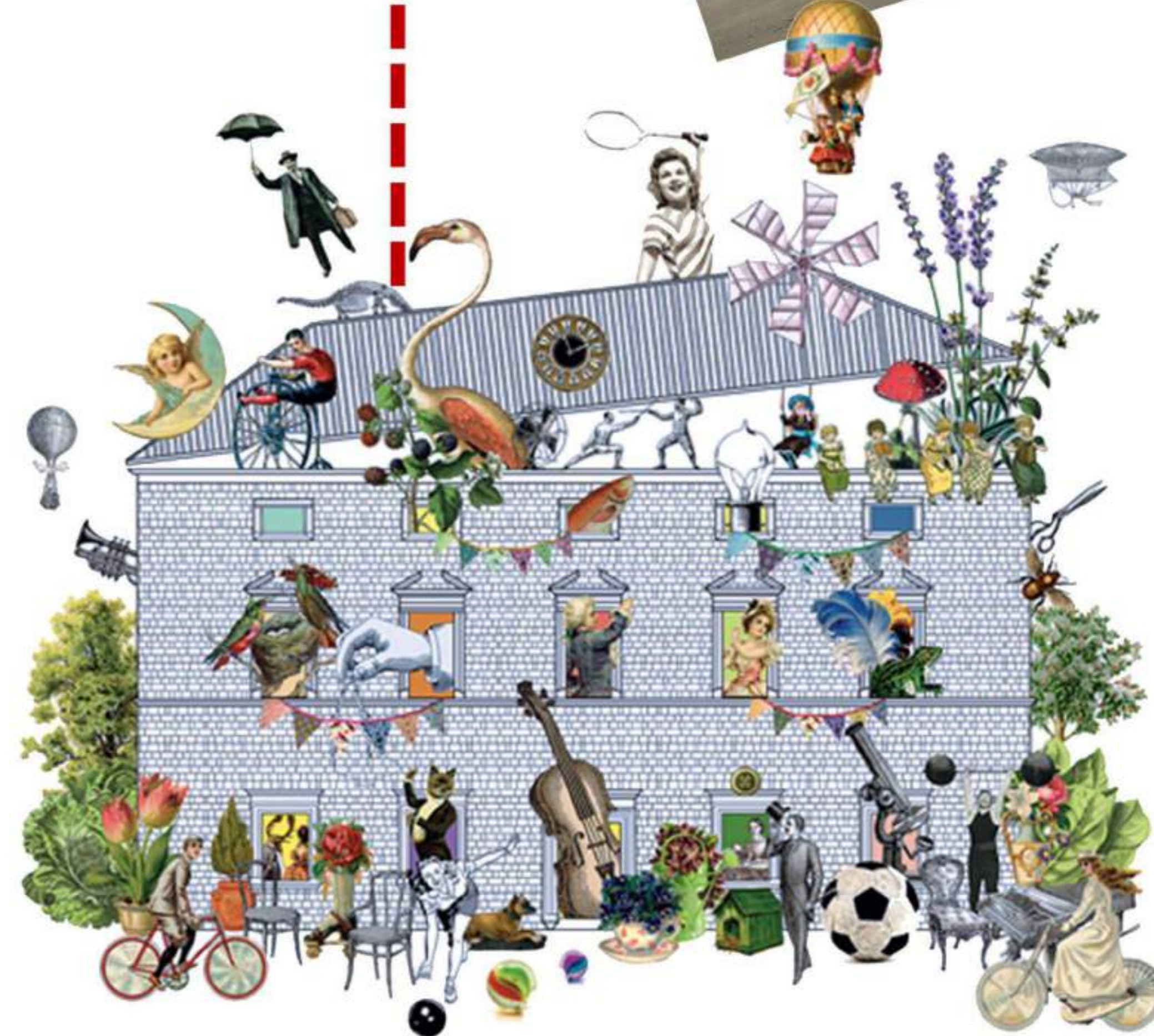


3. MAKING IT REAL!

- 3-day event organisation on site
- Draft version of the action plan
- Presentation to authorities
- Public presentation



KULTURNO-DRUŠTVENI CENTAR GUČETIĆ



Key Activities

- Having all main stakeholders continuously informed in order to achieve inclusive process.
- Organizing activities in situ – including citizens in the organization of the events in order to raise awareness of the buildings potential uses.
 - Conducting dialogues with different interest groups.
- Outdoor meeting of stakeholders involved to ensure accessibility to the process for the citizens.
 - Nominating project ambassadors who were ULG members that presented and promoted project idea to wider public. One of the ambassadors was a public administration representative while the other ambassador was an NGO representative. Their task was to use any situation possible to inform as many people as possible about the building and the idea behind its revitalization process.
 - External expert for evaluation reactivation

General Overview

DURA was in charge of the reactivation strategy and in close collaboration with City department for culture and heritage, even though the sole idea of a community-cultural centre dates a while ago and was endorsed during the candidacy of City of Dubrovnik for European Capital of Culture 2020 (ECOC) At the mere beginning the ECOC team together with DURA worked intensively on including the neighbourhood in the project by doing interviews, surveys, sharing promotional material and organising in situ gatherings. All of this was done in order to attract citizens interest for the future use of the building.]

Stakeholders involved

City of Dubrovnik is the owner of the summer villa. Hence first ones to be included have been the Heads of City department for urbanism, spatial planning and environment protection, City department for education, sports, social care and civil society, City department for culture and heritage, City department for managing real estate, City department for education, sports, social care and civil society. NGO's that are active in the neighbourhood or have worked in the summer villa before have also been included as members of ULG group; such as PLACA collective for spatial research, Eco centre Green Sun, Cultural amateurs Komolac, Cultural amateurs Osojnik, Sports NGO Komolac, Dubrovnik Libraries, Kindergarten, Elementary School Mokošica, Cinemas Dubrovnik, students, citizens and experts.

Lessons learnt & Recommendations

The importance of reactivating vacant buildings has been recognized by local authorities who were involved continuously during the whole project of Urbact 2nd Chance hence trying to define sustainable reactivation tools for City of Dubrovnik. City of Dubrovnik recognizes that empty spaces have the biggest impact on inhabitants, since all these venues and sites are in their neighborhoods and could be used for neighborhood benefit. Urban development has to be in accordance with general public needs and opinion. Dialogue with citizens and sharing experiences with partners is of great importance as this project exemplified, and biggest interest for our city, because participating in this and similar projects both the government and the community can benefit a lot.

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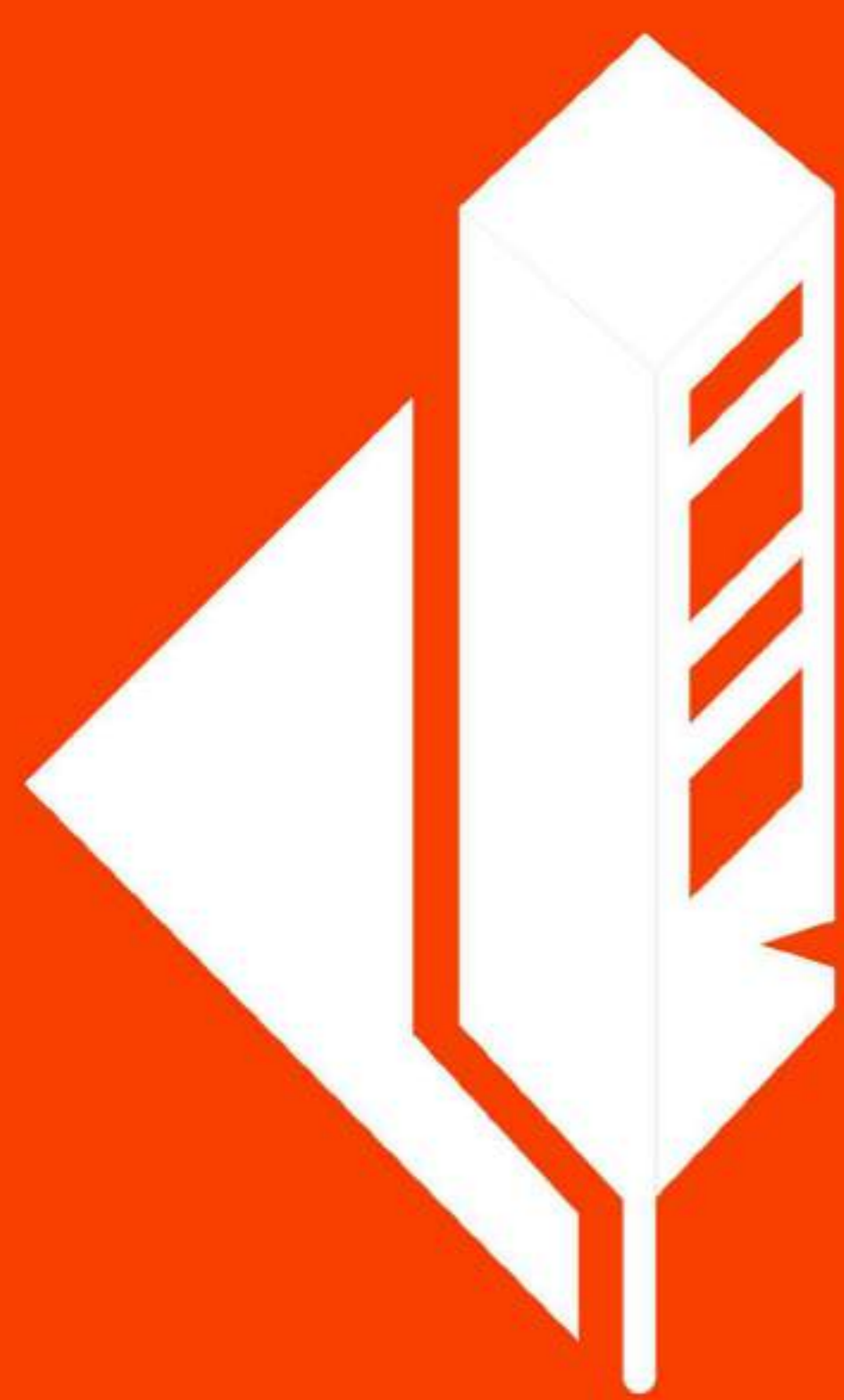
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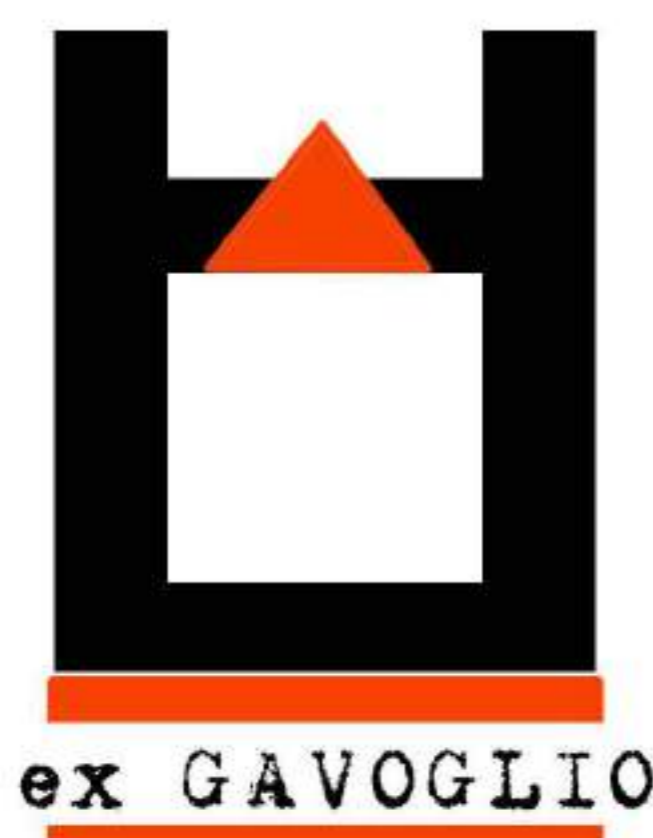


**2ND
CHANCE**
WAKING UP THE SLEEPING GIANTS

RE-NATURING LAGACCIO. GAVOGLIO AT WORK

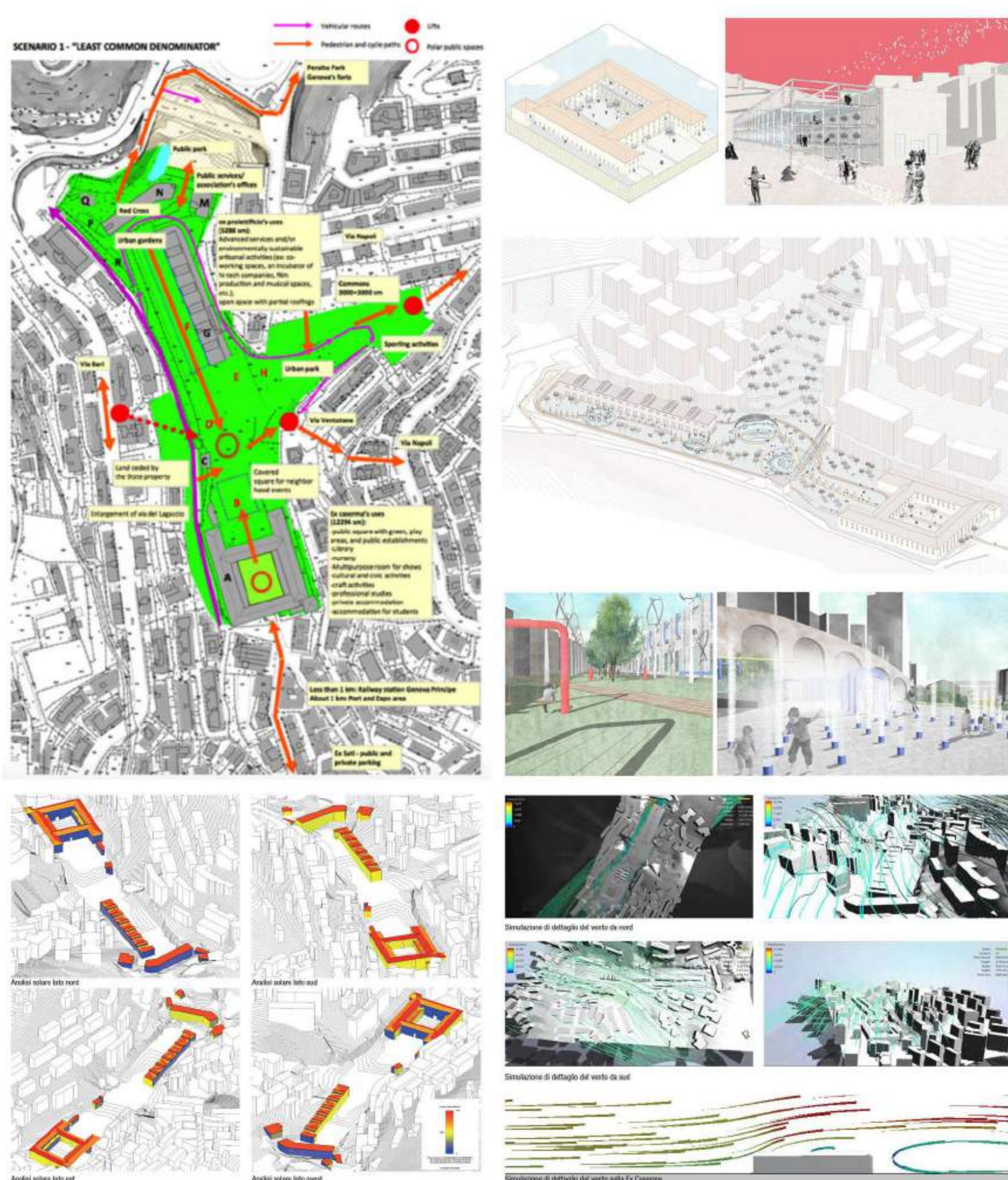


The Target Building Identity Card



Name: EX CASERMA GAVOGLIO
Location: Genoa - via del Lagaccio
Dimension: 46.000
Built in 1650 the first plant / extension starting from 1838
Void since 1980

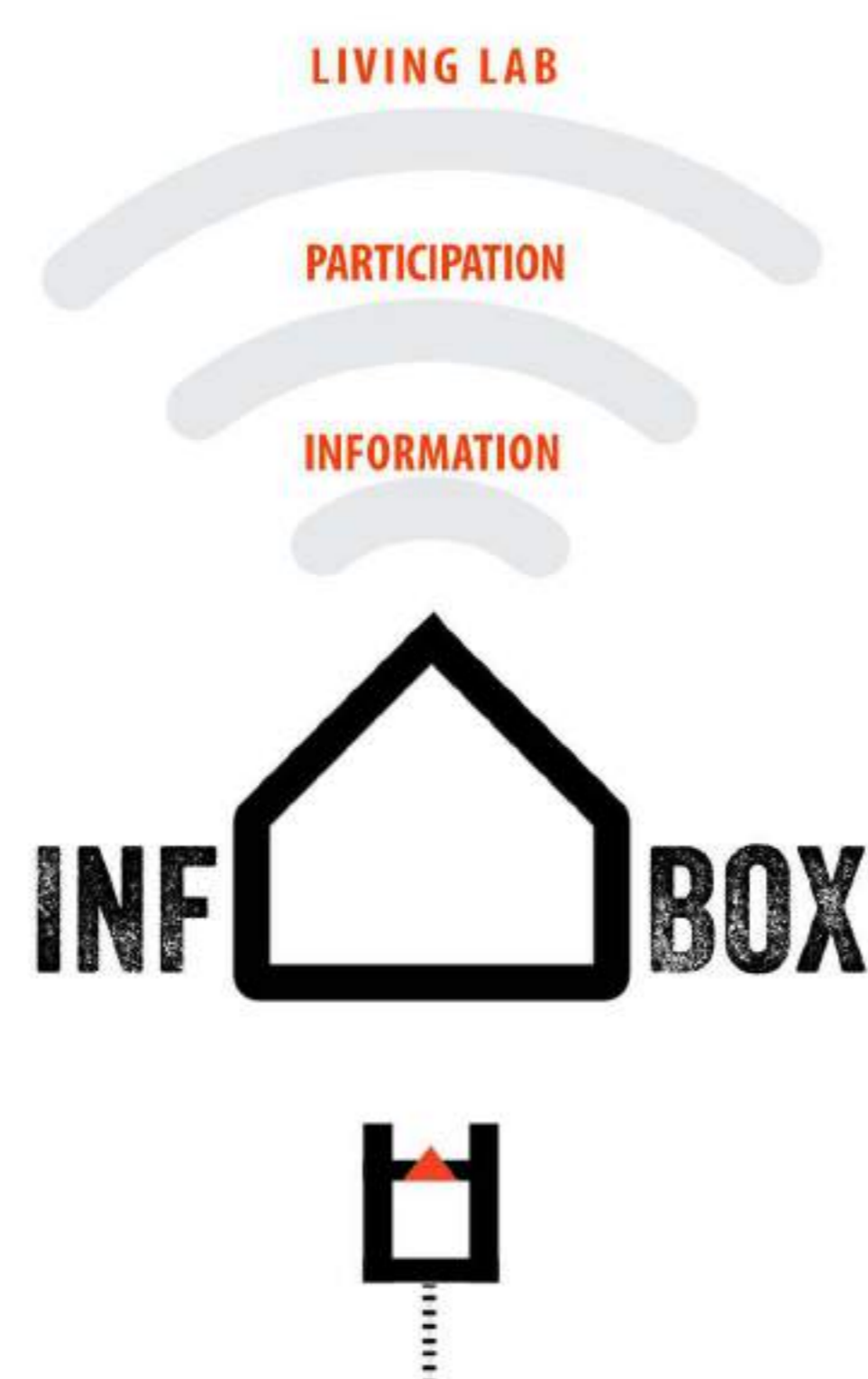
Vision & Objectives for the Reactivation



The basis for the visions and the objectives for the reactivation of the Ex Caserma Gavoglio have been prepared through the Enhancement Program.

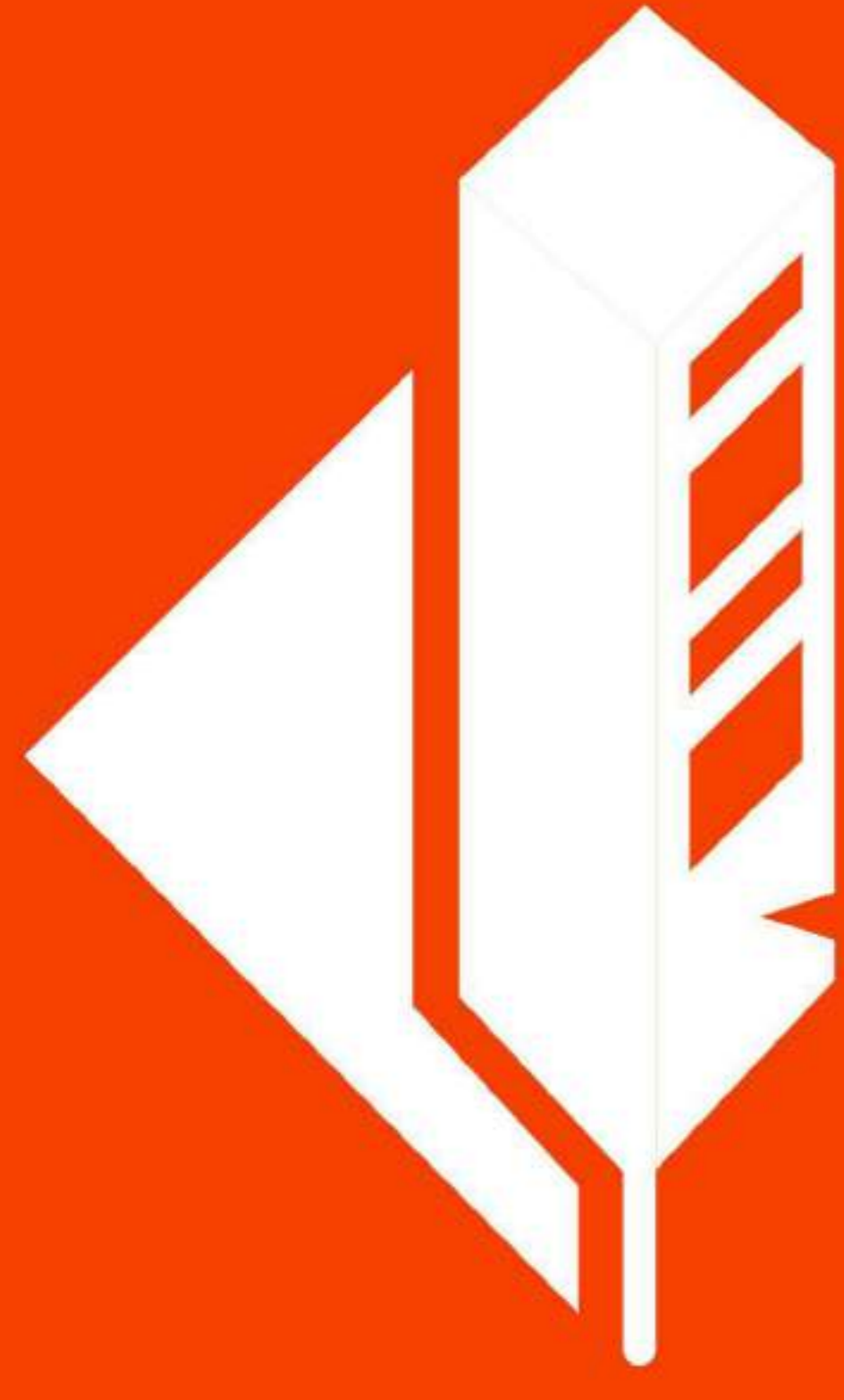
- A place for the citizens:**
Citizens associations decided to become part of the possible changes, provided by the reactivation. They advanced ideas and proposals to the Municipality, that allowed the development and emergence of new creative energies focused on the Lagaccio.
- Open Space and Amenities:**
An integrated range of actions and amenities for different communities of Genoa, ranging from local groups as to tourist opportunities.
- Community Facilities (Arts & Culture):**
The Plan with its concept of co-designing and cooperative planning will explore the opportunity to enhance recreation facilities for a wider general public.
- Sustainability:**
Sustainability principles includes compact-city approaches as well as connections of the vacant space into the city grid in walking- and cycling distance to the centre and the public transport network. The vision for the development also considers a green infrastructure developed with nature-based solutions.

Main Actions and Next Steps



- Due to the actual situation the aims for the action plans of the Ex Caserma Gavoglio are:
- 1. to further the support of the re-development, that will start with the urban park funded by UE in the next three years, by incorporating space for the interest of different stakeholders in the process.
 - 2. to structure a process which allows to reactivate the area in steps due to the size of the site in general as well as the complexity of the different actors involved.
 - 3. to identify complementary intermediate steps for the development, since short term actions / temporary uses can explore new meanings for the existent building, as a design strategy for a new life cycle of the spaces, as tested in the KAAU Summer Workshop organized in summer 2017.

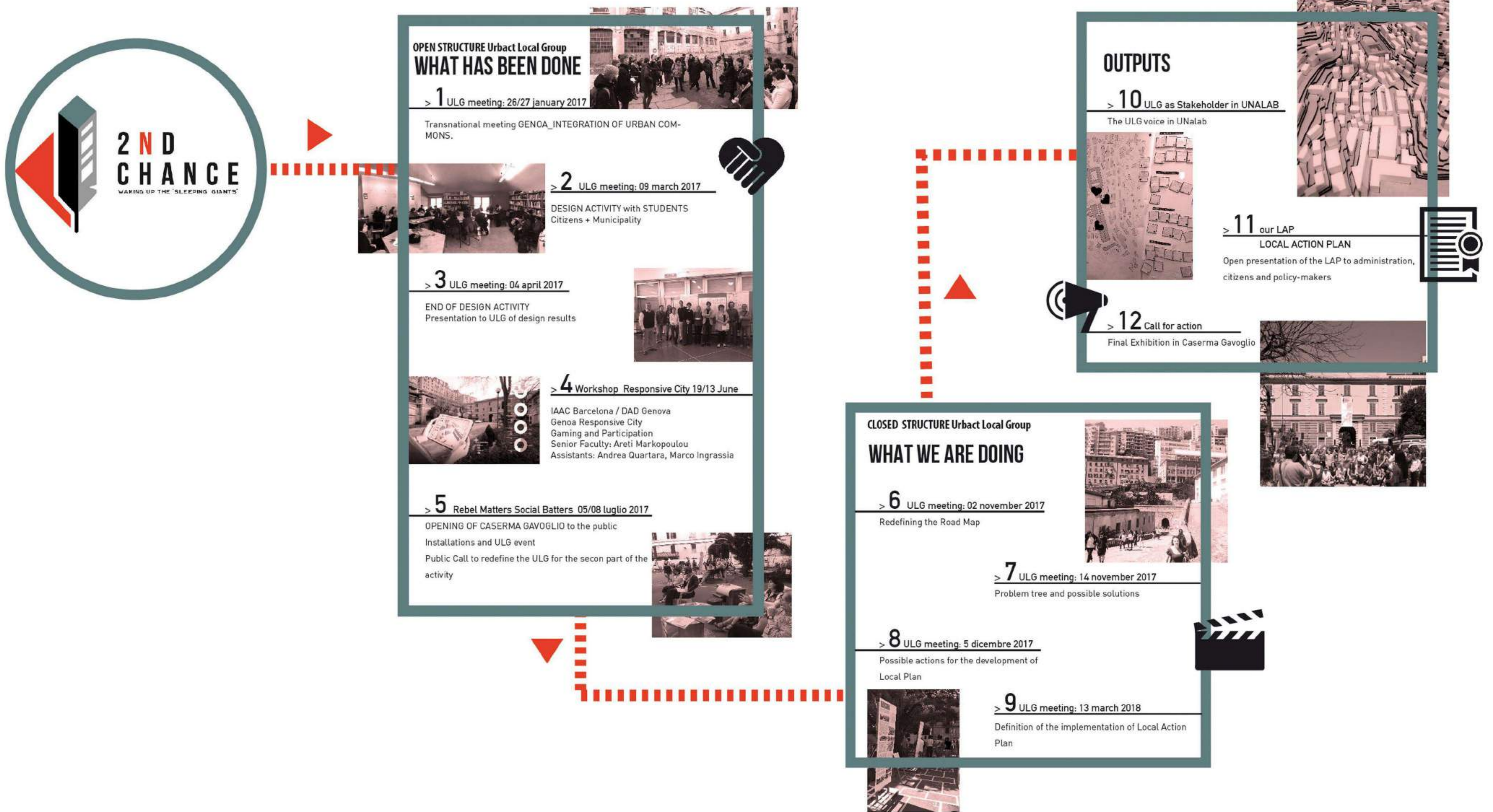




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

RE-NATURING LAGACCIO, GAVOGLIO AT WORK



The elaboration process of the reactivation strategy

General overview

The main goal of the 2nd chance integrated action is to further the support of the re-development by incorporating space for the interest of different stakeholders into the redevelopment of the area. This strategy allows reactivating the area step by step due to the size of the site and the complexity of the challenge. In this context temporary use may represent an experimental tool for urban re-development.

Stakeholders involved

Citizens associations had a key role in the process. In Lagaccio district there are more than 24 associations ranging from leisure activities to social pursuit. Their participation forms was the core of the Urbact Local group in cooperation with the coordination of the Municipality and the involvement of local chamber of architects and a wide group from the University of Genoa and other international schools.

Key activities

The creation of a platform, a living lab to transform during the development of the park the area in an open hub to generate a living lab and to attract different actors. The action will focus on the development of a “temporary” infobox. As to inform on the development, facilitate exchange, provide space for meetings, incorporating activities of different stakeholders, and co-creating tools to increase the transparency of the project objectives and processes of development for all stakeholders and the general public.

Lessons learnt & Recommendations

An active and pressing participation of citizens and neighbourhood can unbalance the local group and discourage the involvement of stakeholders belonging to other categories to the process. Participation needs to be managed and designed in order to include everyone and to exploit the richness the society presents. The participatory process was a winning point in gaining funds to realize the green park. It was not possible without the policy-makers support, but it must continuous and needs to be stronghens.



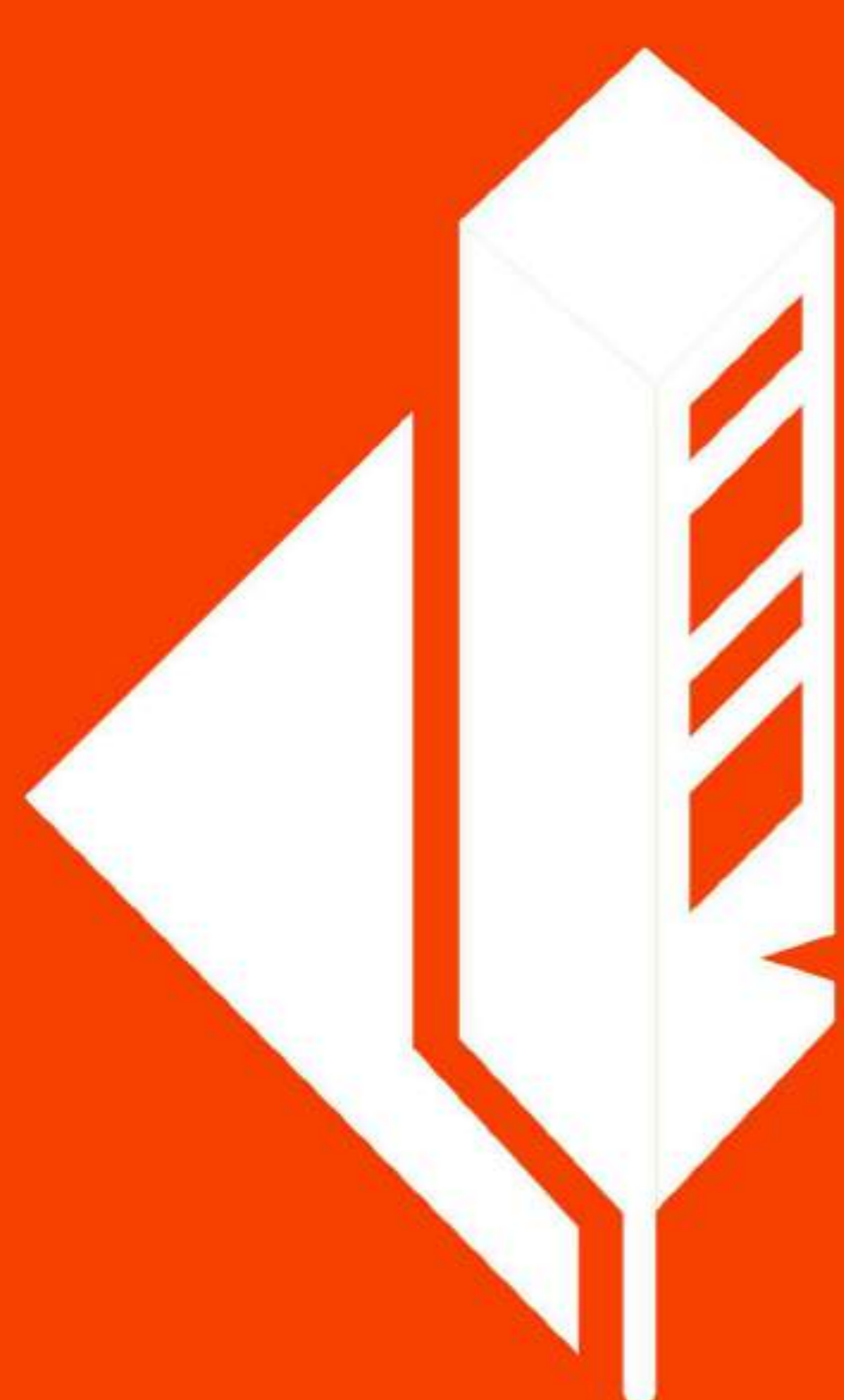
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Comune di Genova. Ufficio Partecipazione





**2ND
CHANCE**
WAKING UP THE SLEEPING GIANTS

GIJON STRATEGY FOR THE OLD TOBACCO FACTORY REGENERATION



The Target Building Identity Card



Name: Old Tobacco Factory AKA *Tabacalera*
Location: Periodista Arturo Arias Square, 12 - 33.201 Gijón, Spain
Dimension: 8.541 m²
Built in the 1670
Void since 2002

Vision & Objectives for the Reactivation



The Tabacalera building is conceived as an abstract space, which can accommodate different uses dedicated to citizen participation, being a pretext to promote the redesign and reconstruction of our city. In this context, the purpose of the Local Action Plan is to provide the building with long-term sustainable solutions that allow:

- Open communication channels in the relations of citizens with their institutions through citizen participation.
- Regenerate the social, cultural and economic fabric of the neighbourhood and the city.
- Preserve and enhance the tangible and intangible heritage.



The objectives that are briefly exposed next, respond to a conception of the social, economic, historical and labour reality of the city and of the barrio. With them, it is intended to address the problems exposed during the participatory process, assemblies and meetings, according with these key objectives:

- Social: active inclusion; urban revitalization; cooperation; personal development; education and training.
- Economic: circular economy; sustainability; creative cultural economy.
- Historical: historical memory.
- Job: labour attraction; inter-generational learning; diversification of the economic model; encourage new work activities.

Main Actions and Next Steps



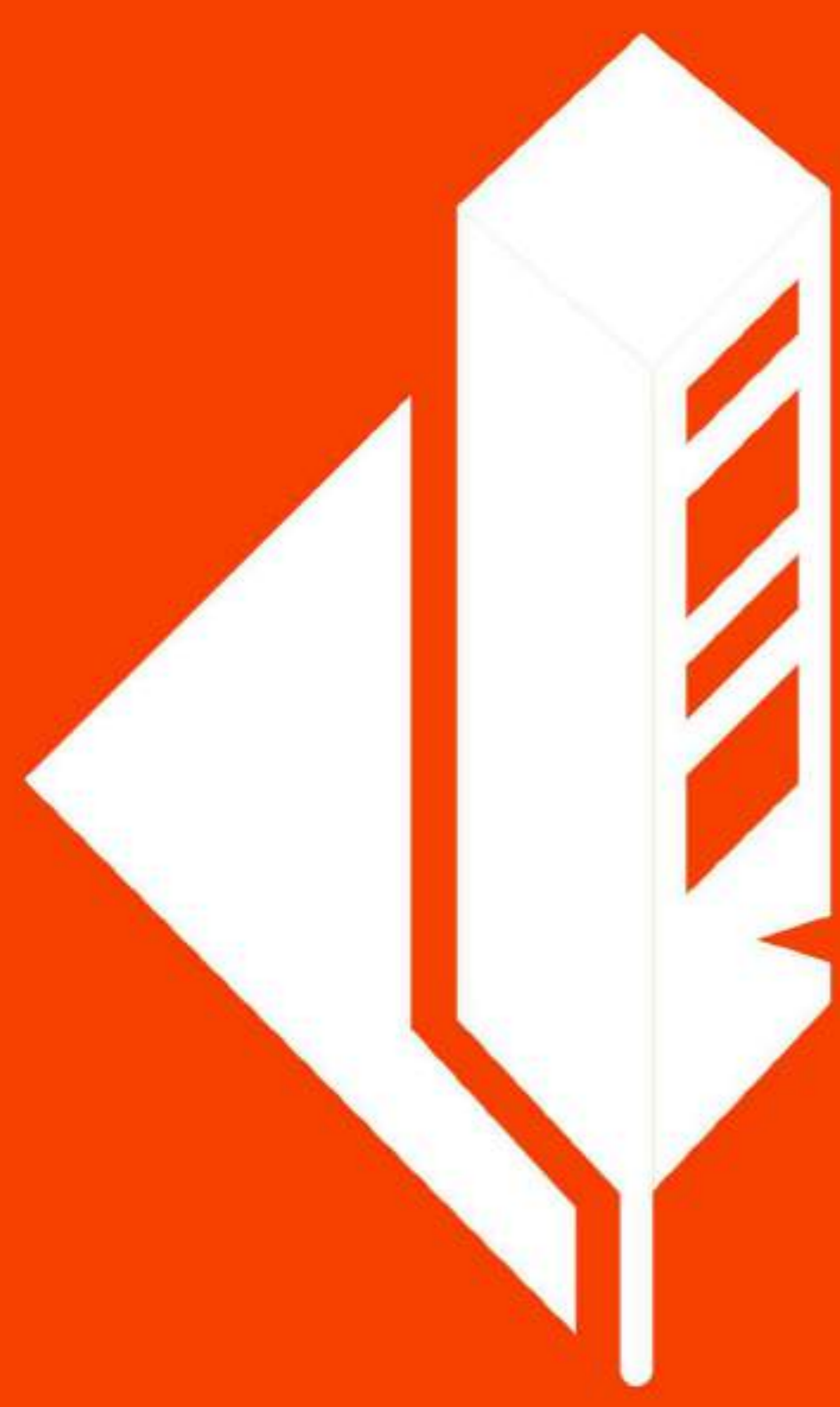
The Strategy proposed by Gijón for the reactivation of its building is subject to the consolidation and renovation phases of the building that has been severely damaged by the inevitable passage of time. In addition, by having archaeological remains, the structural modifications sought must always have the approval of the Institution of Historical and Cultural Heritage.

In this context, the next steps are to share the consensus obtained in the Local Action Plan regarding the future uses of the building, so that once a unanimous decision has been reached, the following constructive actions can be proposed to adapt Tabacalera to the proposed uses.



City of Gijon





2ND CHANCE

WAKING UP THE SLEEPING GIANTS

GIJON STRATEGY FOR THE OLD TOBACCO FACTORY REGENERATION

Key activities



1. FIRST STEPS

The ULG has celebrated different kinds of actions in order to develop the IAP. At the first months of the project, the actions were in direction to disseminate the project among the involved sectors and try to introduce and defined the route map to create the IAP in our specific case, Tabacalera.

Once the ULG got over this stage, we started to celebrate different meetings of the members to work in the different levels of the IAP.

2. MEETINGS

The peer-review meeting at Gijon in June 2017 was a boost in the works of the ULG, because it made close the project to our ULG and it was reflected at the IAP.

Finally, the last months of the project were very productive, we celebrated a huge number of meetings (at little and big format), and we got a first draft of the IAP around January 2018.

3. INTEGRATED ACTION PLAN

The last steps to achieve the final document, consisted on the valuation of the document to the opinion of different sectors out-involved on the ULG, to feed the IAP with other different vision and introduce to the Local Administration (owner of the building) a proposal with the maximum of citizen acceptance.



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General Overview

The 2nd Chance project has had its crystallization on the city of Gijon at the Old Tobacco Factory building (AKA Tabacalera). It is a building of public ownership located at the traditional neighbourhood of Cimavilla, an area that has been declared "place of cultural interest". The 100 % of the building is an old baroque convent form 1670 (Agustinas Recoletas), reconverted in the Tobacco Factory after the "disentailment of Mendizábal" in 1842 (being the first important industrial activity of the city), becoming at disuse at 2002 because of the cease of the Factory's activity.

During the project's life, the building has suffered a deep rehabilitation process to ensure its structure, seriously affected by the inevitable pass of the time. In parallel of the rehabilitation process, citizen participation processes been initiated to figure it out the future uses of the building and a Integrated Action Plan has been generated with the active collaboration of the URBACT Local Group (integrated by a synergy of different actors linked with the building), to achieve a route map to be introduce to the Local Administration where showing a citizen consensus about how to reactivate the building (functions, next steps, management, administration, etc.)

Stakeholders involved

The URBACT Local Group of Gijón counts with the participation of public and private stakeholders:

- Associations and platforms: Tabacalera Association, Cimavilla Neighbors Association, Tragacantos Cultural Association, Videogames Creative Association, Music Box, Local Editors Book Association, Hospitality Association, Jovellanos Neighbors Association.
- Public Administration: Municipal Foundation of Culture, Impulsa Enterprises, Planning and Modernization Service, European and International Affairs Department, General Direction of Infrastructure, and other municipal services.

Lessons learnt & Recommendations

The URBACT model to deal with vacant properties is and will be an important tool in conjunction with others in order to confront new regenerations of disused spaces at the future.

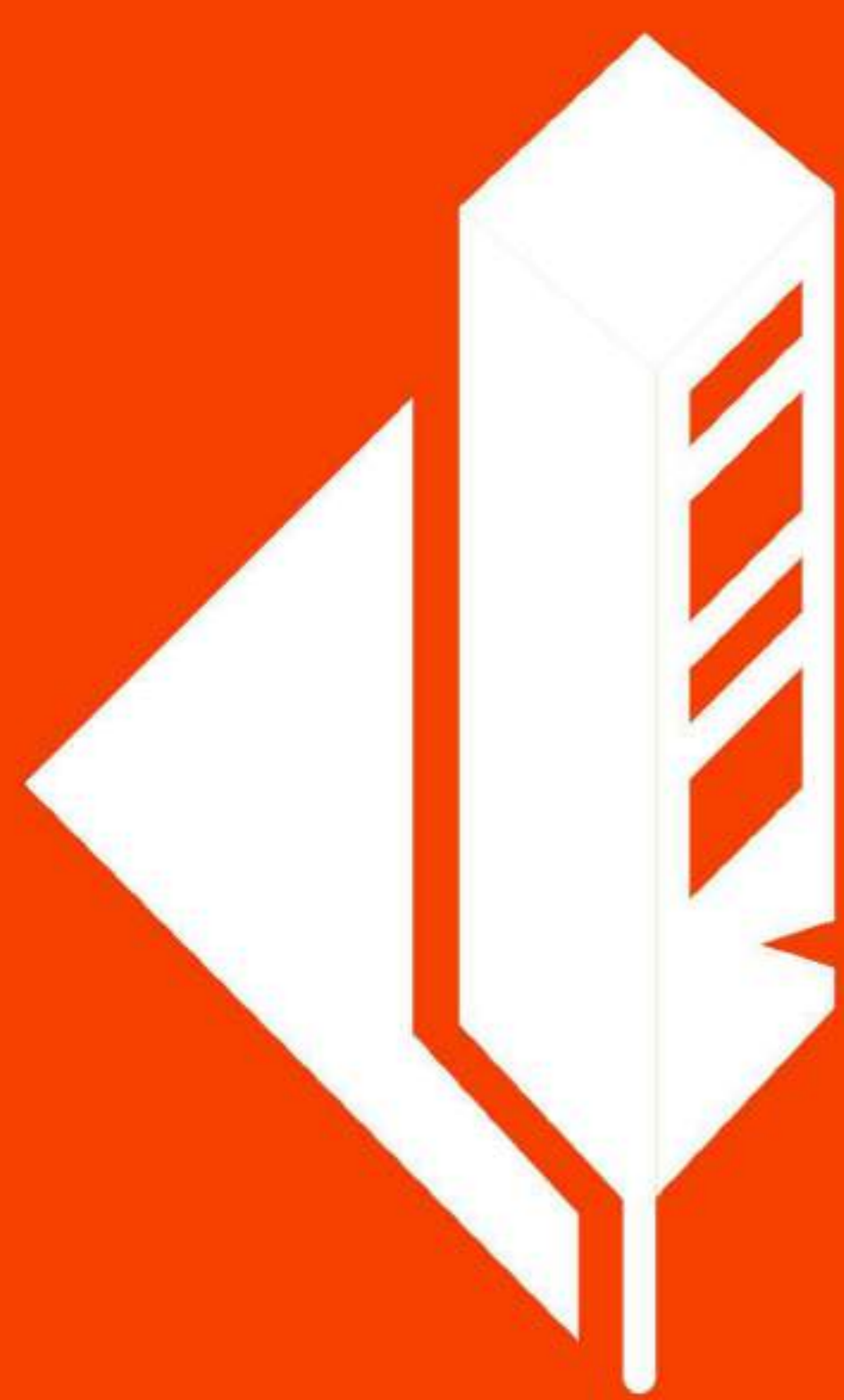
The presence of the ULG is really important because it involves different actors of the city in the same group that works to achieve a "consensus"; this question is not usual when there are diverse interests involved, which makes the ULG one of the most valuable tools that URBACT instructs in its project ethics.

Expanding this good practice to other assumptions in the city can contribute to different levels:

- Develop of new culture areas.
- Develop of new economic activities.
- Generation of employment.
- Develop of synergies.

From Gijón, we recommend to create an open and strong ULG, not only the stakeholders directly involved with the topic of the project, because the participation of other sectors indirectly involved, can provide and improve the expectative of consensus and the impact of the ULG product.





2ND CHANCE

WAKING UP THE SLEEPING GIANTS

WELLINGTON ROOMS



The Target Building Identity Card

Name: Wellington Rooms
Location: Mount Pleasant, Liverpool
Dimension: 1,056m²
Built in the early 1815
Void since 1999



Vision

The Wellington Rooms was built in 1814-15 as a society venue for the City's social elite. The local newspaper, The Liverpool Echo, runs a popular campaign called "Stop the Rot" and the plight of the Wellington Rooms has featured prominently. At the same time, government agencies, grant funding bodies and neighbours have reacted positively to the prospect of bringing the Wellington Rooms back to life. This in turn helped attract a Building Preservation Trust (a restorer of last resort, rescuing buildings that are not commercially viable) to collaborate and lead the URBACT Local Group.

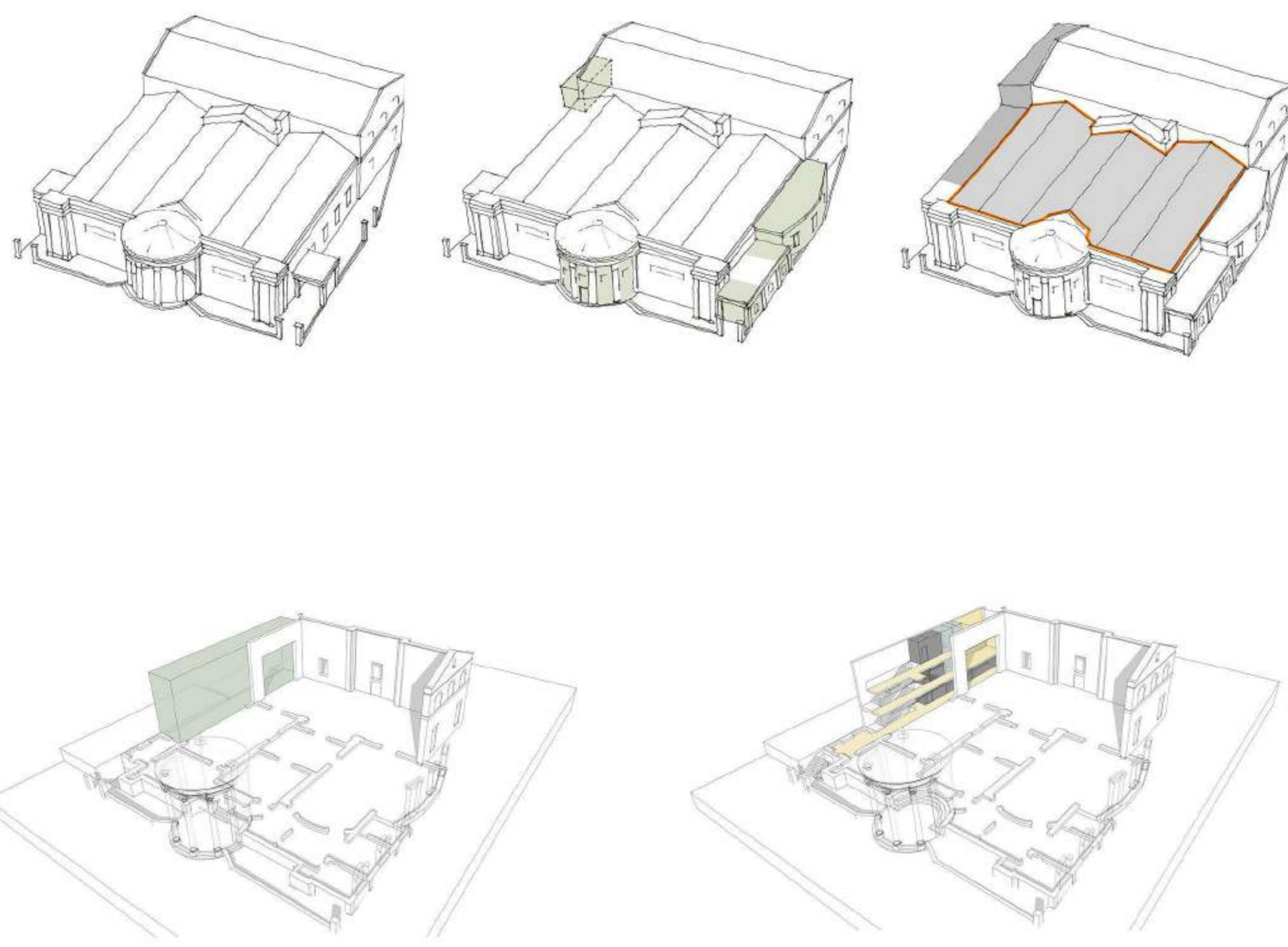
The Vision is to implement and secure a viable and sustainable use for the vacant Wellington Rooms which will contribute to the economic, social, and cultural regeneration of the City of Liverpool.

Objectives

- In order to deliver the Vision, the project will:
- Respond to the unique character of the building,
 - Safeguard its immediate and long-term future.
 - Provide opportunities for working with local business and community focused organisations to deliver a sustainable solution.
 - Help city centre regeneration through delivering economic benefits.
 - Utilise public and private sector funding sources to deliver the preferred option.

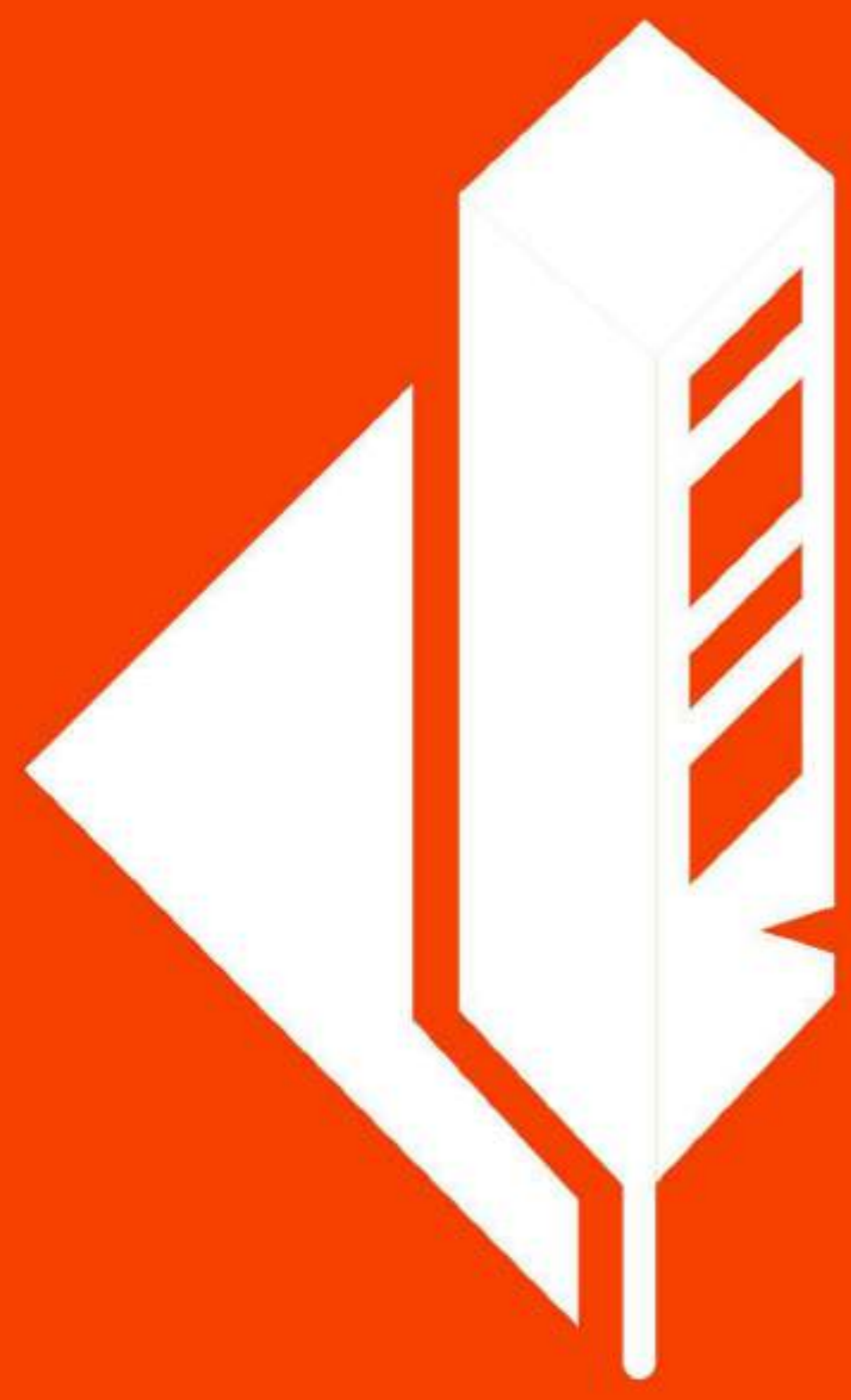
Main Actions and Next Steps

The URBACT Local Group has engaged a team of building professionals to help to identify what potential uses the building can be put to, that will retain the historic significance of the building and provide a viable long term solution. Costed options have been prepared illustrating potential uses for the building and how much they will cost. The options are currently being tested by meetings with potential operators, nearby businesses, industry specialist and members of the public. This is capturing a wide range of views and may stimulate innovative solutions. In the meantime, a program of urgently necessary repairs has been started, to slow deterioration while more permanent uses are prepared.



City of Liverpool

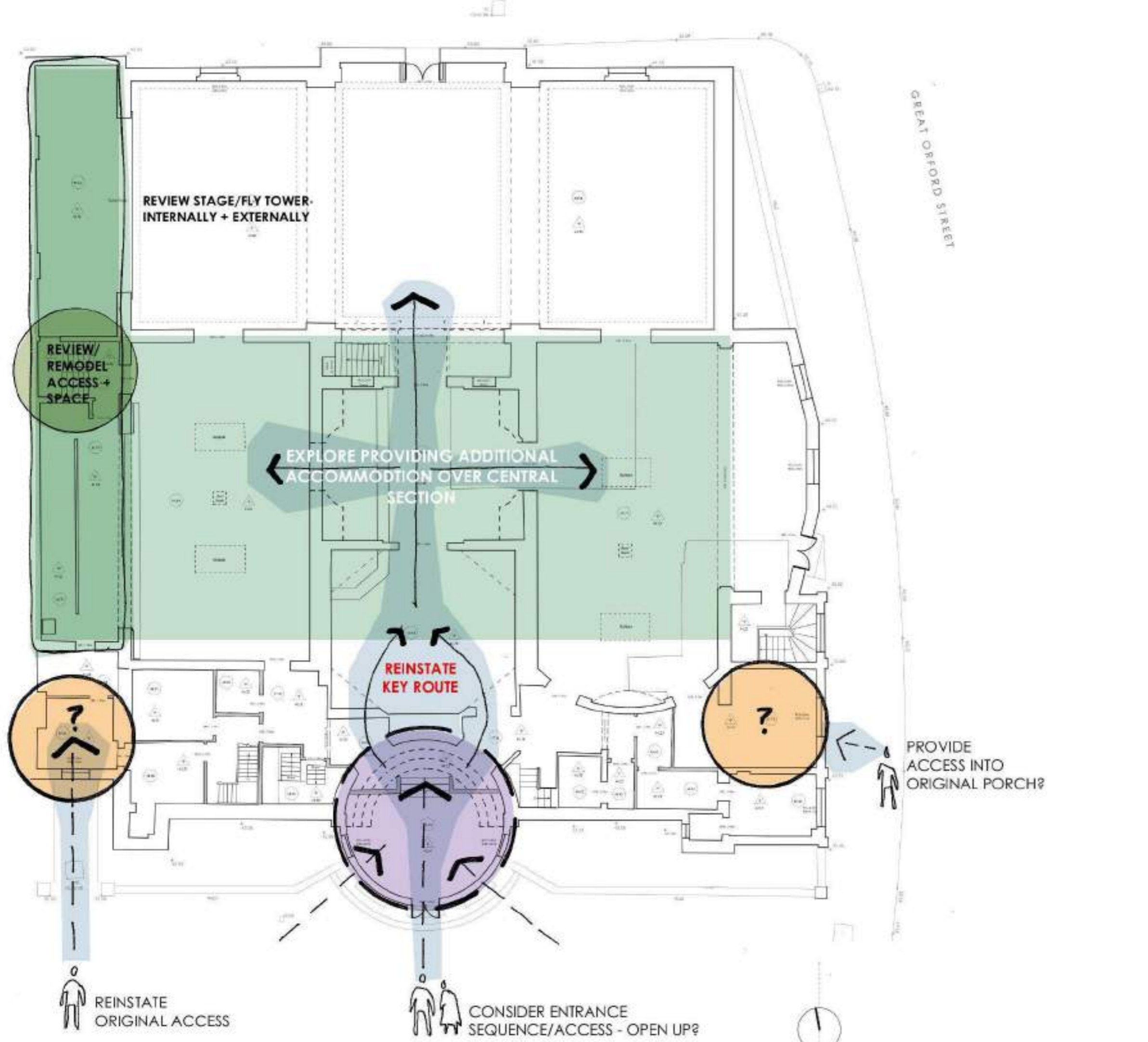
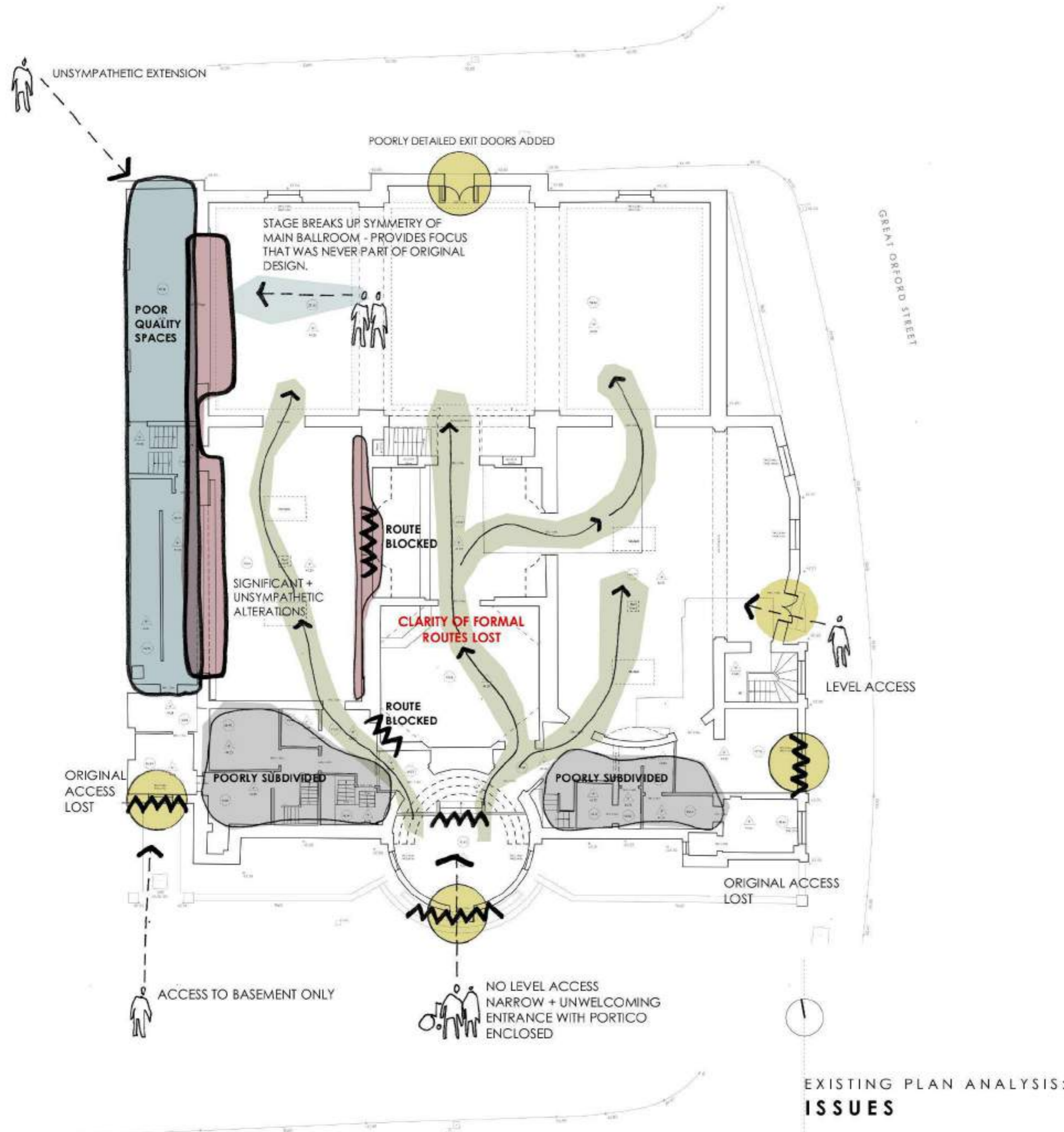




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

WELLINGTON ROOMS



EXISTING PLAN ANALYSIS:
OPPORTUNITIES:
ADDITION
 WELLINGTON ROOMS LIVERPOOL
 STEERING GROUP REPORT: 24.05.16
 1:500 (APPROX) 1/43
OMI ARCHITECTS
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General Overview

The URBACT Local Group employed architects OMI to prepare an options and feasibility appraisal. To do this OMI took advice from surveyors about the potential market for the Wellington Rooms. A specialist surveyor with experience of historic buildings was also employed to identify urgently necessary repairs. These have now started. Evidence from the feasibility study is now being used by the URBACT Local Group to find potential development partners, has identified the funding gap and is the basis of talks with interested parties and members of the public.

Stakeholders involved

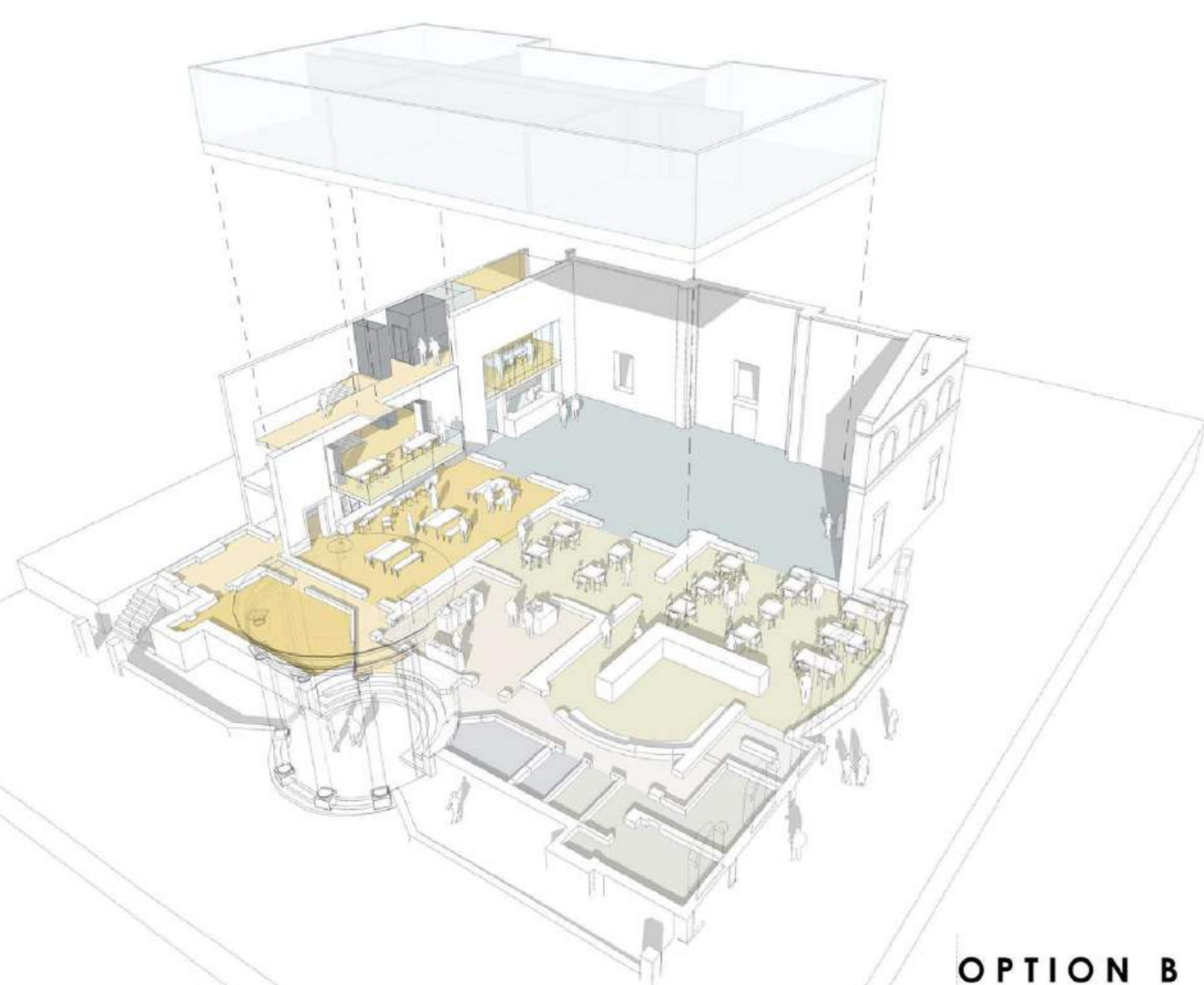
The URBACT Local Group is led by Merseyside Building Preservation Trust, a charity committed to the protection and enhancement of historic buildings. They are joined by politicians and officers from Liverpool City Council, representatives of the nearby universities, Historic England (government) and local business organisations. The URBACT Local Group has also approached residents groups and held an open day for members of the public to demonstrate proposals and seek feedback.

Key Activities

The key activity of the URBACT Local Group has been to identify the most appropriate use for the building and to find development partners who can help deliver refurbishment. The ULG has brought together a wide range of useful skills. The URBACT Local Group has brought together people with considerable experience of similar projects and a track record of successful delivery.

Lessons learnt & Recommendations

It is important to research what is important about the building and identify potentially viable options at an early stage. This is important to manage expectations and identify the likely cost. Costs can be financial or alterations to the buildings. Funding can be very useful at this stage, to employ building professionals such as architects, quantity surveyors and building valuers.



OPTION B
 3D VIEW : INNOVATION HUB
 WELLINGTON ROOMS LIVERPOOL
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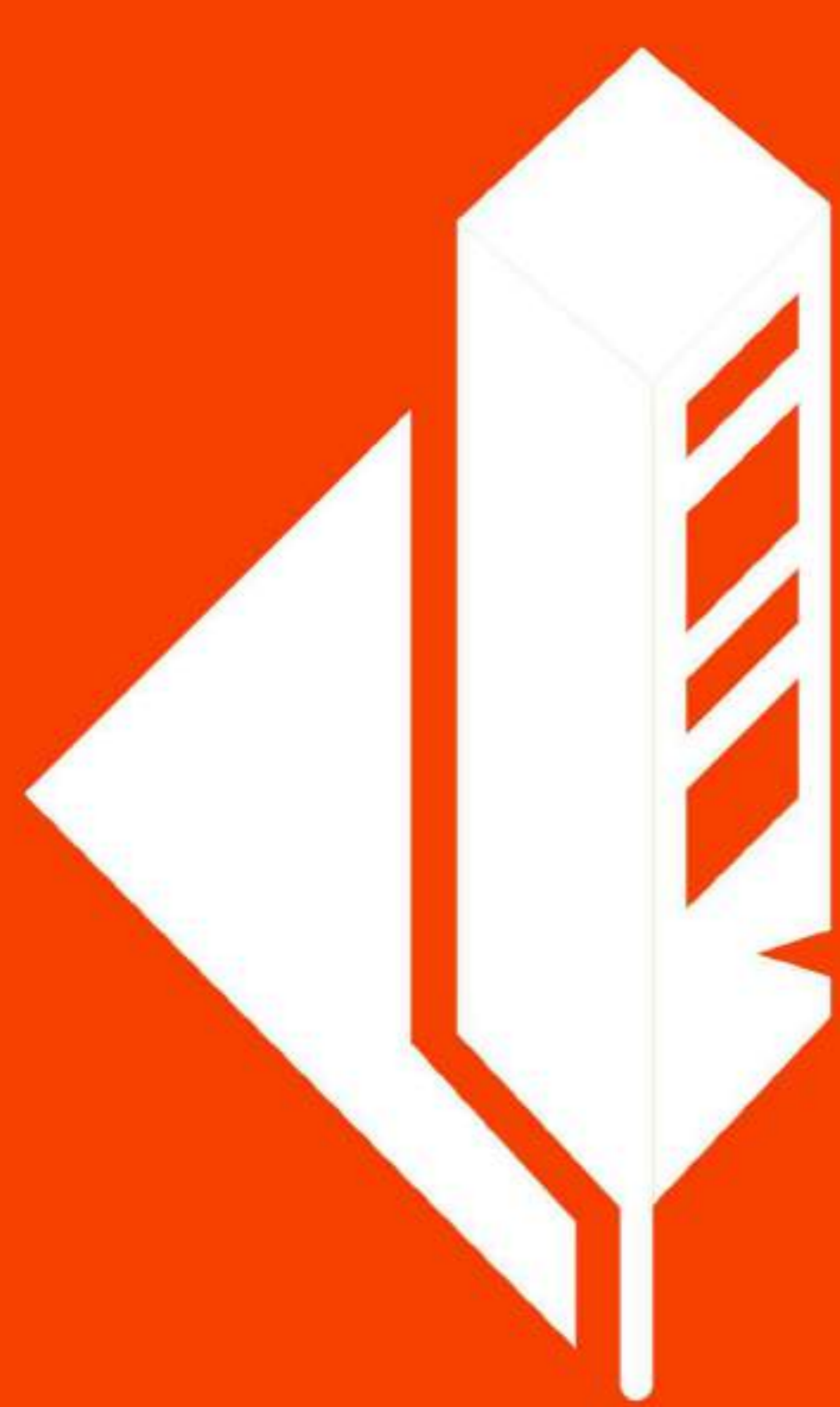
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Councillor Alice Bennett
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 City Councillor, Mayoral Lead for Heritage and Design

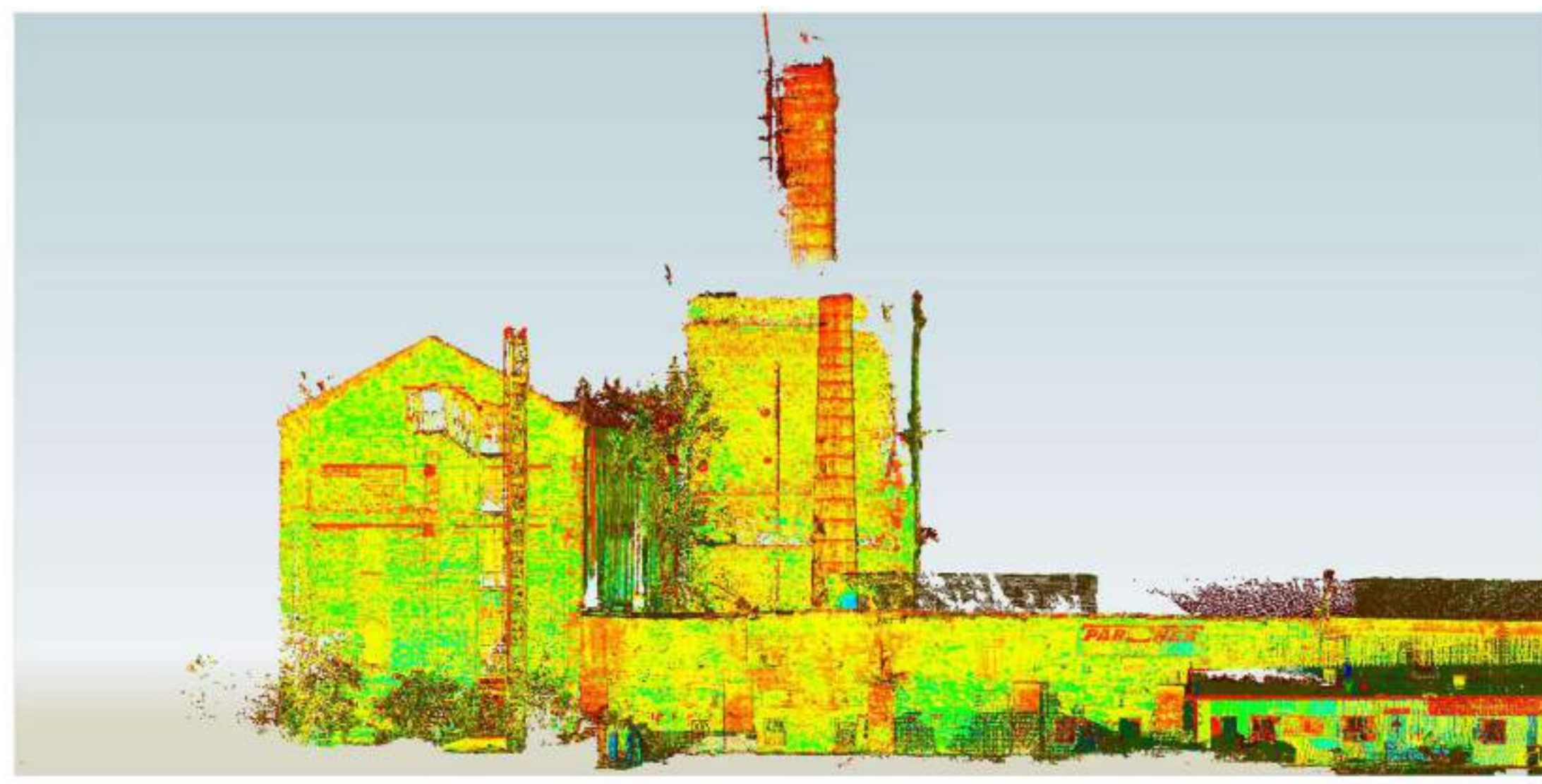




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

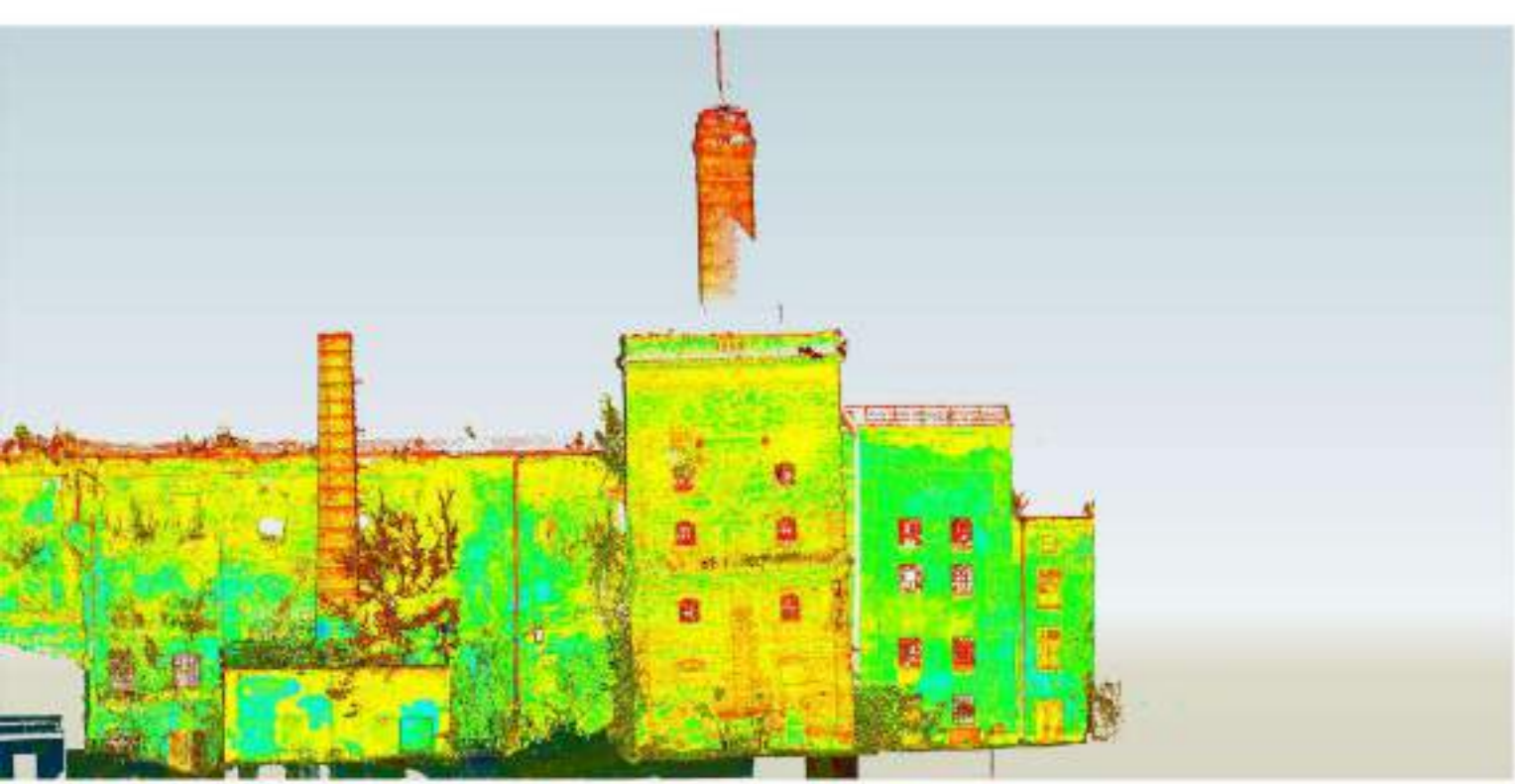
GENERAL STRATEGY OF LUBLIN FOR THE REVITALISATION AND REUSE OF THE OLD MALT HOUSE, MISJONARSKA 22



Vision & Objectives for the Reactivation

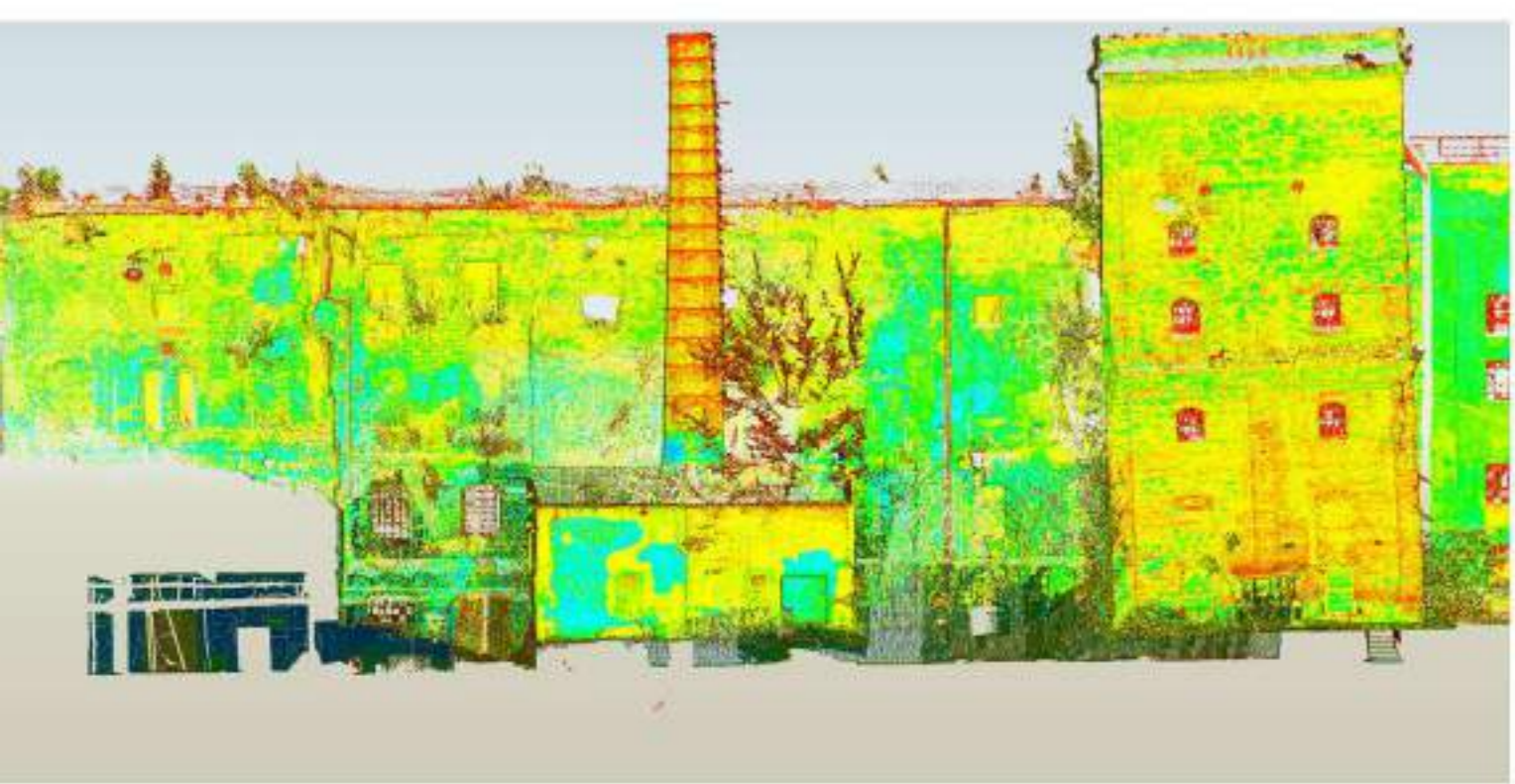
- Close co-operation with local stakeholders at preparing revival plans and programmes
- Implementation of IT tools in historic preservation and planning
- Creation of educational programmes for schools
- Dissemination of information concerning industrial history of Lublin
- Supporting activities implemented in the brewery

Main Actions and Next Steps



Close co-operation with local stakeholders at preparing revival plans and programmes

- Co-operation with animators in activities aimed at revival of the area such as "Święto ulicy Zamojskiej" ("Festival of Zamojska Street")
- Organizing thematic meetings with local entrepreneurs (for instance "Code for Commercials")
- Co-operation with different departments within the Municipality such as: Revitalization Office, Department for Investments etc.



Implementation of IT tools in historic preservation and planning

- Participation in EU programmes and projects aimed at IT tools implementation (Approach, Be Creative and others)
- Trainings aimed at improvement of personnel competences
- Designing IT tools to be used in educational programmes
- Co-operation with University of Technology
- Co-operation with the Planning Department

Creation of educational programmes for schools

- Close co-operation with schools located in the area
- Organizing on-site visits with specialists in preservation, urban development, architects etc.
- Preparing special programmes supported by materials available online to be used by teachers
- Trainings and workshops organized for teachers

Dissemination of information concerning industrial history of Lublin

- Preparation of materials available on-line (different recipients)
- Organizing exhibitions in public spaces or other areas with a wide audience access
- Cooperation with tourism agencies and other departments within the Municipality

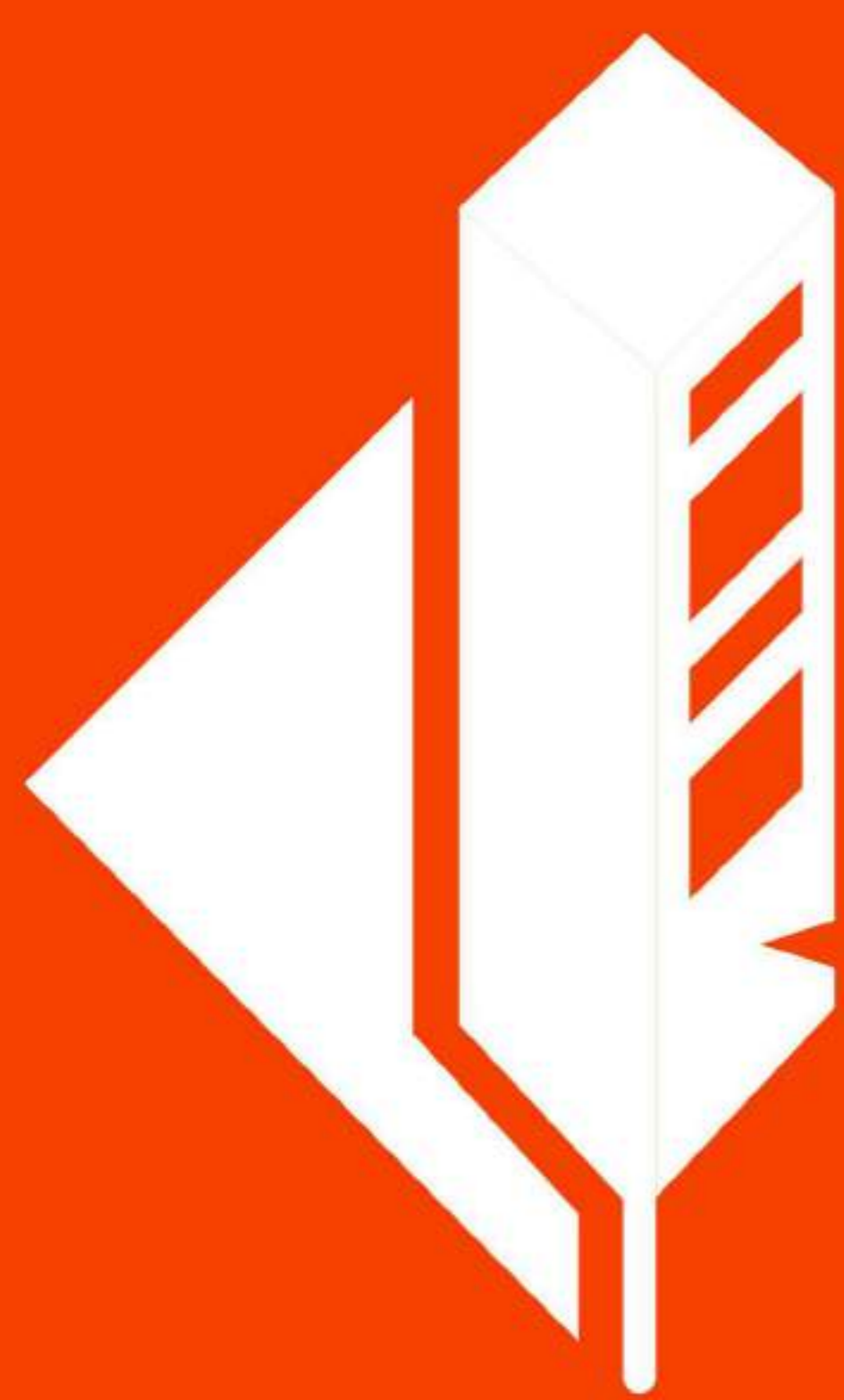
Supporting activities implemented in the brewery

- Organizing common events such as conferences and preparing common materials
- Assistance in further activities aimed at reviving the area (shorter procedures of obtaining permits, direct contacts)



City of Lublin

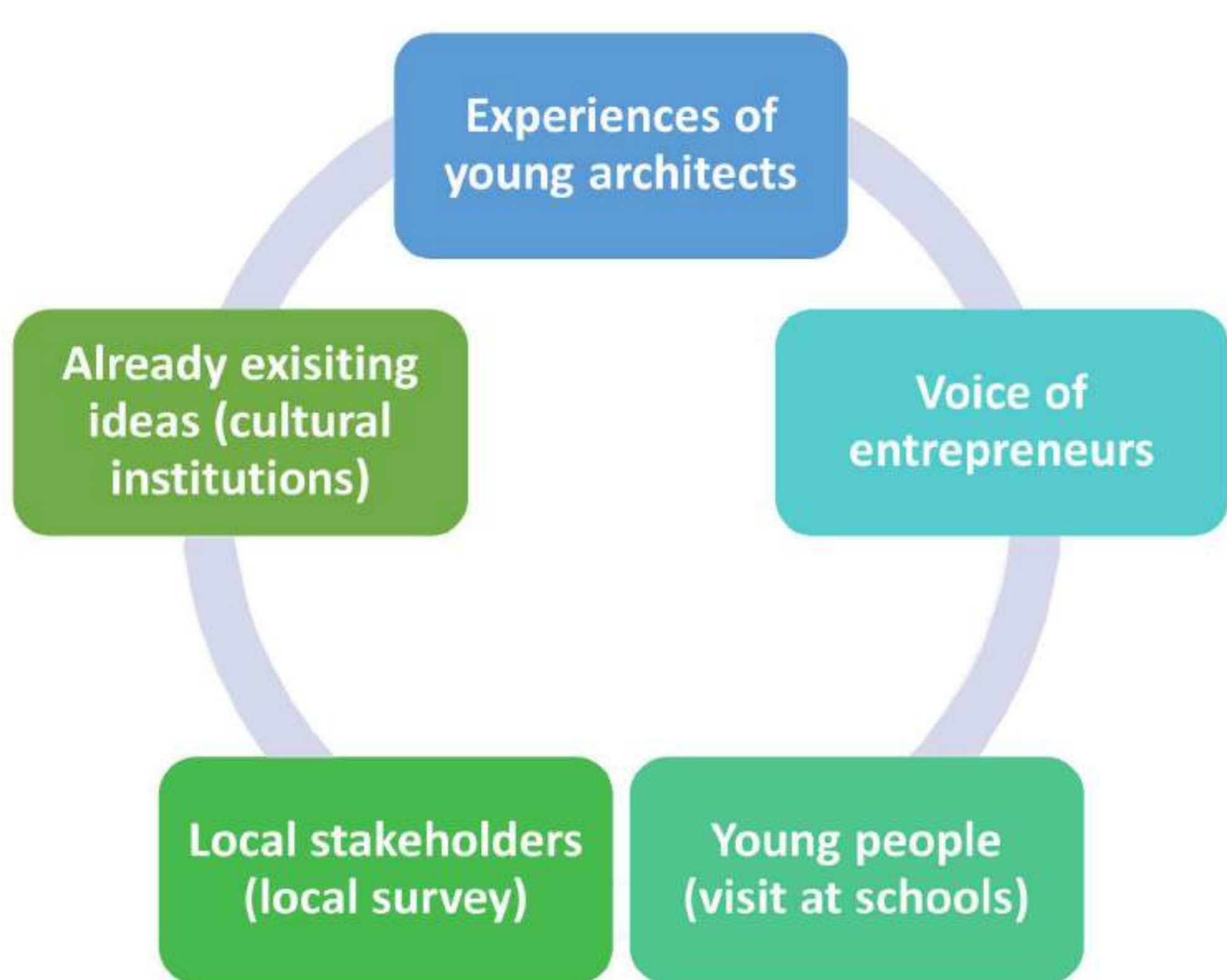




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

GENERAL STRATEGY OF LUBLIN FOR THE REVITALISATION AND REUSE OF THE OLD MALT HOUSE, MISJONARSKA 22



The following major groups played the most important part in elaborating the strategy



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ow-kompetencje/

The elaboration process of the Reactivation Strategy

The Municipal Office for Historic Preservation played a coordinating role in the preparation of revitalisation strategy. Representatives of different professional areas were involved together with representatives of different departments within the Municipality. Several meetings were organized during which different revitalisation scenarios were presented. This was done without a technical survey concerning a general condition of the building which was commissioned and executed parallelly. A successful example of the Brewery Complex played an important role in the whole process as a reference point showing directions of efficient revitalisation strategy executed in several stages.

General overview

- cultural institution (Museum of Science, Exhibition Centre)
- Mixed functions (brewery+hotel+office space, big exhibition centre + public space)
- Housing function (lofts)
- IT sector hub

- Building displayed during cultural events (Night of Culture)
- Educational activities undertaken in schools (location of the building, its history, its values)
- Dissemination activities – politicians and other officials
- Brochures and conservation materials

Long-term vision

Temporary education

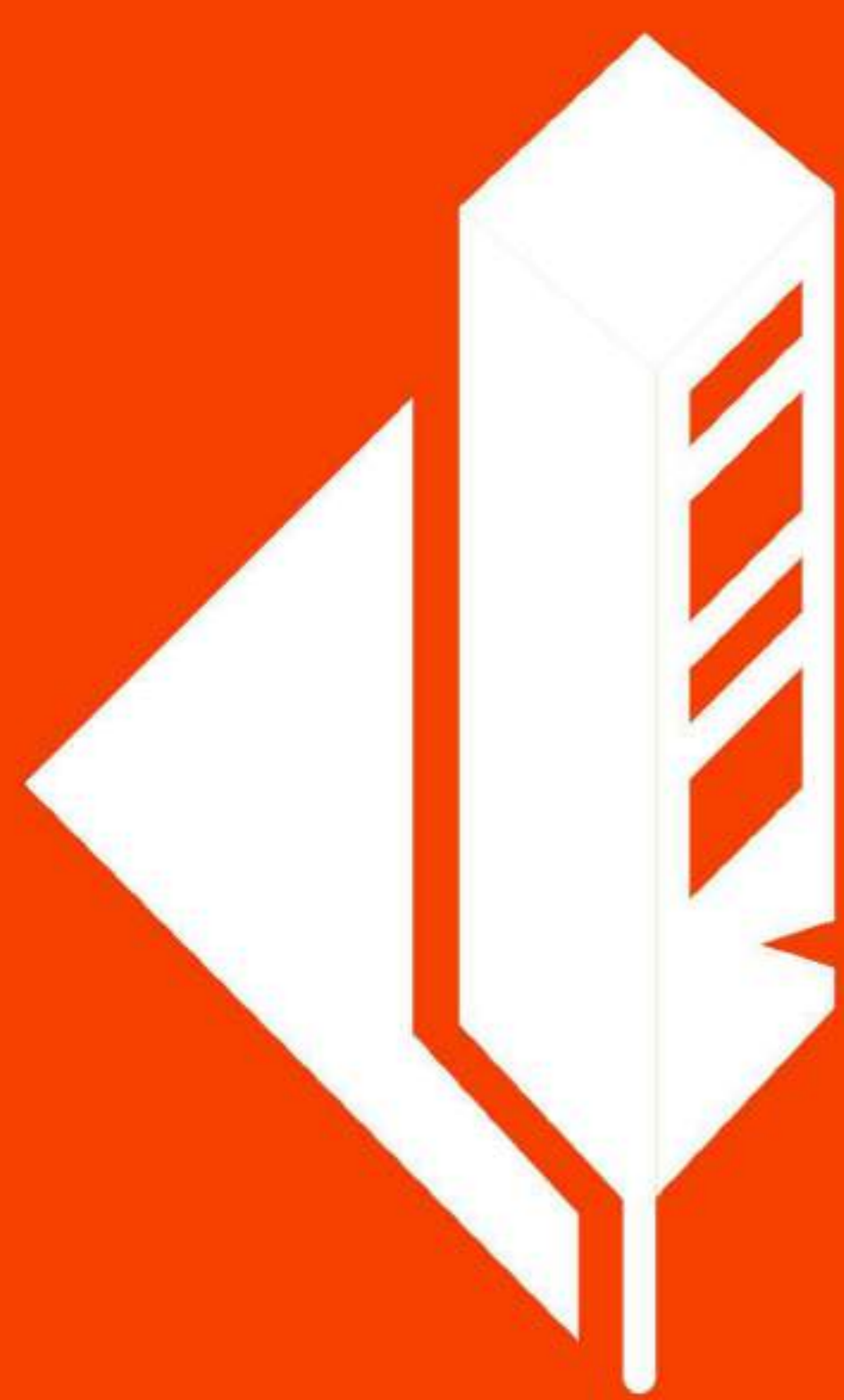
Stakeholders involved

- The Municipal Office for Historic Preservation
- Planning Department City of Lublin
- Property Management Department City of Lublin
- Strategy and Investor Service Department City of Lublin
- Association of Polish Architects
- Provincial Conservator of Monuments
- Lublin University of Technology
- Perla Brewery s.a.
- Youth Culture Center nr 2

Lessons learnt & Recommendations

1. Dissemination activities should be accompanied by wide educational activities particularly focused on young people (they may include on-site visits, special classes about the targeted building etc).
2. It is important to involve different professional groups with wide competences such as: architects, specialists in social participation, culture specialists etc. The combination of different skills move things forward.
3. Politicians, city councillors etc. (generally a political level) must be informed about objectives of activities and they should be convinced that the targeted building is of a real value for the city and for its inhabitants.
4. Building a compromise between different attitudes towards revitalization issues (solely infrastructural character versus social-orientated activity).
5. Involvement of different levels in decision-making process within the municipality is crucial.
6. Having a technical documentation that describes a current condition of the building may be beginning of any further actions.





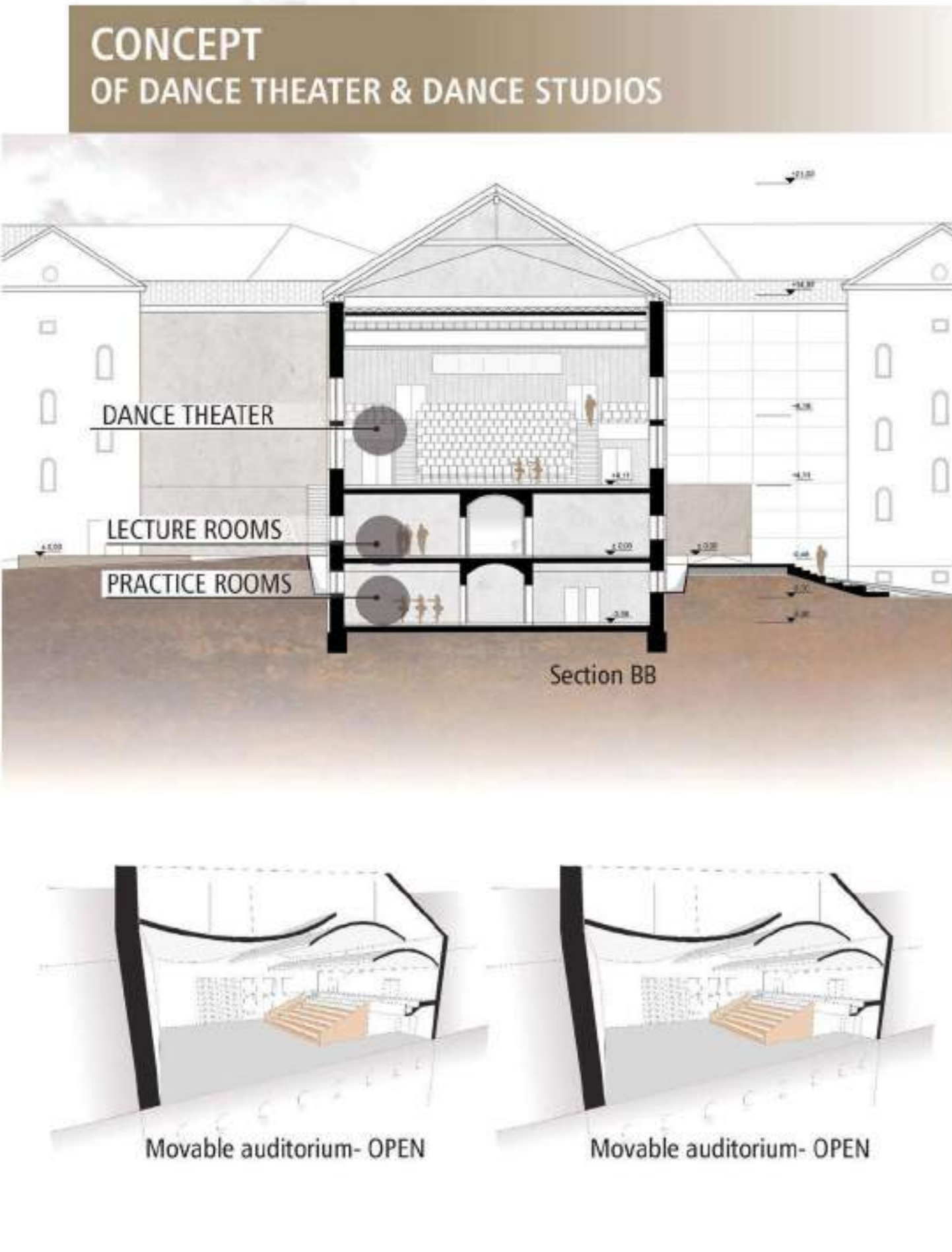
2ND CHANCE

WAKING UP THE SLEEPING GIANTS

STRATEGY OF MARIBOR FOR THE REACTIVATION AND REUSE OF KPD BUILDING



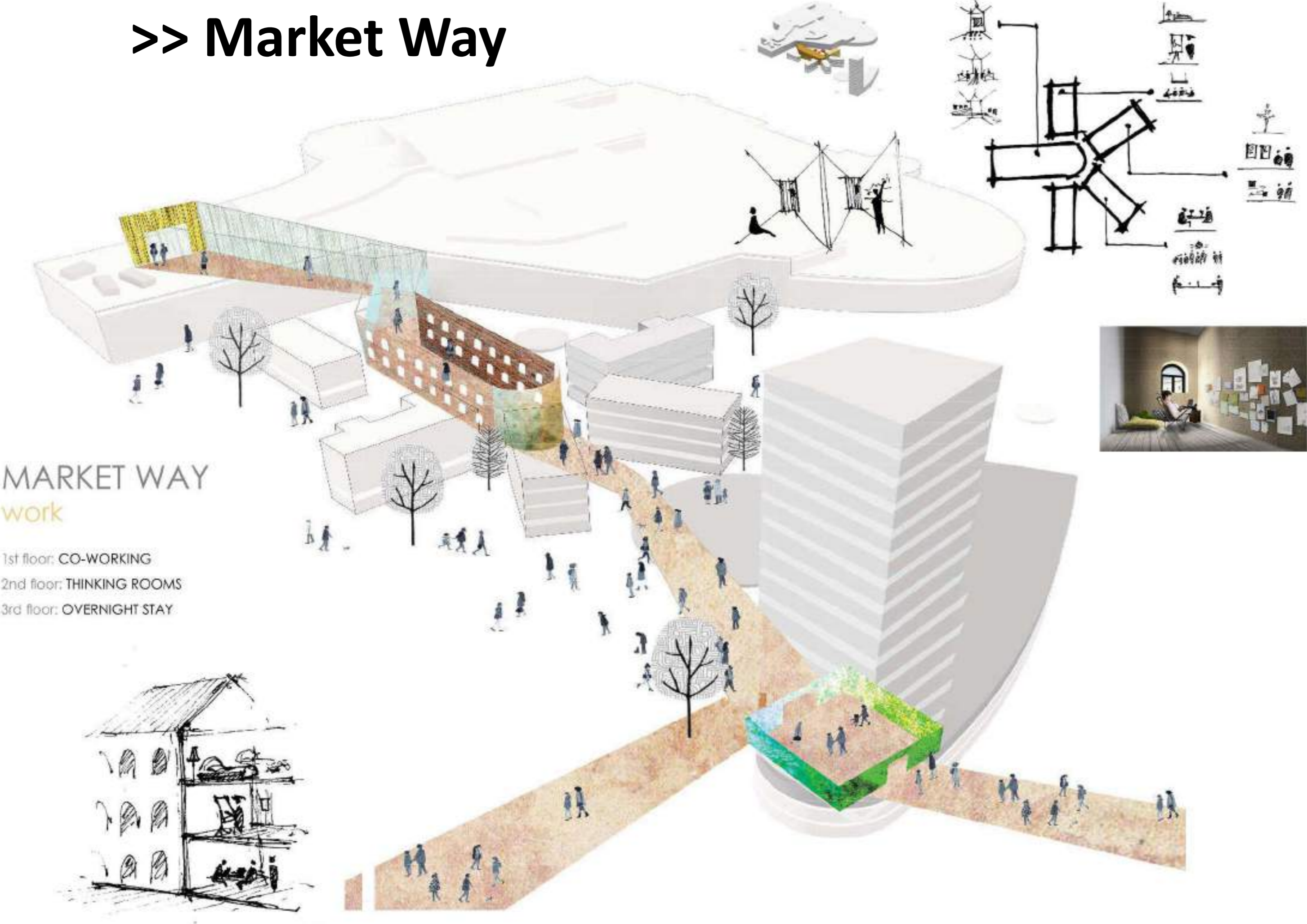
>> Cultural centre Maribor



Vision & Objectives for the Reactivation

A green creative oasis of connectivity and co-working for various cultural and creative contents and an incentive for successful entrepreneurship. The basis for the vision and long term goals can be a set of students' architectural designs from the students' project within the scope of the URBACT III project 2nd Chance, which had been carried out within the seminar module **STUDIO Sustainable Building of the study programme Architecture at the Faculty for Civil Engineering, Traffic Engineering and Architecture** (Department for Architecture). The results of the students' work present varying visions and options for the reuse of the building.

>> Market Way



>> Island Awakening



- KPD PROGRAM
1. Offices & Garages
 2. Conference hall
 3. Art Gallery
 4. Coworking space
 5. Museum
 6. House of boxes
 7. Youth hostel

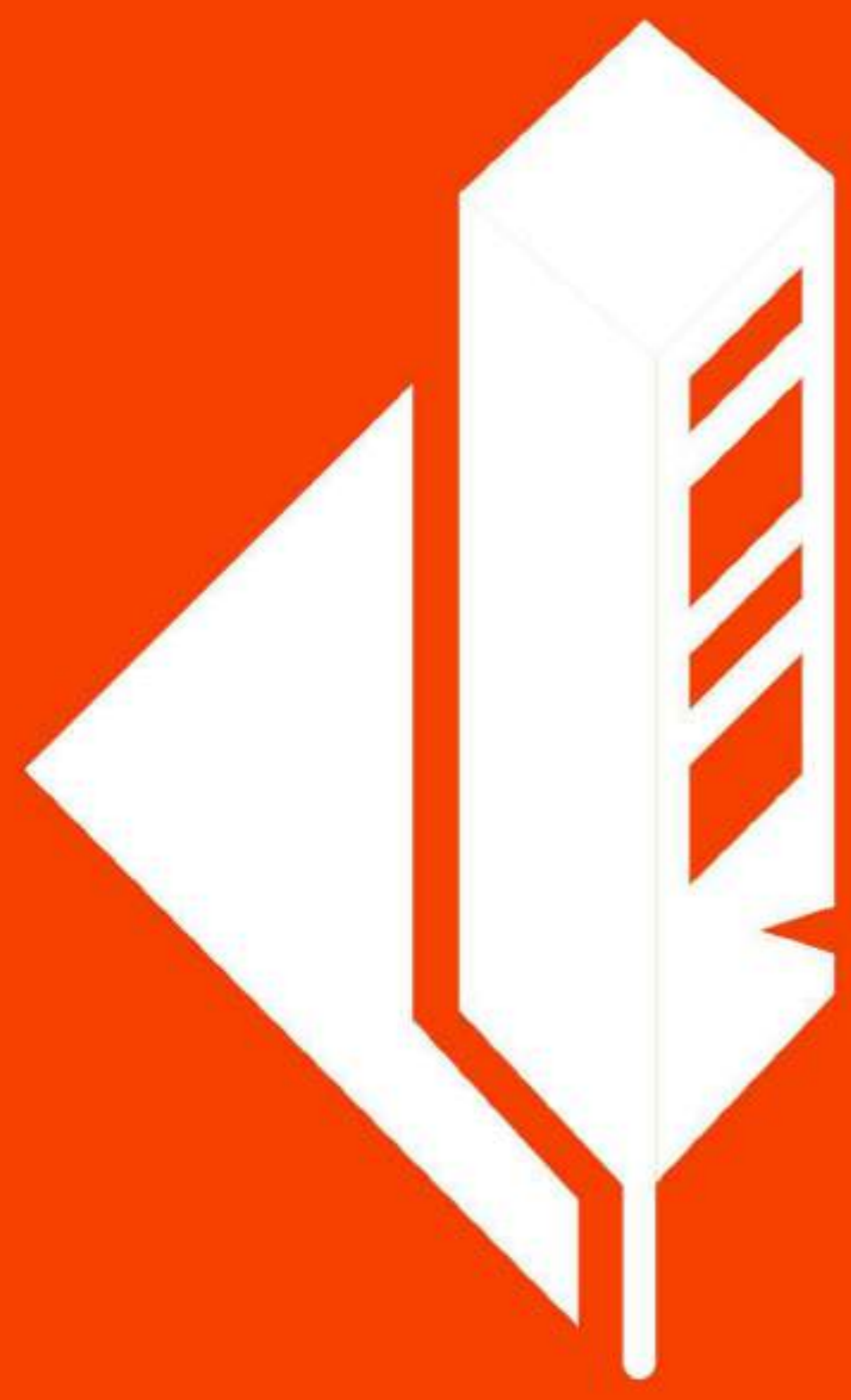


All three concepts: »Cultural centre Maribor«, »Market way« and »Island Awakening« share the common basic decision that the major part of approx. 40% of the built area belongs to various cultural contents. Secondly, there are large multi-purpose spaces (halls), designed for various activities, as cultural and business events, recreation and relaxation activities, etc. Thirdly, the spaces offer different possibilities supporting crafts activities, accompanied by offices and co-working spaces. The concepts also share a common vision of the additional functions introduced in the area, with parking places and underground garages, as well as of spacious green area dedicated to social, cultural and recreational functions. These ideas are following the final vision to develop a new local/regional multidisciplinary creative centre on the right bank of the river Drava, based on the co-existence with the old city centre of Maribor offering new spaces for cultural-, production-, tourism- and leisure activities. Accordingly, the vision is a challenge for local decision makers and interested stakeholders to introduce sustainable urban development concept for the area with priorities covering missing living qualities of the dense city core, such as green spaces and public areas accessible with sustainable links as pedestrians, cyclists and public transport.

The short-term goals are oriented towards the realisation of the first steps of the long-term vision that represents the revitalisation of individual areas or just a segment of the KPD building:

- Identification of possible users (CCI) of northern wing for temporary use (5 years) based on public-private partnership,
- The renewal of the northern wing to such extent that only the most urgent issues are addressed first as the rearrangement of green spaces
- Establishing an appropriate management for the renewed parts of the building and identifying financial resources,
- Promoting the historical importance of the KPD complex, raising its recognisability among the population, as a vibrant production centre for the cooperation among different programmes.





2ND CHANCE

WAKING UP THE SLEEPING GIANTS

STRATEGY OF MARIBOR FOR THE REACTIVATION AND REUSE OF KPD BUILDING

1. SEPTEMBER 2016

The topic of the first public workshop in September 2016 was the 'Revitalisation of the degraded area and KPD building', dealing with the advantages and weaknesses of the existing building and the formulating an array of ideas for the revitalisation from an economic, community, urban-environmental point of view and the point of view of green open spaces (for the latter we started to establish the cooperation with participants of the INTERREG project Urban Green Belts, in which the Maribor Development Agency is a partner; the project is dealing with the creation of green areas around the KPD building).

Student's WORKSHOP

Towards the end of September 2016 also the student's seminar at the Faculty of Civil Engineering, Traffic Engineering and Architecture, University of Maribor was carried out in frame of the Architecture master study programme, in which the results from the first public workshop and additional historical-cultural and urban directives have been presented. The process of preparation of the students' concepts as visions for the renovation of the area and KPD building was carried out throughout the semester between October 2016 and February 2017.



2. MARCH 2017

The second public workshop was carried out in the beginning of March 2017 and was dedicated to the topic of presenting the student's project visions for a comprehensive renovation of the area and the KPD building and an additional discussion of the advantages, weaknesses and the potentials of each of the students' conceptual proposals.



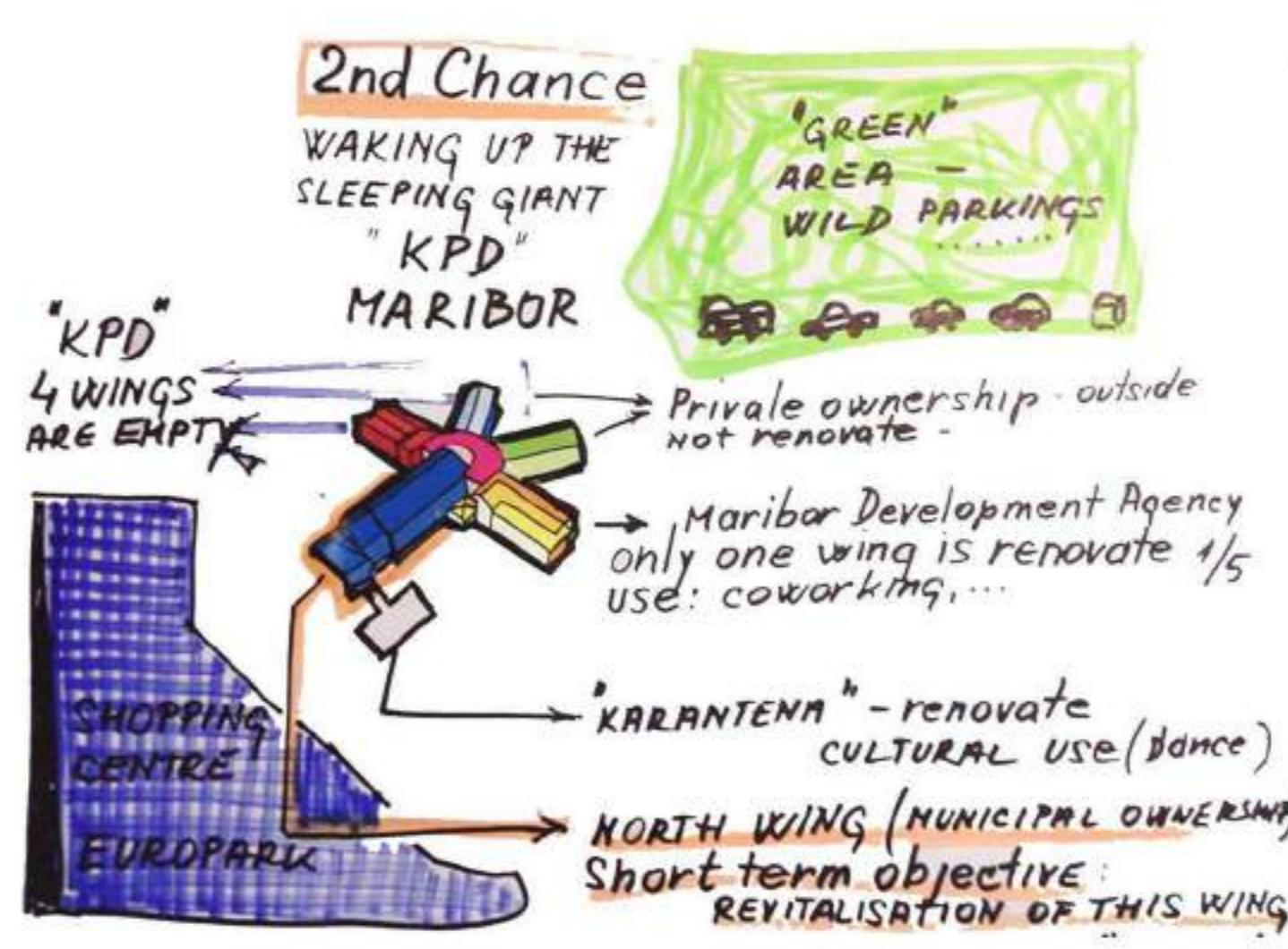
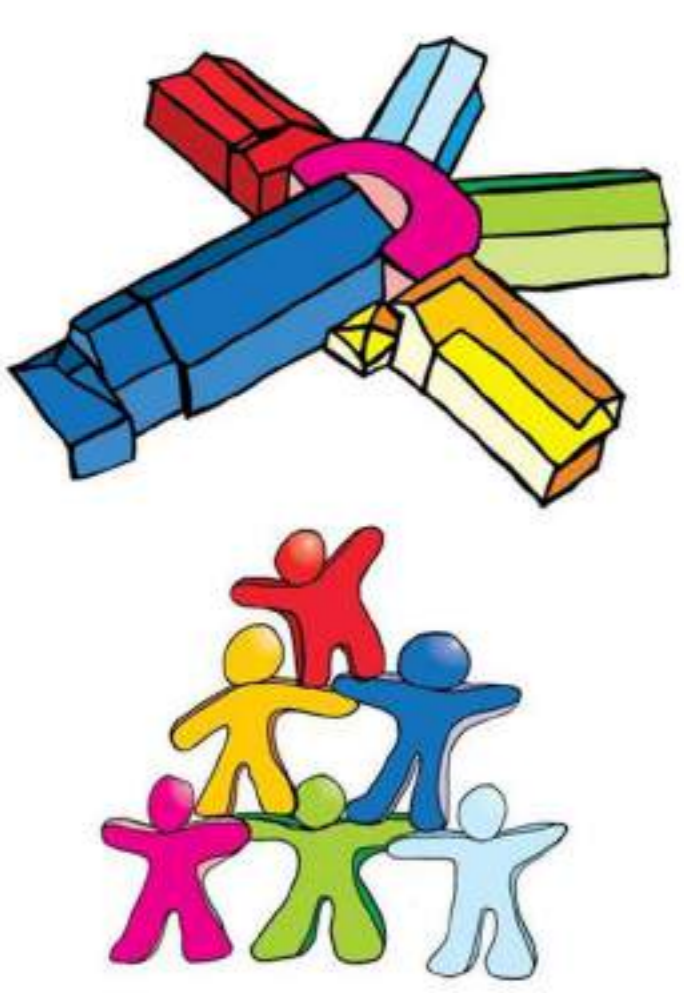
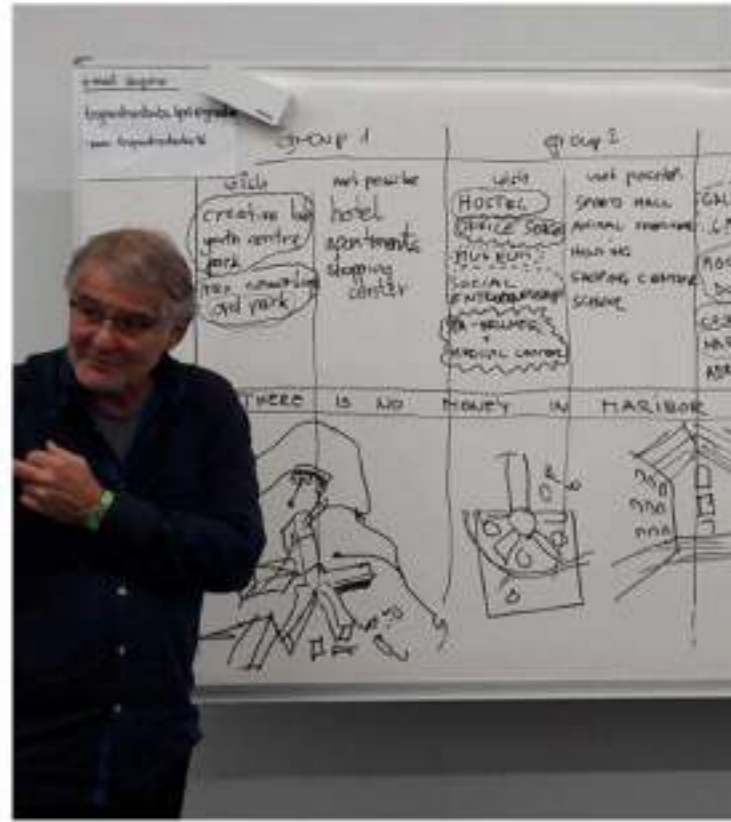
3. JUNE 2017

The topic of the third public workshop in June 2017 was the vision of the 'Revitalisation of the degraded area and KPD building – A change we wish to witness: Awakening the sleeping giant', in which the elements of the vision, the short-term goals, and the aspects of temporary use of a proportion of the spaces with minimum starting investments for the renovation of the building, as well as the long-term goals and the aspects of long-term use – connected to the comprehensive renovation of the building were defined.



4. OCTOBER 2017

The fourth public workshop took place in the beginning of October 2017 and treated the details of the action plan for the revitalisation of the northern wing of the KPD building, owned by the City Municipality of Maribor. The workshop discussed the short-term temporary usages within the scope of the long-term vision for the revitalisation of the area and the entire KPD building. Participating in the workshop were also the participants of the promoters of the CCIs from the URBACT project CREATIVE SPIRITS from Maribor, cultural workers, tourism representatives and other potential users-artists of the CCIs for the northern wing of the KPD building.



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General Overview

In Maribor the process of the revitalisation strategy within the scope of the project 2nd Chance was carried out according to the principle of the participatory co-operational development of first general but very diverse ideas. For the purpose of integrating the widest possible group of interested participants, ULG members have organised public workshops, to which all those who had already been active in the area and the KPD building and/or the nearby vicinity were invited.

Stakeholders involved

To the workshops were invited

- owners of individual sections of the building
- owners of the plots around the building,
- representatives of the neighbouring shopping centre,
- representatives of the Maribor Development Agency, which has its headquarters in the renewed western wing of the KPD,
- the representatives of the 'Karantena', the renewed building extension to the west of the KPD building.

Further it was established a cooperation with

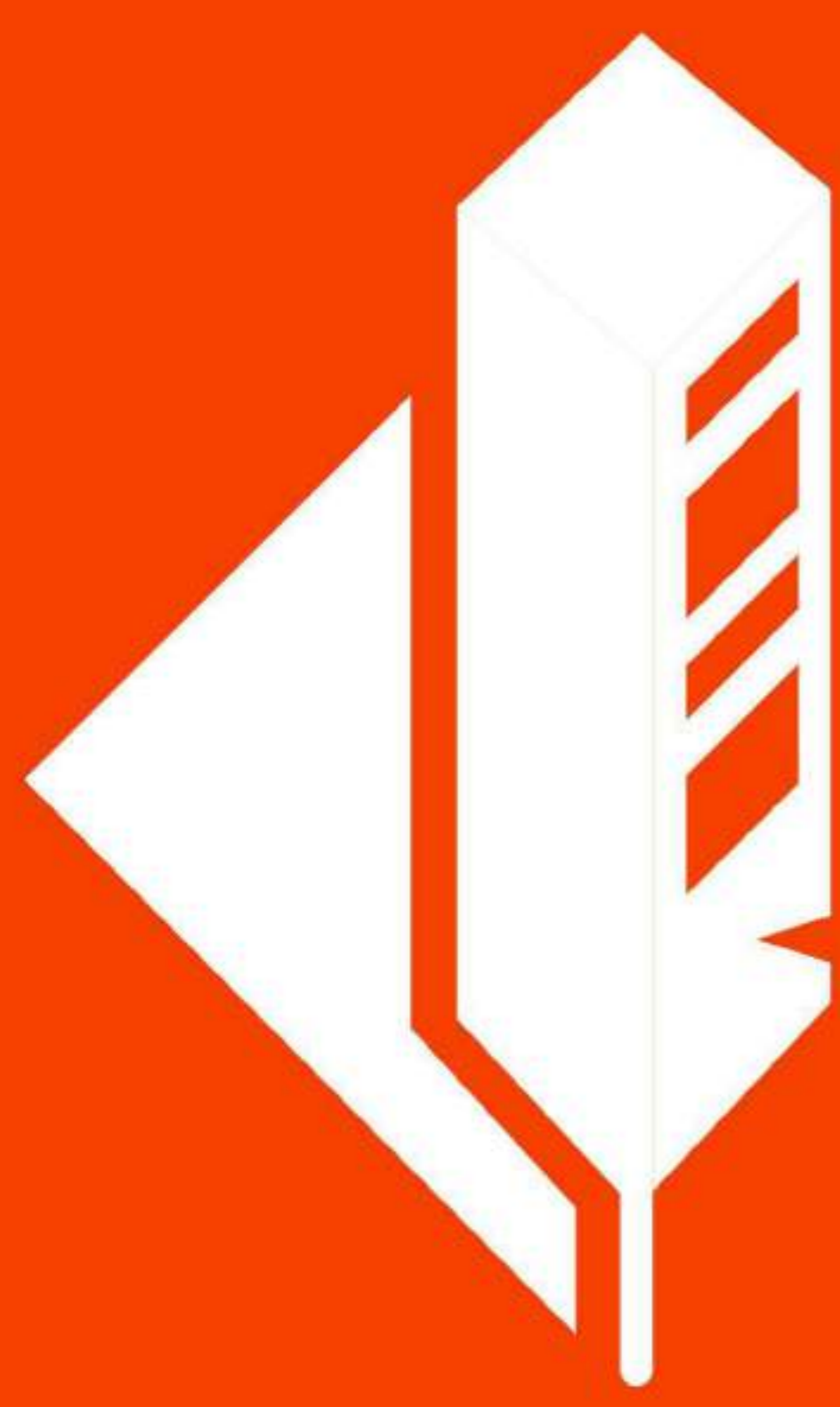
- Faculty of Civil Engineering, Traffic Engineering and Architecture, University of Maribor,
- Ministry of Culture – Institute of Cultural Heritage Protection Maribor,
- Museum of National Liberation Maribor,
- Foundation Prizma,
- The company Etika and
- Cooperation Peron.

The representatives of these institutions became members of the extended project group of the Urbact project 2nd Chance.

Lessons learnt & Recommendations

Lessons learnt & Recommendation In Maribor, as in some European cities the trends of sustainable urban development are oriented toward the revitalisation of old abandoned buildings and new cultural and commercial development of the area and, subsequently, of the entire city. This vision is also supported by the Sustainable Urban Strategy of Maribor from the year 2017 and the Strategy for the city's development until the year 2030. The Integrated action plan for the revitalisation of the area and the KPD building in Maribor will complement the existing city's action plan for the revitalisation of degraded areas and abandoned buildings in the wider city centre.

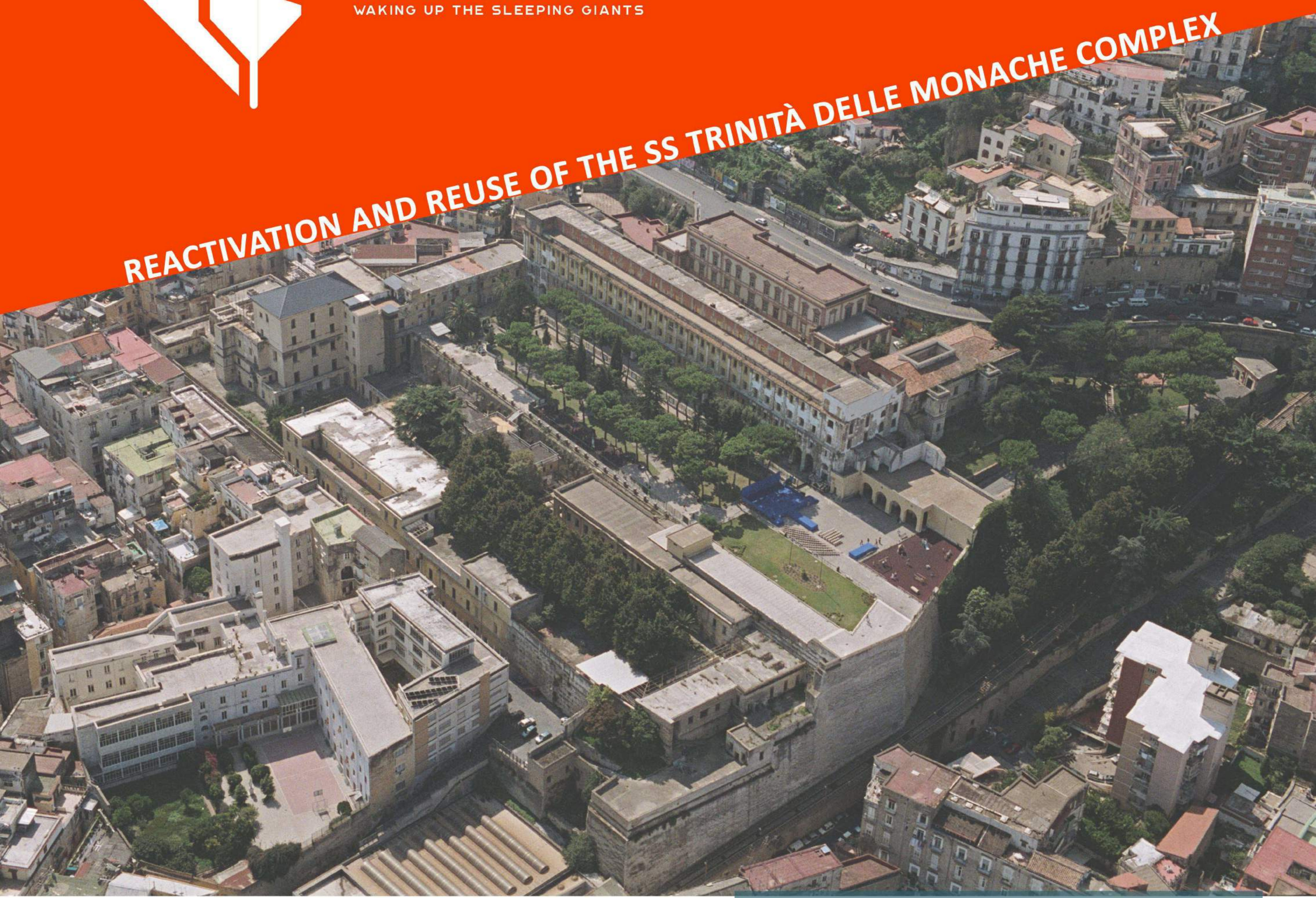




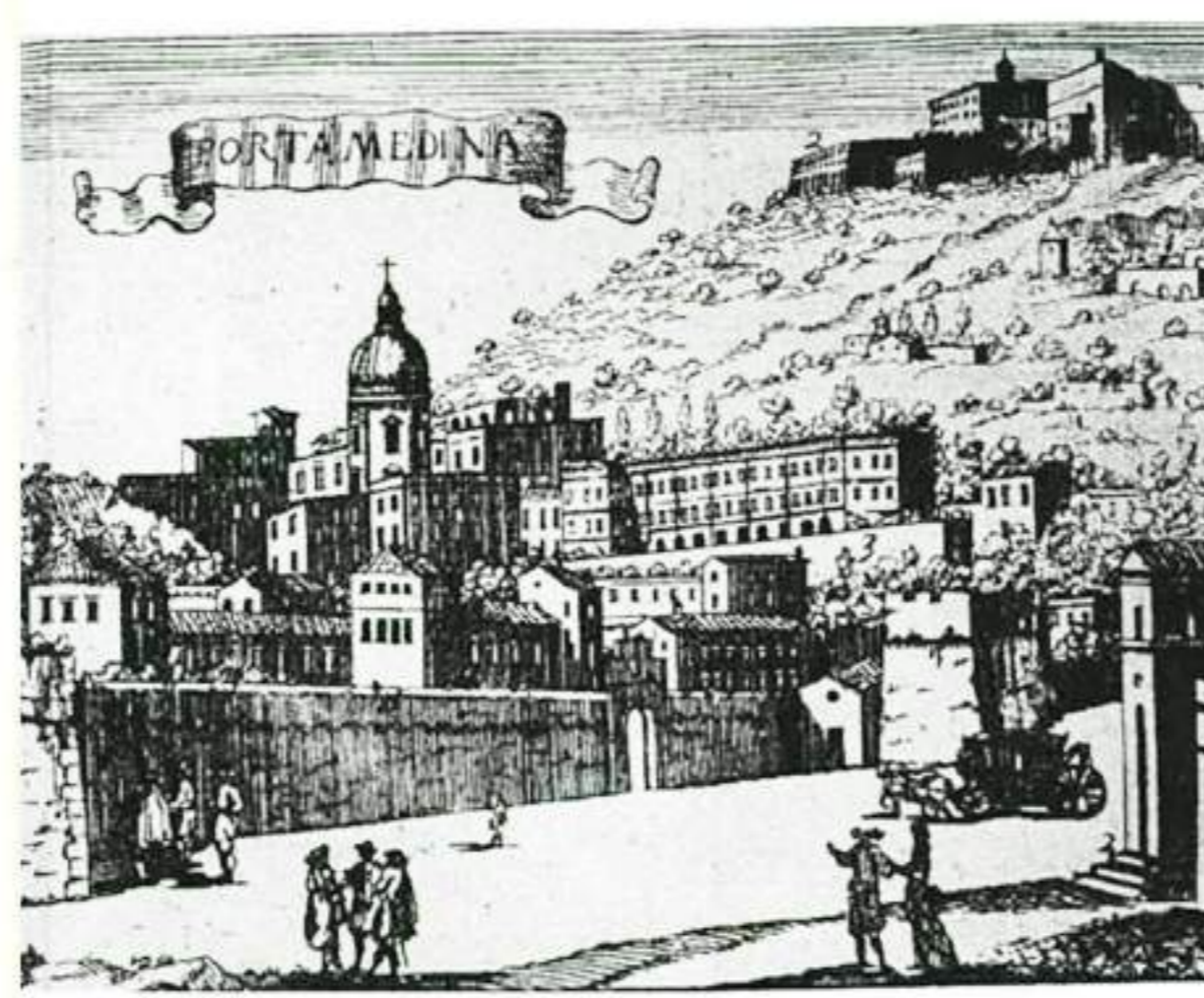
2ND CHANCE

WAKING UP THE SLEEPING GIANTS

REACTIVATION AND REUSE OF THE SS TRINITÀ DELLE MONACHE COMPLEX



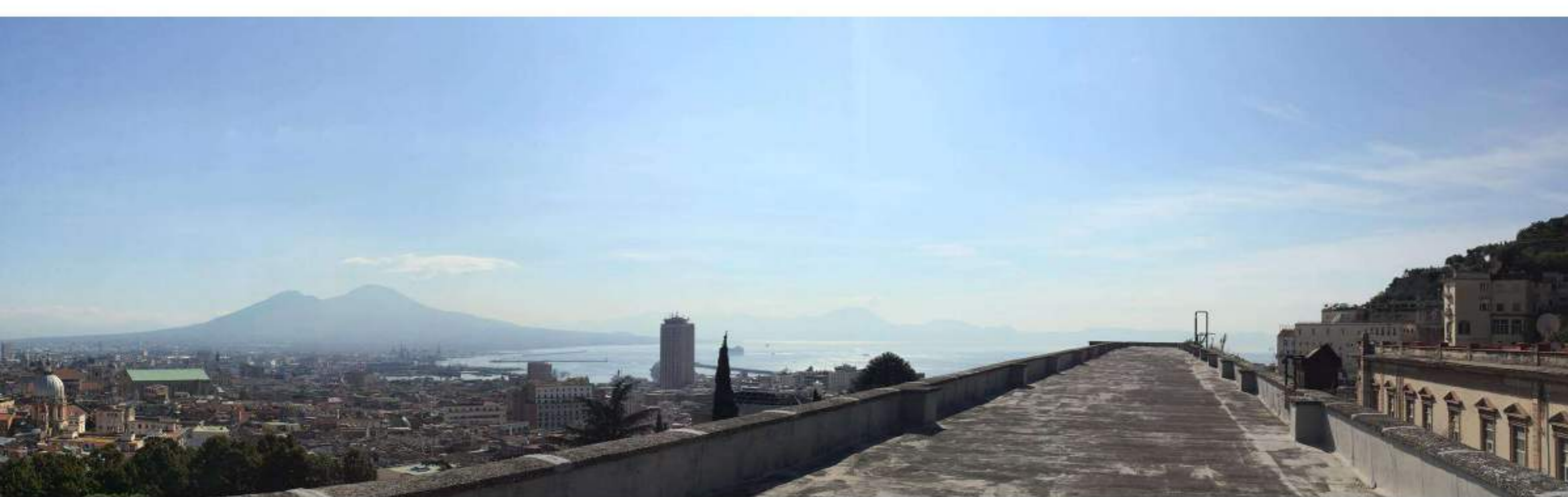
Ospedale Militare (esterno)



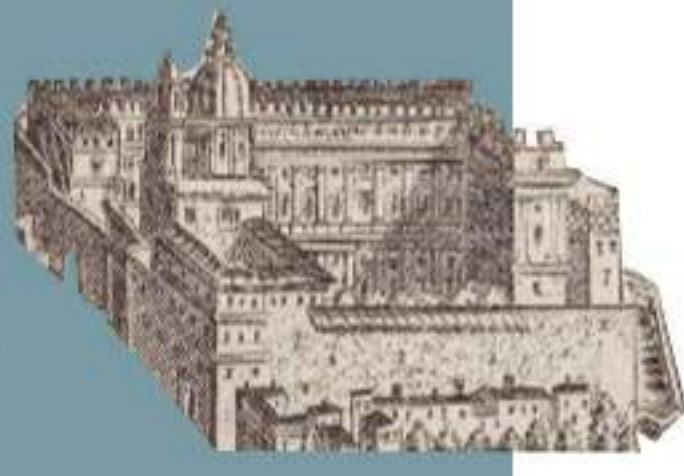
P. Petriani, View of the city of Naples 1748



A. Baratta, Map of the city of Naples 1628



The Target Building Identity Card



Name: SS Trinità delle Monache complex
Location: historic centre - UNESCO site
Dimension: 25.000 mq
Built between the 1608 and 1621
Void since 1992

The SS Trinità delle Monache complex, also known as ex-Military Hospital, is an extremely remarkable place for its history, dimensions, architectural and functional evolution.

The convent of Santissima Trinità delle Monache 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. This use was maintained until 1992, when the building complex was definitely abandoned. Today the complex is owned by the State that is transferring the property to the municipality, that is already in charge of the site management.

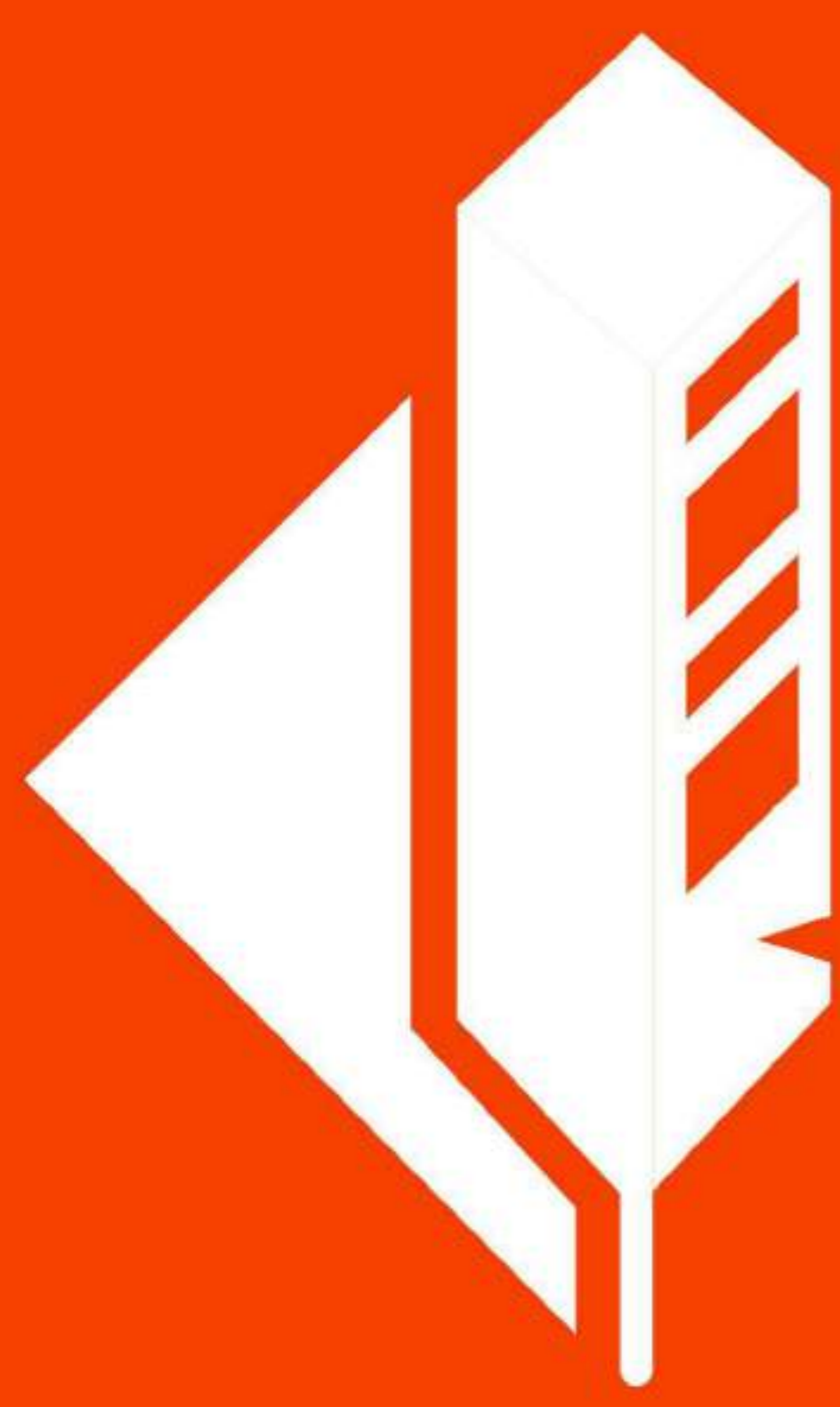
The complex covers a surface of 25.000 m², most of which are green areas and internal courtyards. The built areas present a heterogeneous set of historical buildings and more recent constructions, that in some cases altered and damaged the original structures. To date, most of the buildings of the complex are abandoned and some are in severe physical conditions.

The SS Trinità delle Monache complex dominates the neighborhoods of Montesanto, Olivella and Quartieri Spagnoli within the historical centre of Naples - UNESCO site, just next to the Greek-roman foundation town. These are considered some of the most degraded neighborhoods of the city according to major urban, social, environmental and economic indicators.

From an urban point of view, the complex has a strategic position, in relation to the potential vertical connections between the "lower" city (Montesanto district and the ancient town) and the "upper" city (Corso Vittorio Emanuele, San Martino Hill and Sant'Elmo castle), through the redevelopment of historical, panoramic, green and pedestrian routes along the San Martino Hill. Moreover, it constitutes a large public space with an interesting endowment of green areas, located in the heart of a dense urban pattern, scarcely provided with collective services, infrastructures, parks and other public spaces. At the same time, the territory is rich in initiatives aimed at the "bottom-up" redevelopment of the area through the participation of the local communities.

The Municipality of Naples has chosen to focus the elaboration of the Integrated Action Plan of the "2nd Chance" project on the re-use and management of the SS Trinità delle Monache complex, focusing on the urban regeneration of the larger territorial context in which it is located and on the active involvement of a broad network of local actors in an open and inclusive decision-making process.

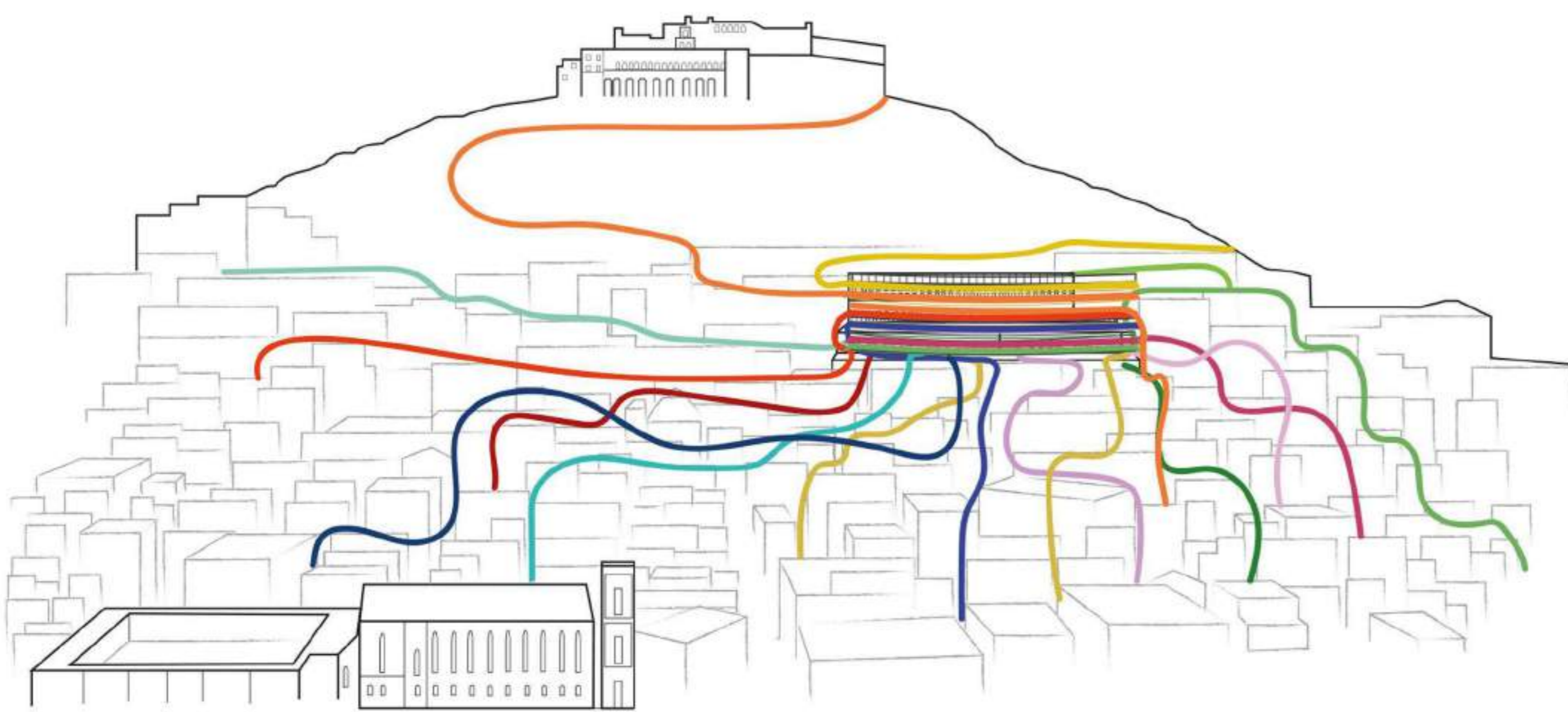




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

REACTIVATION AND REUSE OF THE SS TRINITÀ DELLE MONACHE COMPLEX

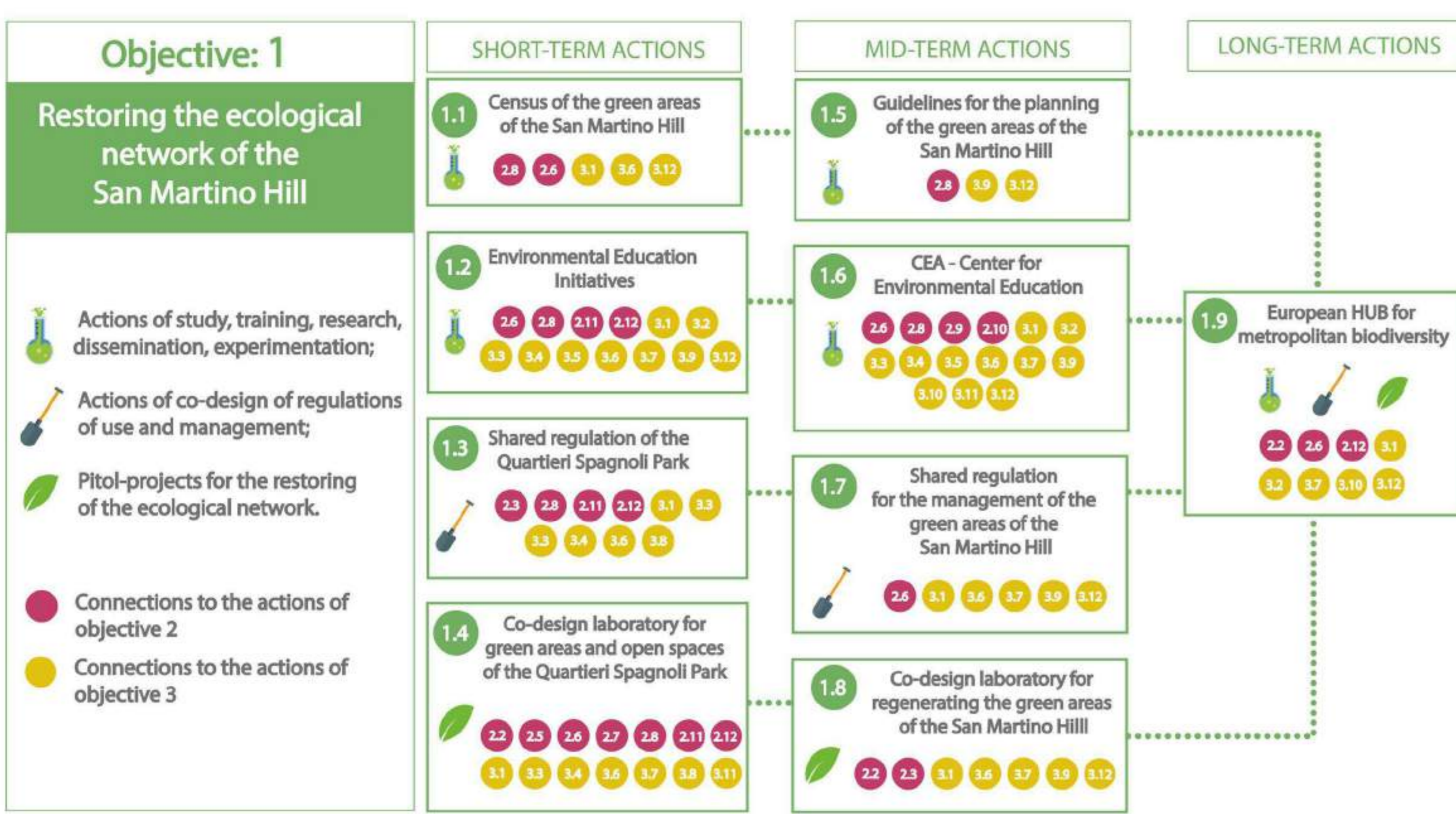
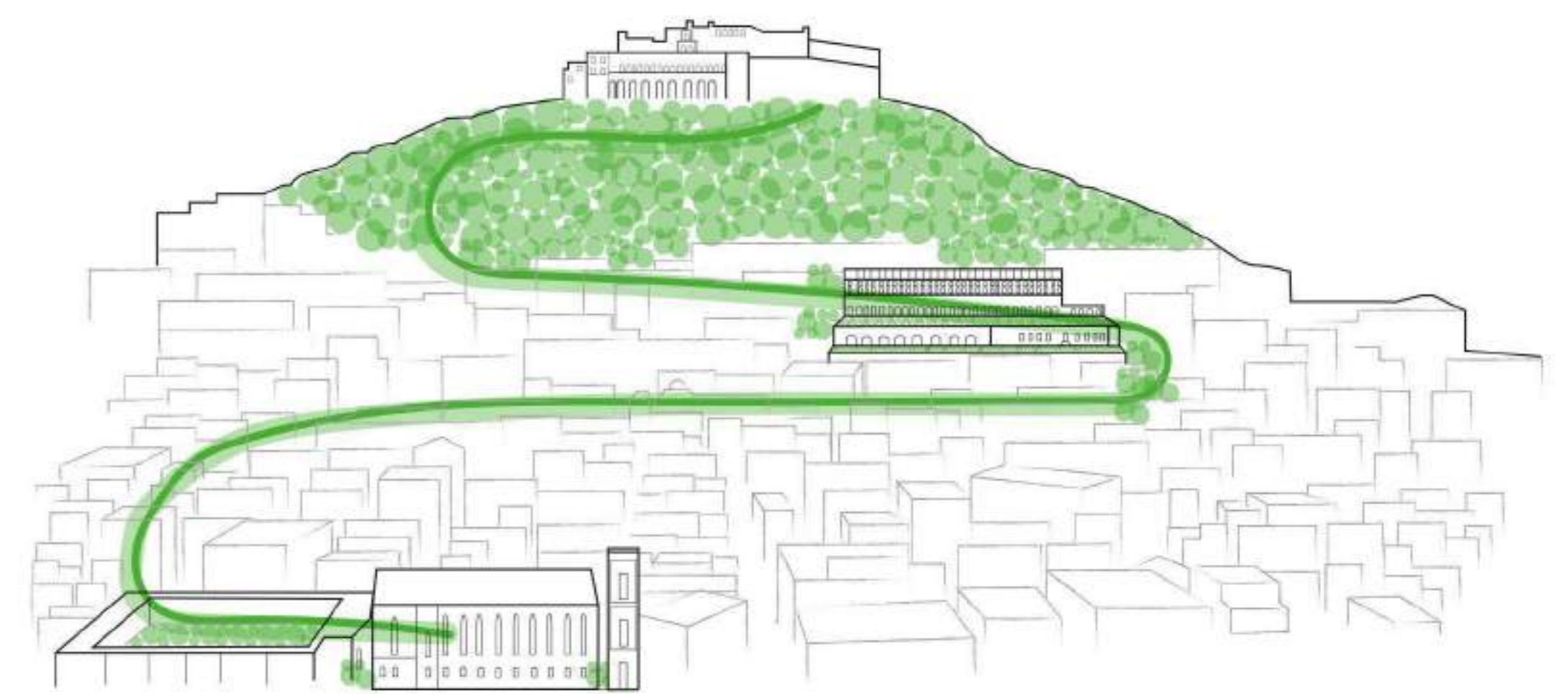


The vision: “Community Hub - Active Citizenship Incubator”

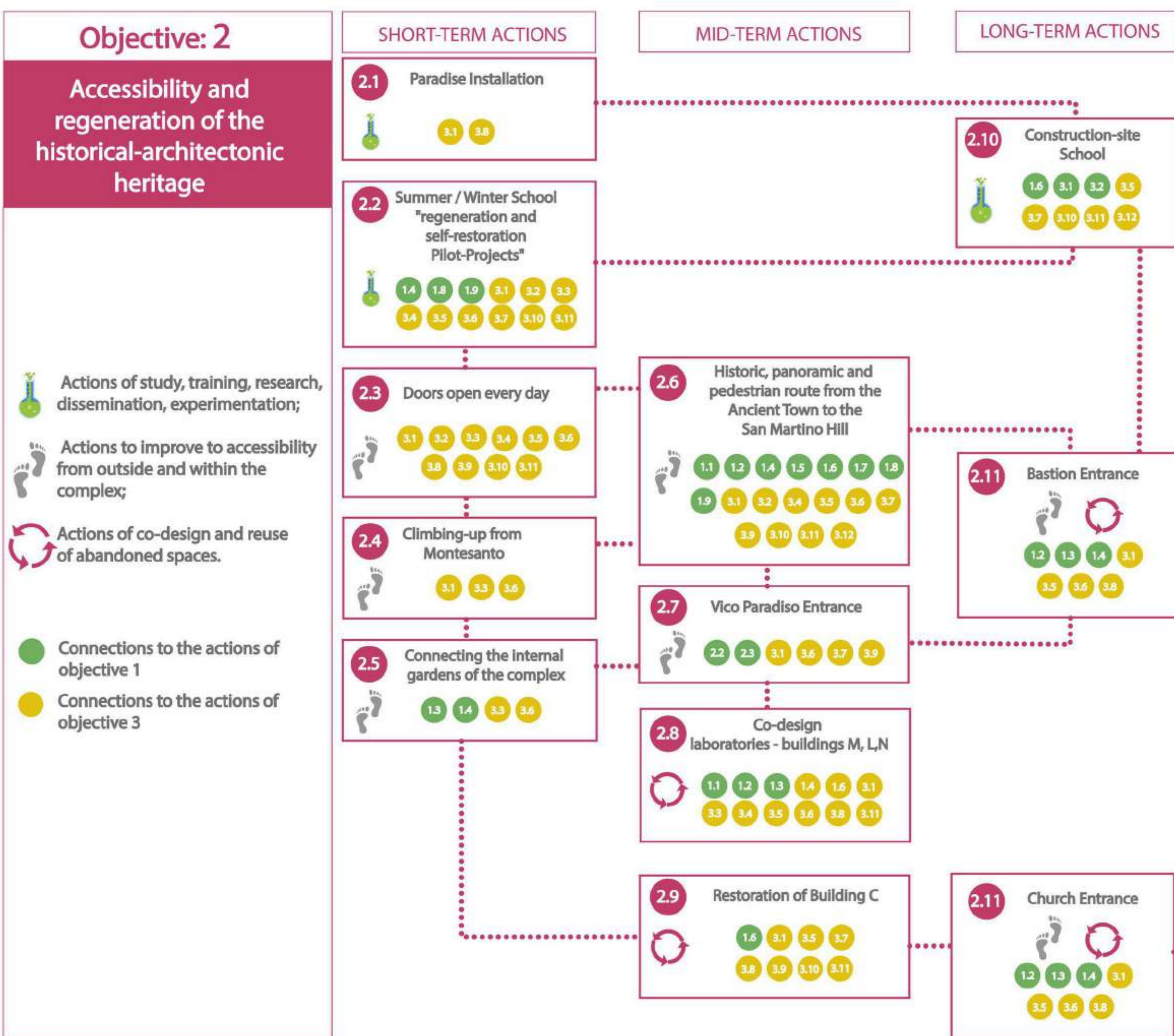
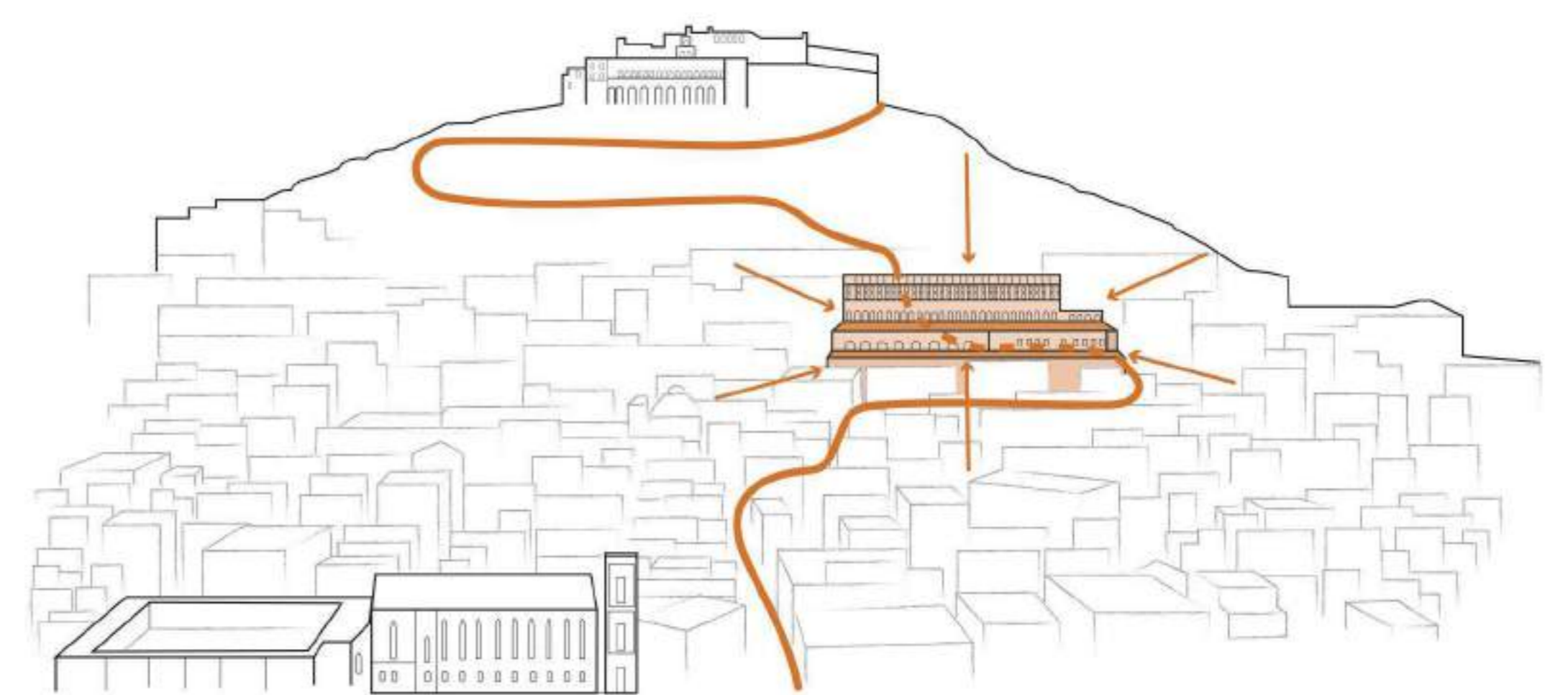
- a place where to actively involve the citizens in an innovative bottom-up management model;
- a space open to the permanent experimentation of civic and/or temporary uses by the local communities;
- an urban center for testing new forms of deliberative democracy, participatory planning and the shared construction of urban policies’ guidelines;
- a living lab, an equipped and welcoming environment for socialization and sharing, that stimulates research, innovation and production processes on sustainability.

Four Specific Objectives

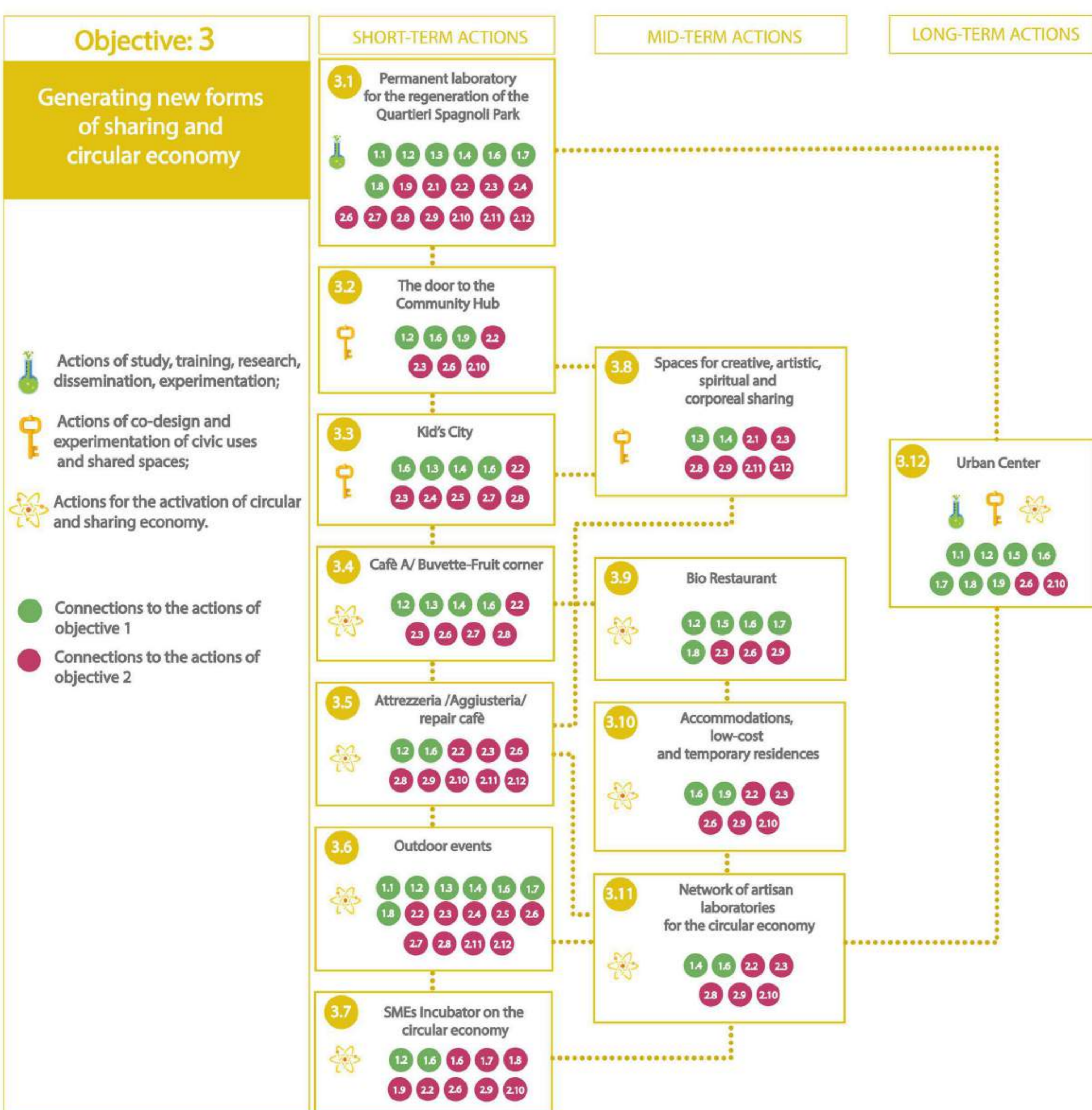
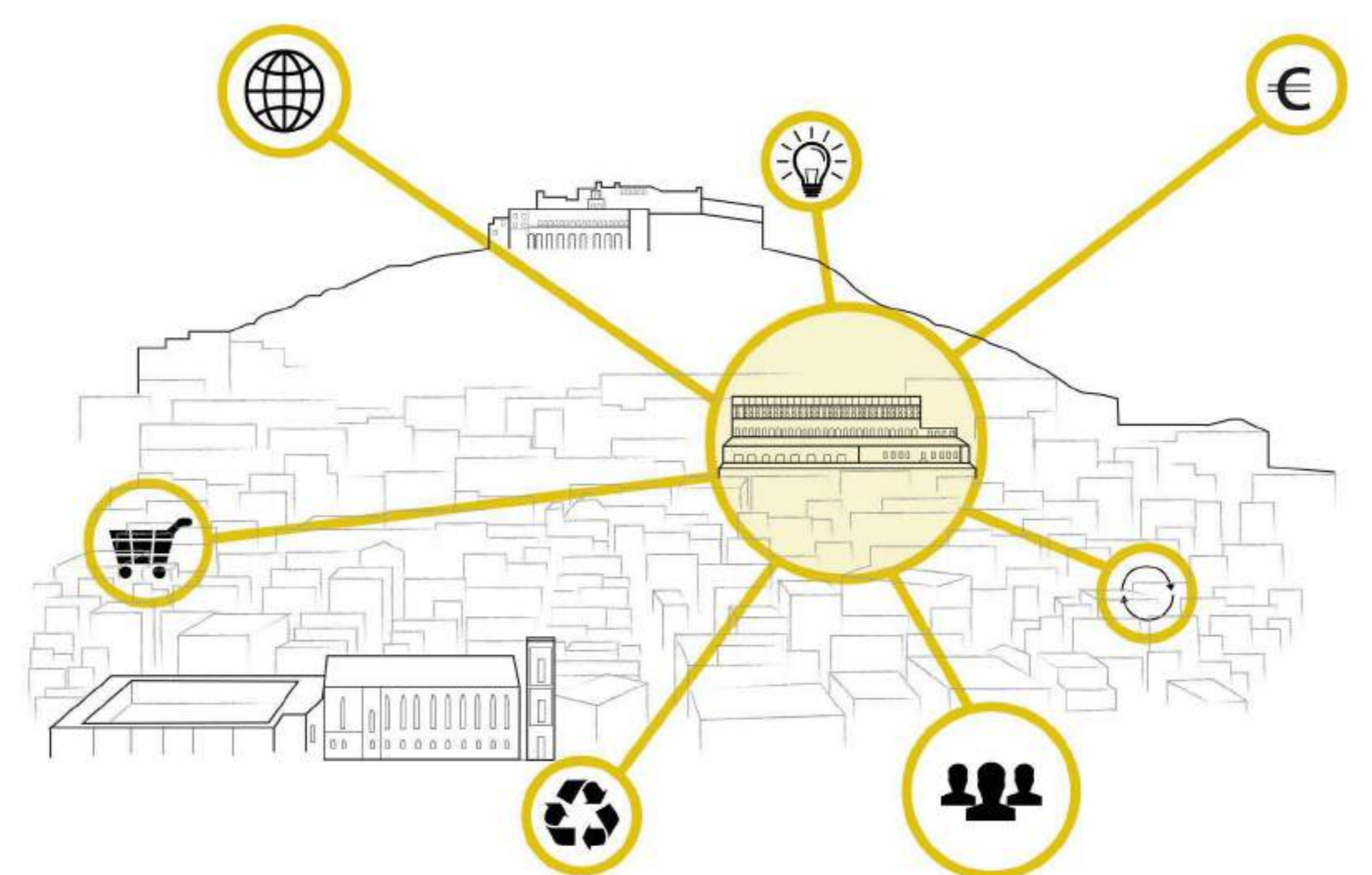
Objective 1. Restoring the ecological network of the San Martino Hill, from the fragmentation of the existing green spaces to their re-connection. The *Quartieri Spagnoli Park* is a fundamental piece of the landscape mosaic of the hill and will provide a wide endowment of green areas to a neighborhood that completely lacks of open, natural, public spaces.



Objective 2. Accessibility and regeneration of the historical-architectonic heritage. The aim is to re-open possible accesses; to allow the “crossing” of the complex as a dense node of historical, panoramic, pedestrian routes that potentially connect the “lower” (ancient town) and the “upper” city (San Martino Hill); to make the whole complex safe, accessible and functional in view of the start-up of new activities.

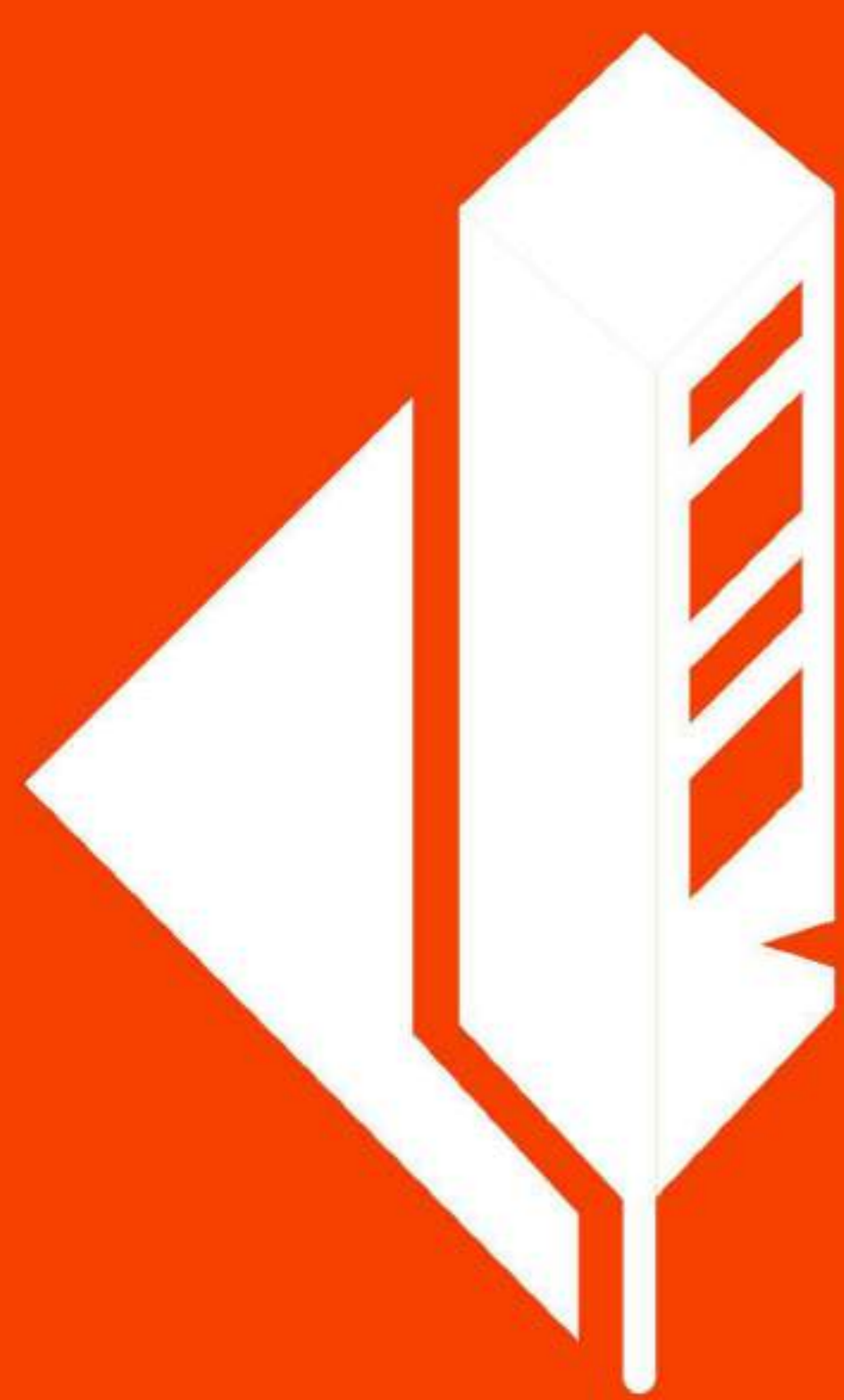


Objective 3. Generating new forms of sharing and circular economy. The goal is to transform the *Quartieri Spagnoli Park* into a micro-model of sustainable economy (and society), a “living lab” that stimulates innovations related to sharing/circular economy, an equipped and welcoming environment where socialization, co-operation and self-organization can create production and job opportunities.



Objective 4. Experimenting an innovative “public-community” governance model, based on the coordination between the local administration and the civil society in the programming and management of main investments and strategies. The focus is on the social re-use of the heritage through a “bottom-up” management model, according to the principles of the Faro Convention (2005).

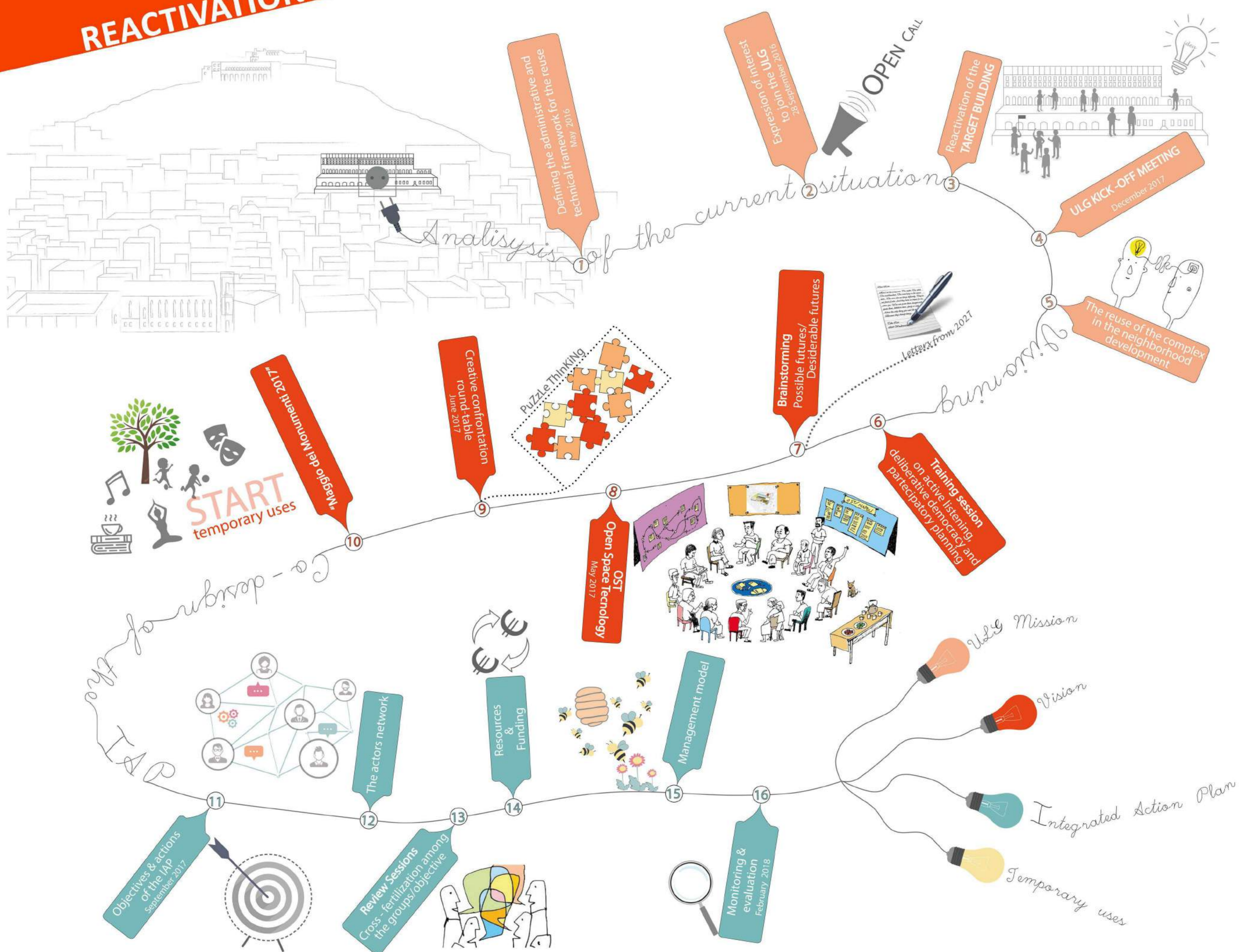




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

REACTIVATION AND REUSE OF THE SS TRINITÀ DELLE MONACHE COMPLEX



The mission of the ULG

The mission of the ULG, shared by its members during the participatory process, aims that this precious complex becomes:

- a vital and unique place, a kind of welcoming village inhabited in some parts mainly by children and teenagers from surrounding neighborhoods, and in other parts by designers, artisans and people who love nature (green care, urban gardens, medicinal herbs, etc.);
- an hinge between the various parts of the city, also thanks to the increase of the accesses to the complex, where both citizens and tourists can stop to enjoy the gulf view, or participate to the activities in the sports areas, to the theatre performances, concerts and film shows, temporary exhibitions and, last but not least, savoring the Neapolitan and international cuisine;
- a place full of surprises, a space of permanent education both to beauty and to the pleasure of creative coexistence between different people;
- a mixed context in which people of different ages and social groups find spaces for meeting and collaboration, to develop social and work initiatives corresponding to their needs, abilities and desires.

In short: ULG members are committed to work to outline an important project from a social, civic and aesthetic point of view and in defense of green spaces, in order to create a context that is emblematic of that creative dialogue between urban density and natural landscape for which Naples is internationally famous.



City of Naples | contacts:

Project coordination:

Urban Planning Department City council of Naples

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

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www.comune.napoli.it/2ndchance
www.facebook.com/2ndChanceNapoli

The elaboration process of the reactivation strategy

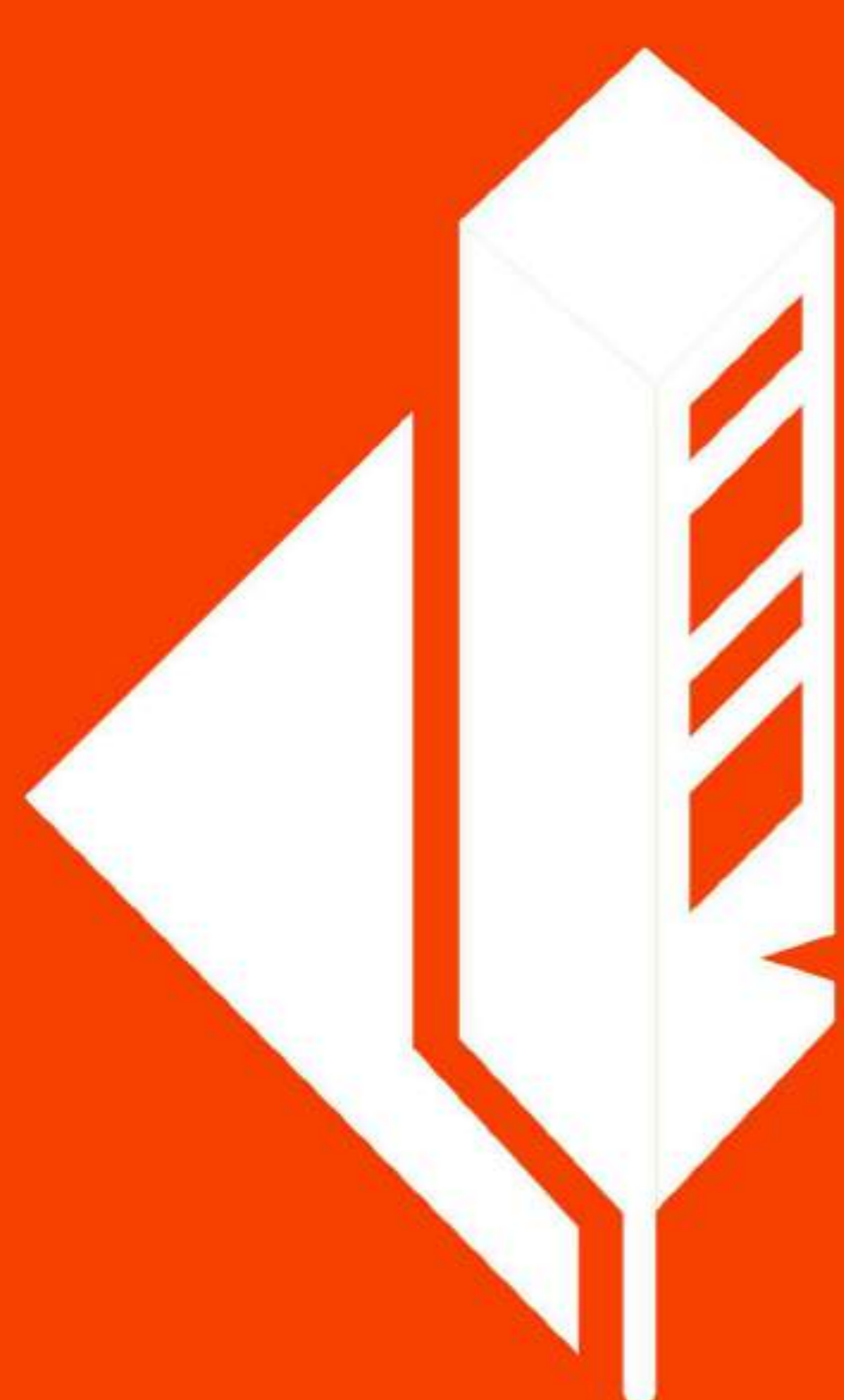
The reactivation strategy of the *SS Trinità delle Monache complex* was designed by the URBACT Local Group within an open and inclusive decision-making process based on the active involvement of a broad network of local actors.

To the URBACT Local Group belong the citizens, associations, professionals, public bodies and private investors who answered to an open call launched by the Municipality of Naples in the autumn 2016. In total, 55 expressions of interest were collected, involving 82 different local subjects. Moreover, the ULG meetings were crossed by 359 people in total. These numbers show the interest raised in the city by the participatory process.

During the process, from December 2016 to February 2018, the ULG defined one shared vision of transformation for the *SS Trinità delle Monache complex*, experimented temporary uses, elaborated an Integrated Action Plan for the reuse and management of the complex.

The participatory process was coordinated by the Unit "URBACT Projects and Networks on Integrated Urban Development Policies" of the Municipality of Naples, in direct collaboration with the Council for Urban Planning. During the "visioning" step, the Project Unit was also supported by Ascolto Attivo, an association of experts in leading experiences of deliberative democracy and participatory planning. Furthermore, contributions on specific topics were offered during the plenary meetings of the ULG by local experts.

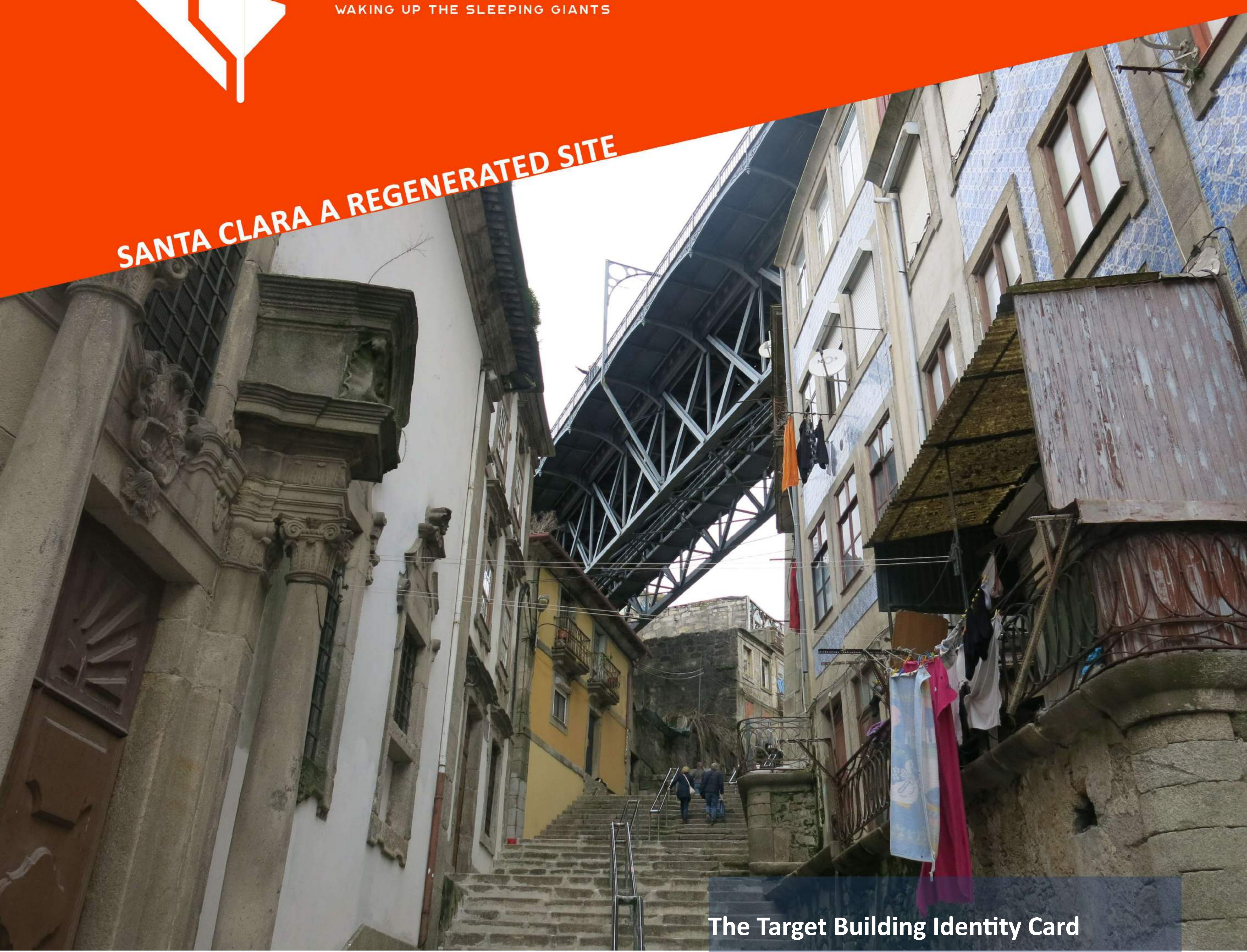




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

SANTA CLARA A REGENERATED SITE



The Target Building Identity Card

Name: SANTA CLARA NEIGHBOURHOOD
Location: Historic Centre of Porto, Portugal

Dimension: 3 blocks - 8.360 m² - 38 plots - 33 buildings - 41 persons
 Built in Santa Clara is a medieval axis, occupied since the XIVth century when the main wall of the city was built. The declination process started at half of the XXth century. Nowadays 50% of the buildings are completely vacant.
 Void since 1945

Vision & Objectives for the Reactivation

Santa Clara, as part of the historical centre, should be a **multi-functional area**, enhancing the **quality of life** of the residents, and **attractive** for new habitants, entrepreneurs, visitors and tourists. Aiming an area rich in new and **diverse activities**, social, cultural and economics, **leisure and socialization of residents with visitors**, with qualified **accessibility and mobility**. Santa Clara will be **firstly a place to live, secondly to work and third to visit**.

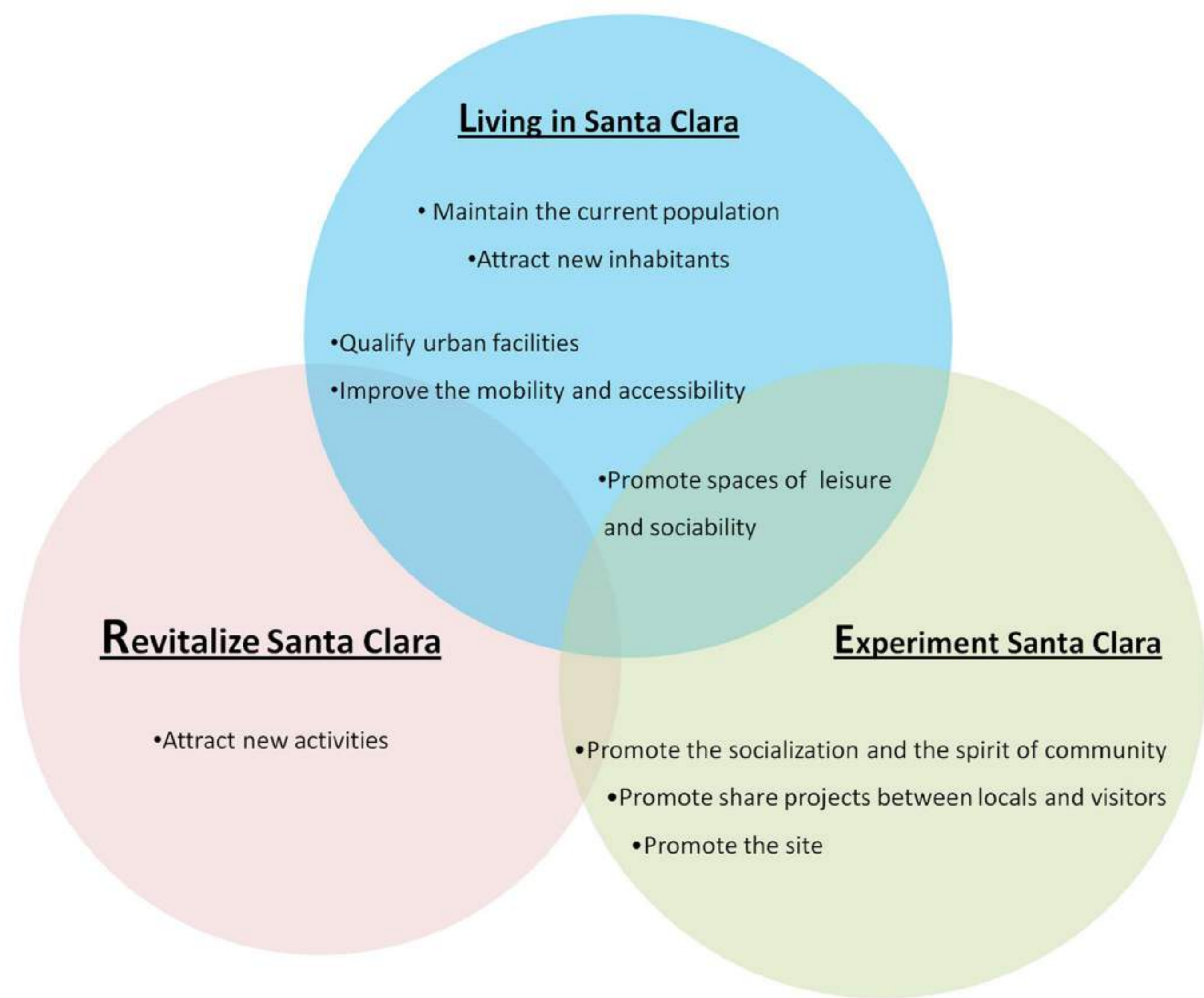
The vision support itself in the strategy **LRE -Living in Santa Clara, Revitalize Santa Clara, Experiment Santa Clara**.

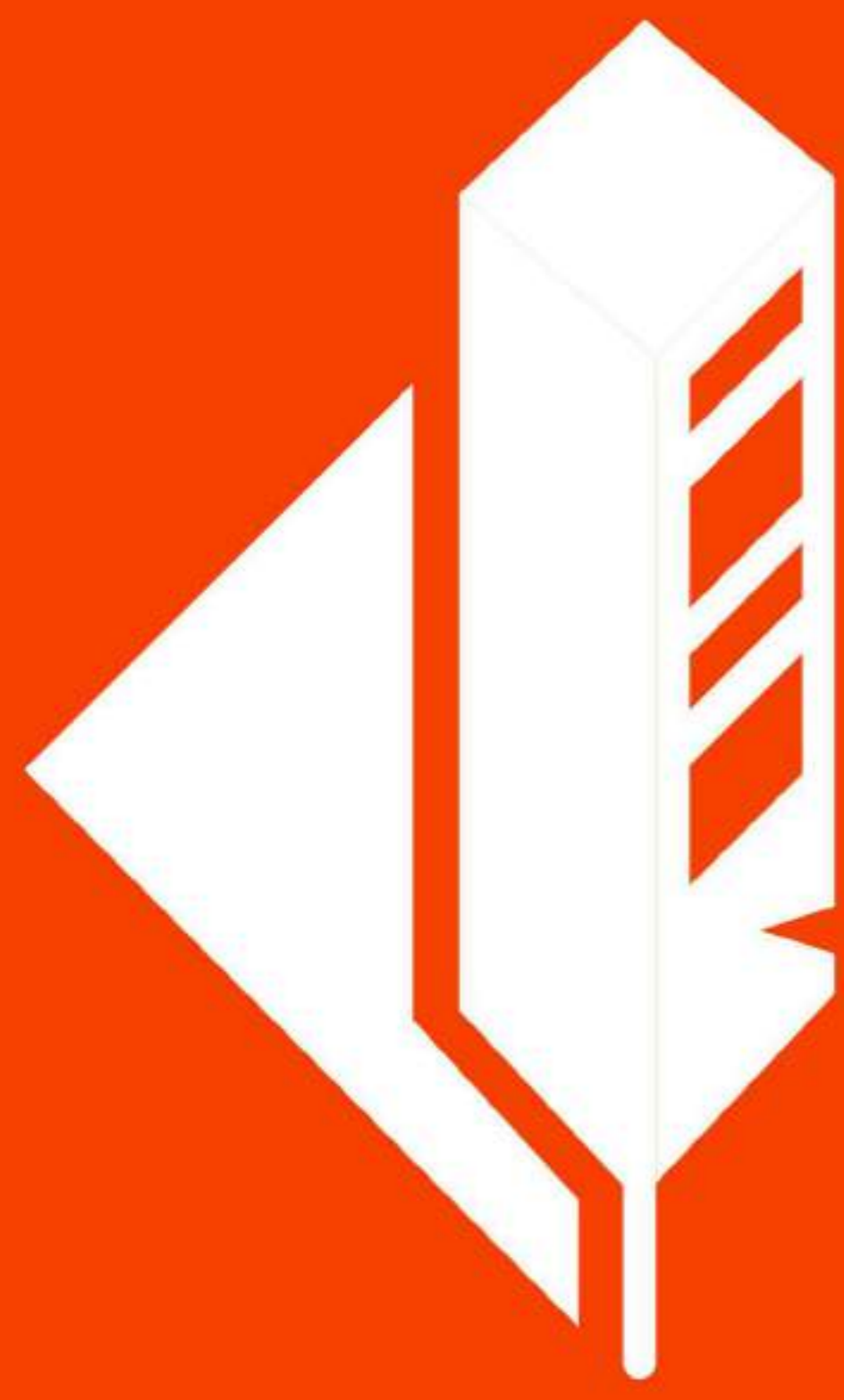
Main Actions and Next Steps

- Constitute a technical team
- Promote low cost rehabilitation of the buildings
- Improve alternative funding
- Rehabilitate Recolhimento do Ferro transforming it into a medium and short-term housing unit, mixing residence and tourism
- Improve local infrastructures
- Qualify accesses
- Create a mechanical access system
- Build a Green Public Park
- Create a space offering for tertiary activities and support entrepreneurship.

Next Steps

- Create a Urban Area Management Cabinet
- Encourage a creation of a local association
- Promote a systematic cultural and urban animation
- Develop cultural and artistic activities, as well as workshops in the vacant storages.

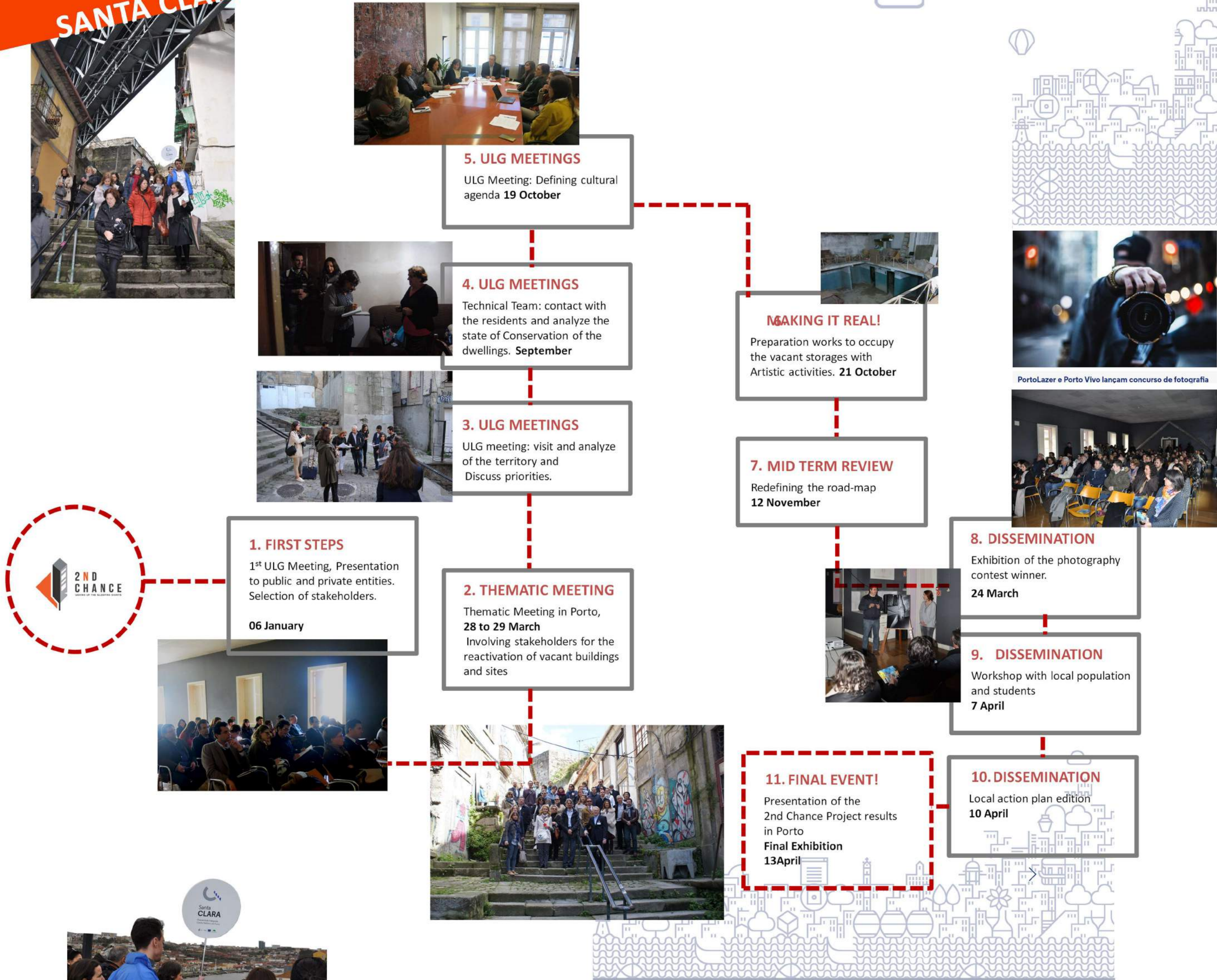




2ND CHANCE

WAKING UP THE SLEEPING GIANTS

SANTA CLARA A REGENERATED SITE



Key Activities

- collective meetings and physic, economic and social surveys of the territory
- bi-lateral meetings to consolidate the strategy and to specify all the partners actions;
- the Local Technical Team started contact with population and working about the rehabilitation of the buildings
- close work with 2 investors, the Recolhimento do Ferro and other one which pretends to build an hotel
- presentation of the strategy to Foundation Manuel António da Mota attracting it to be a stakeholder and a funder
- definition of a animation program with Porto Lazer and preparation of the ancient storages where their activities will take place

General Overview

It was made a challenge to public and private entities as well as owners and residents where Porto Vivo SRU present their first ideas starting a discussion about the interest and intentions for Santa Clara. It was defined a multi-stakeholder strategy where the external partners were associated to the process. After several meetings, visits and conversation with local community, it was defined a shared strategy, public and private, in order to promote and renewal Santa Clara.

Stakeholders involved

Municipality of Porto (Departments of Environment, Mobility and Patrimony), Porto Lazer (municipal company in charge of the artistic, cultural and sportive animation), Porto Digital (association in charge of the digital network of the city), Critical Concrete (association that develop social architectural projects), Faculty of Engineering of the University of Porto (FEUP), Artistic Education Cooperative of Porto (CESAP), and the Porto Energy Agency. Other actors: the inhabitants, the owners, the Parish Council, Domus Social (municipal company in charge of social housing), AICCOPN/CICCOPN (association of civil constructors), Foundation Manuel António da Mota (a private Foundation which cares of social issues and social housing problems) and private investors.

Lessons learnt & Recommendations

Associate public and private stakeholders is a good way to solve urban issues/problems, sharing responsibilities, competences and visions.

Perhaps the timetable of multi-stakeholder meetings should be on more frequently, the tightening relationships between all.

The communication with local population on a regular basis could facilitated the process.



Porto Vivo
Sociedade de
Reabilitação Urbana

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