



# Transforming Planning

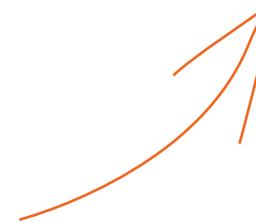
Transnational exchange meeting  
Antwerp | June 29-July 1 2016

3<sup>th</sup> issue



## Book of Ideas Reinventing the fringe

DOCUMENT FOR SCREEN READING



Kick-off Meeting Phase 2

# Transforming Planning



What is this Book of Ideas about?



## INTRODUCTION

### PART 1

Methodology

### PART 2

Inspiration

### PART 3

Antwerp Examples

### PART 4

Lessons learned



## INTRODUCTION

### Dear Reader,

This is already our third edition of the Book of Ideas of the URBACT network **sub>urban. Reinventing the fringe**. But it is the first Book of Ideas in phase 2 and the essence of the first transnational meeting with all partners.

#### **Transforming Planning.**

The central theme of this meeting is 'Transforming Planning'. We approached this from three different angles:

1. How to tackle the topic by using different methodologies?
2. Which planning instruments are already used by partner cities?
3. What can be learned from the

planning process in two project areas in Antwerp?

I hope inspiration strikes again. Enjoy reading.

#### **A Book of Ideas.**

For those of you who have already read our previous edition, you will find out that this Book of Ideas has already grown a bit. The goal is still the same. This is not a minute of the transnational meeting. It is rather an interpretation of the presentations and conversations, capturing the energy and atmosphere of the meeting. It is not the

closing chapter of the meeting, but a starting point to take what we have learned and put it into action in each of the partner cities.

You will also find out that the topic is getting more and more mature. By talking, experimenting and exchanging *how-to's* on concrete projects, all partners are getting more insight in the complex topic of countering urban sprawl by transforming the periphery of cities into a more attractive and high-quality area for existing and future communities.

# Programme

What was on the menu?



## PROGRAMME

### LOCATION

Eilandje  
(Little Island)  
HQ Born in Antwerp  
Kattendijkdok - Oost-  
kaai 21

### WEDNESDAY JUNE 29

- 08:30 Departure from hotel
- 9:00 **WELCOME AND AGENDA**
- 9:15 **1.1 RESULTS IN 2 - 15 YEARS**  
videos by partner cities
- 9:45 **1.2 MARKETPLACE METHODOLOGY**  
workshop by Maarten van Tuijl and Isabelle Verhaert
- 11:15 Time for coffee + City Talk Vienna
- 11:45 **1.3 BYCICLE TOUR 'TREASURE ISLAND'**
- 13:00 Lunch
- 14:00 **1.4 PLANNING PROCESS EILANDJE**  
by project experts
- 15:30 Time for refreshments + City Talk Brno
- 16:00 **1.5 DISCUSSION PROCESS EILANDJE**  
discussion tables by different experts
- 17:00 **1.6 WORKPLAN**  
workshop by partner cities
- 18:00 Dinner and drinks Bar Cargo at Park Spoor Noord  
+ City Talk Casoria (End expected at 21:30)

### LOCATION

Bar Cargo  
Park Spoor Noord  
Viaduct-Dam 64-80

## PROGRAMME

### LOCATION

Militair Hospital  
(Military Hospital)  
Artsen zonder Grenz-  
estraat 2  
Paradeplein - Winter-  
galerij

### THURSDAY JUNE 30

- 08:30 Departure from hotel
- 09:00 **Recap day 1**
- 09:15 **2.1 INSPIRATION FROM DIFFERENT CITIES**  
case studies from Düsseldorf, Oslo, Barcelona and Antwerp
- 10:30 Time for coffee + City Talk Barcelona
- 11:00 **2.2 FOCUS ON END RESULTS**  
workshop by Maarten Van Tuijl
- 12:00 Lunch with press and Alderman Urban Development
- 13:00 **2.3 PLANNING PROCESS MILITARY HOSPITAL**  
case study by project experts
- 15:00 Time for refreshments + City Talk Düsseldorf
- 15:30 **2.4 DISCUSSION PROCESS MILITARY HOSPITAL**  
discussion tables by different experts
- 16:30 **2.5 WORKPLAN**  
workshop by partner cities
- 17:30 **2.6 GUIDED WALK**  
by Kristof Boving, Urban Planner and Neighbourhood actor
- 18:00 Dinner at Military Hospital + City Talk Solin (End expected at 21:00)

### FRIDAY JULY 1

### LOCATION

Antwerp Tower  
Van Ertbornstraat 10  
(Close to Central  
Station)

- 08:30 Departure and checking out from hotel
- 09:00 **Recap day 2**
- 09:15 **3.1 STEP BY STEP CASORIA**
- 10:00 **3.2 FINALISE WORKPLAN**
- 10:30 Time for coffee
- 10:45 **3.3 PRESENTATION WORKPLAN**
- 11:30 **3.4 RECAPTURING THE KNOWLEDGE**
- 12:30 Farewell lunch + City Talk Oslo

# At the table

Who are the people that make it happen?



**Maarten  
Van Tuijl**  
Amsterdam



**Machteld  
Bosschaerts**  
Antwerp



**Antonia  
Eremut**  
Solih



**Dujmo  
Zizic**  
Solih



**Marijana  
Zizic**  
Solih



**Hana  
Humpolikova**  
Brno



**Eva  
Kalova**  
Brno



**Martin  
Foral**  
Brno



**Martina  
Pacasova**  
Brno



**Peter  
Austin**  
Oslo



**Betina  
Haraldsen**  
Oslo



**Hrvoje  
Bartulovic**  
Solih



**Kristine Eriksen**  
Oslo



**Jorn Roar**  
Oslo



**Elisabeth Bach**  
Düsseldorf



**Andreas Schmitz**  
Düsseldorf



**Charlotte Selter**  
Düsseldorf



**Mireia Peris Ferrando**  
BMA



**Joan Caba Roset**  
BMA



**Isabel Tome Prieto**  
BMA



**Francesco Frulio**  
Casoria



**Salvatore Napolitano**  
Casoria



**Annie Attademo**  
Casoria



**Michael Fleurbay**  
Antwerp



**Isabel Michielsen**  
Antwerp



**Isabelle Verhaert**  
Antwerp



**Gordan Cengic**  
Antwerp



**Pieter Beck**  
Antwerp



**Enrico Formato**  
Casoria

Due to elections  
our partners from  
Baia Mare could  
not be present.





# Toolkit

**Twenty years ago an urban planner usually designed the new plans behind a desk. Today the urban process is more complex and the input of civic society has gained more importance. A good methodology and flexible process can advance the course of an urban project. Urban planners therefore have to be handed tools to sharpen their skills and manage complex multi-stakeholder processes.**

Central to the URBACT Method is capacity building of local governance. Suburban capitalises on this by creating the Toolkit. In the upcoming years we want to enrich the knowledge and confidence of all partner cities by sharing our experiences in methodology, process planning and communication. Each experience becomes a tool, gat-

hered in the Toolkit. This kit provides aids for the project manager to design a tailored process to gain the best possible outcome of a project.

## Why need a Toolkit?

- Classical urban projects are complex, long-term, have many stakeholders, have different interests and high financial stakes. This asks for a professionally tailored process to the specific context of the project.
- All our project partners however are working around the transformation of existing urban areas in the fringe of cities. Transformation of existing urban fabric is more complex than greenfield development due to the fragmented ownership, the current users of the area, the challenges of reno-

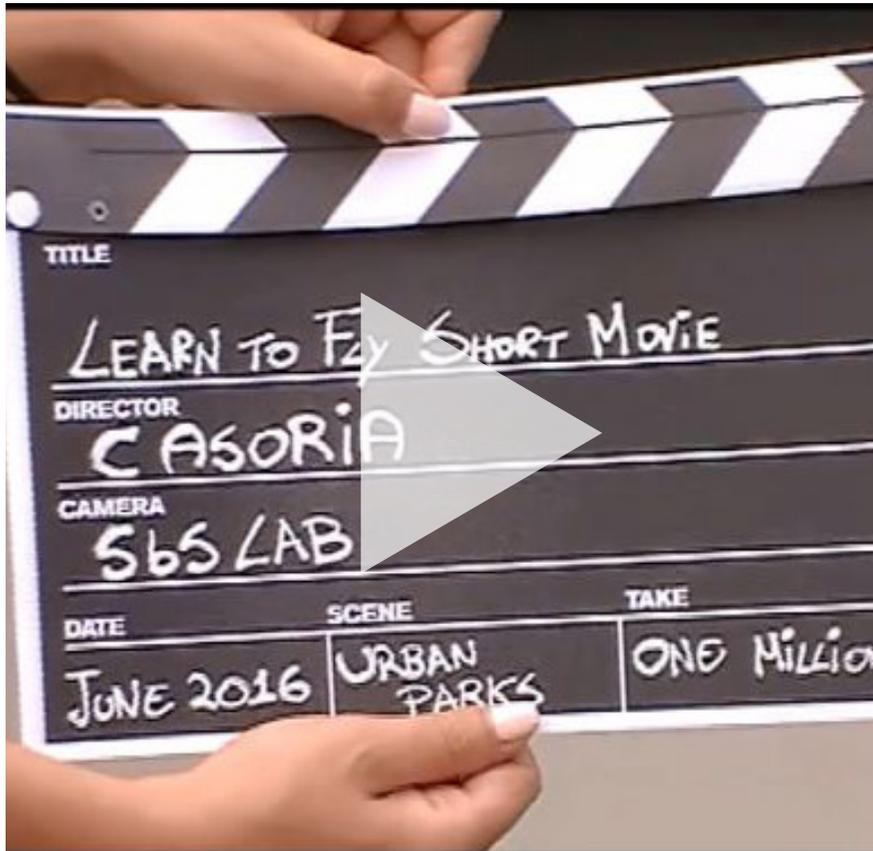
vation and contaminated soil, the smaller increase in value and the non-adapted legal instruments. A classical linear approach does not work in this context. We need to evolve to a more flexible process where you are able to build or adapt the process step by step, according to the specific context and opportunities at that moment.

- Generic and static scenarios for urban processes are proven to be inadequate. Therefore, we do not offer a 'one size fits all' solution. What we can offer is a toolbox. Each aid can be interpreted and altered according to the context and conditions of the project. This helps project managers to construct a tailored process.
- The tools in the toolbox will be used throughout the two years of

our URBACT network, on program-, network- or local level. All of our partners will either have experienced these methodologies themselves, or know people in the network who have. This lowers the thresholds for our partners to experiment with these tools and reinterpret them according to their specific contexts.

At this transnational meeting of Phase II, the toolkit was introduced. Tools of Phase I were included. Additional tools will be added after every meeting.

# Tool 1 | The Movie



Click [here](#) to watch the movie.

All partner cities know the topic of the network. Each partner city will make a Local Action Plan in the next two years. But what are the specific end results each city wants to achieve in 2 years? And how does the project area look like in 15 years? To answer these two questions all partners had to prepare a short movie between 30 seconds and 1 minute in their project area where the local coordinator shows the answers to these questions.

## **Watch the movies.**

Click [here](#) to go to the YouTube Channel of sub>urban. You can watch the movies of all partner cities.

## **About the tool.**

A short video is a communication tool where you can tell a story and show the context and local atmosphere to the audience. Because of the limited duration, project leaders are pushed to only bring the core essence.

Experimenting with making a movie also brings technical challenges and makes project leaders step outside of their comfort zone. From planning and strategising to testing new software, looking through a new perspective and compiling fragments to one story.

# Tool 2 | The Market Place



“Highlight and celebrate children as a positive and productive cement factor between different stakeholders.” - Children Day in Brno.



“Engaging in an artistic performance together in the ULG as a team building exercise.” - Artistic collective performance in Casoria.

A little giving and a little taking, get's the conversation and ideas flowing.



## About the tool.

The Market Place is a tool that activates all participants. Central to this methodology are three questions that all participants need to think about. By organising the different ideas on a 'given board' and a 'taken board', an interaction can be evoked: (1) On the 'given board' each participant writes down which tools they already use in their city. (2) Each participant looks at the 'given boards' and 'takes' what he or she finds interesting to learn more about or to experiment with in their own city. (3) Then there is time for a personal conversation between 'givers' and 'takers' of interesting tools.

## About the questions.

1. How do you communicate the input of the transnational meetings to your URBACT Local Group and vice versa?
2. How do you activate people in your URBACT Local Group?
3. Which methodologies do you use to organise active and inspiring meetings?

## Look at the end result.

Click [here](#) to look at the end result of the Market Place session.

# Top 3 Market Place Results to organise active and inspiring meetings



## Branding session - Düsseldorf Garath 2.0

The branding session is the centerpiece of neighbourhood branding.

**Goal:** Capturing the identity of the quarter to form a basis for strategic action. The branding detects how the residents experience the identity of their quarter. This identity is jointly defined and works as an instrument of participation.

**Tool:** A discussion recorded in drawings by illustrators capturing the ideas of the participants. These illustrations express the essence of the quarter.

**Result:** The brand is the result of the branding session and describes the quarter and its character through so-called 'core values'. The brand is a result of the filtering of ideas to develop a common understanding of the future for the residents. These results are summarized in a so-called 'identity pass' which contains the 'core values' and illustrations. It is a compact action guide for future action in the quarter.



## Experience - BMA

The character of an area is made by its inhabitants. Via social history an involvement can be created.

**Goal:** The character of the majority of places in the 20th century belt is defined primarily by the people who live there more than by the spatial environment. These people and their interaction are, still today, the main character of these places. Therefore, to analyse, understand and explain these places it is crucial to know its social history.

**Tool:** Start the meeting by a brief talk or short video where a founding neighbour is interviewed about how he/she moved to the neighbourhood and what they have experienced.

**Result:** The focus starts from the local community and therefore it involves them from the first step.



## Hip hop music - BMA

Hitch your wagon to events that are already attracting your target group.

**Goal:** Get in touch with your target group, that is normally hard to reach.

**Tool:** One way to connect with the community is to take advantage of popular cultural events, like festivals of music, poetry, tales, etc. and program a session that focusses on the topic of the project.

**Result:** In the case of Badia, a Hip Hop festival is very popular and is able to involve citizens that would usually not take part in a meeting.



## Tool 3 | The Workplan

**Urban transformation asks for a more flexible process than urban expansion. A flexible process is different from an ad hoc process. A flexible process still needs a workplan. But this workplan is adaptable and can be discussed and altered along the way to cope with changes and include opportunities.**

To start this discussion with the project team, the project partners have constructed a workplan during the transnational meeting on the basis of the following topics:

- expected results (2-15 years)
- timeline, incl. number of events (2 + 15 years)
- temporary events and experiments (2 years)
- monitoring (15 years)
- stakeholders
- methods (2 years)
- communication and multimedia (2 years)
- learning and action grid (next 6 months)



“Even so, good opportunities still exist for converting city projects into city. Easy ones ought to be tried first on the premise that this is a learning challenge, and it is good policy for all learning to start with easy cases and work up to more difficult ones. The time is coming when we will sorely need to apply this learning to suburban sprawls since it is unlikely we can continue extending them without limit. The costs in energy waste, infrastructure waste, and land waste are too high. Yet if already existing sprawls are intensified, in favor of thriftier use of resources, we need to have learned how to make the intensifications and linkages attractive, enjoyable, safe, and sustainable-for foot people as well as car people.”

Jane Jacobs, *The Death and Life of Great American Cities*, Foreword to the Modern Library Edition,





## Tool 4 | Step-by-Step Lab

### Casoria presents the Step-by-Step lab

We asked the team of Casoria to zoom in on the local process, the Step-by-Step Lab. This lab started at the beginning of Phase I and has been run with an incredible speed and enthusiasm ever since. The municipality of Casoria, together with the university of Naples, designed a step-by-step approach, where they are aiming to put urban projects into reality. The SBS Lab starts with the ‘easier’ projects, learning along the way and building trust and relations with citizens and stakeholders.

### More in depth info.

Click [here](#) to scroll through the PowerPoint.

### About the tool.

“The strength of the Casoria team is that they are focussed on building a community before they are building a city.”

- Involve a facilitator: a community psychologist
- Design flyers and posters to improve knowledge of the project inside and outside the administration
- Personal approach: a lot of emails and phone calls
- Community awards: picture competition
- Meetings in unusual spaces: Contemporary Art Museum
- Presentations, maps, photos
- Classical media and social networks: website, newspapers, facebook, twitter, LinkedIn, Instagram, ...
- Walks and bicycle tours



## PART 2 Inspiration

# The Oslo Model

## Context.

Oslo is a demographically fast growing city. It is situated between the sea and hilly forests which are key qualities for the city. In order to preserve the natural qualities and ensure a more sustainable growth the city has therefore decided a strategy of transformation and densification of existing urban areas.

## Planning process.

First of all Oslo acknowledges that for some cases the **traditional master plan** is the right tool. For instance when there is only one land owner or when there is a high dependency on new public infrastructure. But in other cases the traditional planning processes are too complicated, too rigid and too slow, making it unattractive for private parties to start developments. Therefore Oslo is trying new ways to speed up and simplify this process of transformation and make it more flexible and resilient. The city is essentially doing this by focusing on the essentials and leaving room for private parties to fill in the rest. For this 'next to traditional' master plan Oslo has developed the so-called **Planning Program and**

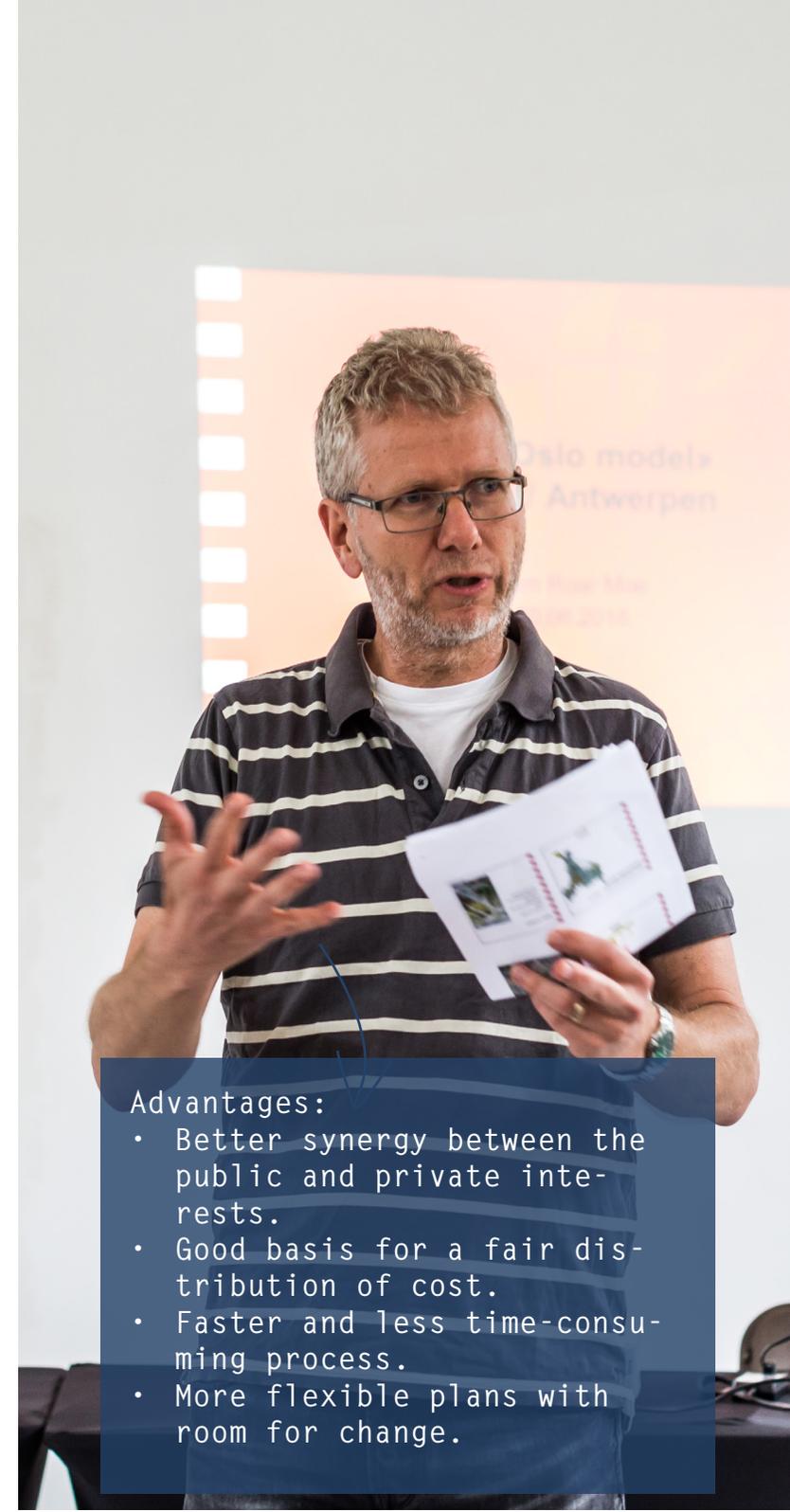
**VPOR (Principle Plan for the Public Space)** to guide the main interests, leaving the rest open.

## Planning Program vs. VPOR

The Planning Program defines general guidelines, chooses an urban development principle and sets rough parameters for land use, height and utilization. It is the basis for several plans which can also be developed and made by the private parties themselves. The VPOR defines the boundary, size and desired qualities of public spaces, identifies and describes public projects and builds in a certain flexibility, so that market parties can fill in the rest.

There are several cases when the above mentioned fast track planning options can be used. For instance when the plan is not too complicated, when time is an issue or when landowners/ developers and the planners have common interests (or can be made to understand that they have a common interest). After agreeing with the municipality on the VPOR and/ or the Program Plan, private developers make their own plans based on that. The developers can choose to build the public infrastructure themselves or pay the municipality to do so.

[Click here for the presentation](#)



## Advantages:

- Better synergy between the public and private interests.
- Good basis for a fair distribution of cost.
- Faster and less time-consuming process.
- More flexible plans with room for change.



# Antwerp Lageweg | 5 tools

## Context.

The project 'Lageweg' focusses on an area in the 20th century belt of Antwerp. The area is in decline for years and has become known as a no go zone. It is characterised by large, empty factories, an inaccessible locked-in green space and rundown illegal houses. Bars are closing in the area, there is an increase in small criminality, there are noise and dust complains of the industry that is still working and bailiffs collecting back pays are more and more common. The area is locked in a status quo.

The project Lageweg is a hybrid building block, where different zoning areas (industry and housing) are touching each other. Almost all the land is privately owned, there is almost no public land position.

## Planning process.

To make a breakthrough in the situation, we are depending on the initiative and will of different private landowners. The city wants to change the area into a qualitative and mixed neighbourhood, so we want to initiate and speed up this transformation process by facilitating and making connections between different stakeholders of the neighbourhood.

Therefore, we planned 5 discussion moments around a table with the landowners. During these meetings, we did not avoid conflict and discussion, since this puts the different point of views of the stakeholders openly on the table. But we dealt with this by changing topics from spatial, over juridical and financial models, giving us time to search for consensus in seemingly different goals.

## Tailored process

The content of the 5 moments was not planned in advance because of the coalition building and consensus based negotiation but it was constructed around **5 tools**:

- **Mind Opening Dialogues & Ambition Levels** - A kick-off based on possibilities
- **Design Table & Interactive Scale Model** - To create trust in the collectivity
- **Safari on Site & Brochure with future prospect** - Linking imagination to the experience of the group
- **Declaration of Engagement & Personal Assistance** - From best content to best possible content. From receptive involvement to active involvement
- **Spatial & Financial Calculation Model** - From a linear to an iterative process

[Click here for the presentation](#)



“New planning process starts with a clear legal framework for the project: “the council role is to coordinate, mediate and advance the money needed. The project is still developing all the refurbishment projects. The refurbishment should start soon.”

# Barcelona Metropolitan Area

## Pirineus Street, Santa Coloma de Gramanet

### Context.

Pirineus street is located in Santa Coloma de Gramanet, a city on the left bank of Besos River. From 1955 to 1975 Santa Coloma's population increased from 20,000 to 140,000 inhabitants. In those days the city grew without the social infrastructure and open spaces. Since 1975 these lacks are being tackled focusing on public facilities for example with projects like the Bru axis. However the new immigration wave from outside the EU, the construction boom and the subsequent financial crisis have hit strongly to this neighbourhood blocking the traditional regeneration tools on building renewal and increasing the neighbourhood decay.

### Planning process.

To unblock this situation and help the private property regenerate themselves, the council combined two laws and designed a clear legal framework for the project.

1. Defining a regeneration area on the Pirineus Street using the right to housing act.

The main implications are:

- Owners must do the improvements the administration requires
- If they don't do it they could even lose the property.

2. Use of the law (3R act) which implies a mechanism that planning uses for new developments. The law makes it possible to define an area in which the burdens and benefits are shared proportionally to their own % of ownership. The main implications are:

- Owners must pay the proportional part of the cost of the refurbishment
- The property is the warrantee of the payment (access to the Housing Property Register).
- The administration can make pressure to the private to recover the money.

With this legal framework the council has done a feasible refurbishment project for every block discussed and negotiated with the owners through a clear bottom up approach. Depending on the type of tenure, the owners have different possibilities to pay the refurbishment:

- Owners who let the flat have to pay everything at the beginning.
- Empty flats owned by banks or investors have to pay everything at the beginning.
- Owners who live there have three possibilities to pay: (1) Pay everything at the beginning, (2) Pay the debt monthly, (3) Don't pay it, and annotate the debt in the Housing Property Register.

[Click here for the presentation](#)



“Garath 2.0 is a test lab for a new approach to integrated neighborhood development with the aim of developing and sustaining cross-sectoral collaboration and citizen participation using innovative participation tools.”

# Düsseldorf

## Garath 2.0 - dealing with change

### Context.

Düsseldorf - the capital of North Rhine-Westphalia - has wide and diverse experience in the context of the national urban development promotion program. Drawing from this experience it has defined the integrated neighbourhood development as the main instrument of sustainable urban development (e.g. Urban Development Concept 2020+). Today the focus is on Garath. This is a satellite town that was planned in the 1960s for 30,000 inhabitants. Nowadays it has a population of 19,000, characterized by an increase of elderly. This general population decline, resulted into a shrink of purchasing power, which leads to an increase of vacancy in local stores and services.

### Planning process.

To develop a strategy for Garath, process management has been implemented focusing on participation of different stakeholders, especially the residents. The process has been developed within a year:

- Defining the roles of expert skills and knowledge: a high level steering committee (mayor, aldermen, head of offices), a working team (offices, external expertise), a local team (offices, stakeholders) and an advisory board

(members of local council, stakeholders). This structure will be used as the blueprint for the URBACT Local Group.

- Residents and the future development of their neighbourhood. The residents specified what they saw as needs for action and development. To gain this information different kinds of participation tools were used: a kick-off meeting, a community festival, neighbourhood talks, interviews with the mayor, aldermen, administration and stakeholders, a branding session, workshops and a future conference. Children and young people were also invited and involved.
- Analysis of data, conversations and site visits.

Düsseldorf identified five main topics:

- housing,
- communication,
- open space/architecture,
- retail,
- culture/education.

For each topic, targets and action plans with different priorities were generated.

[Click here for the presentation](#)



“None of the cities fixed the plan beforehand by itself, but they have co-created it with the participants in the process. They are getting to know the stakeholders, the businesses before they decide on spatial interventions. From a discussion around space, the process becomes a discussion around financial tools, legal instruments, special and social conditions, business models, etc. While doing so they are all transforming and re-inventing planning along the way.”

## Inspiration 4 Cities and Their Take on Transforming Planning

### Assignment

The theme of the transnational workshop “transforming planning” focused both on planning the following two years and planning urban redevelopment projects. Four cities showed how they are experimenting within their respective contexts to successfully engage private parties in areas where cities have almost no land positions and that are currently not being improved by market parties. The one thing that all four cities share while doing this, is that they have all turned around the process. Instead of initiating and fixing everything beforehand in a master plan, they are now building coalitions with residents, owners and developers and co-creating the plan along the way.

### Conclusion

In the **Antwerp Lageweg area** the master plan is literally postponed. The city chose to first build a coalition with the owners and act as facilitator developing instruments to arrive at a truly shared ambition for this area.

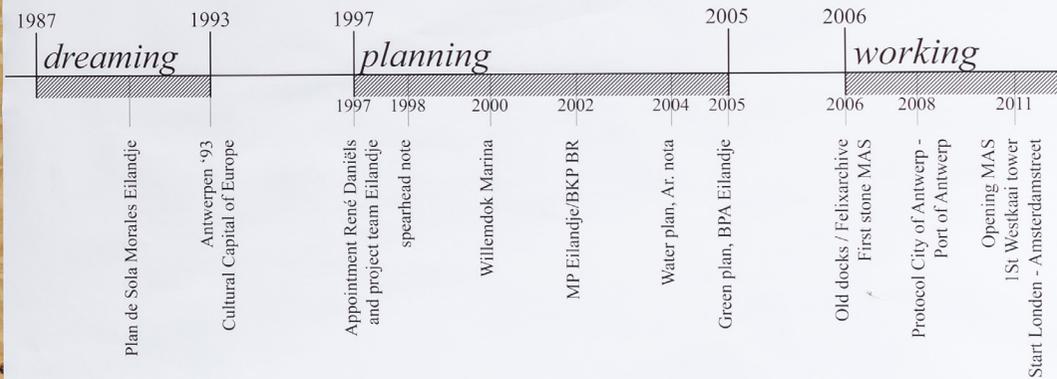
In **Santa Coloma de Gramenet** a very intensive participatory process was chosen to come up with customized solutions for all owners to make their buildings more sustainable and find innovative ways for payment.

The **Oslo model** creates a negotiation arena between the city, developers and owners. **Düsseldorf** started from a social plan that results in an urban redevelopment project.



suburban

## Planning proces 'Eilandje'





# Het Eilandje

## (Little Island)

### Story.

Het Eilandje is a former port area in the north of Antwerp, first constructed by Napoleon Bonaparte. Due to larger container ships, harbour activities moved towards the north in the last decennia, leaving het Eilandje empty after two centuries of activity. The city wants to convert this place into a dynamic neighbourhood by the water enhancing the key characteristic of Het Eilandje. To achieve this, there is a team in the city administration that guides, facilitates and organises this change. The city took its time to transform the 172 ha gradually with an ambition to house approximately 6600 new residents by 2020. This method has been named “slow urbanism”.

### Themes.

- Public domain as red carpet
- Culture as a catalyst
- Leverage projects
- monitoring
- social inclusion

### More information.

Click on the brochure and the presentation for more in depth information.

# Het Eilandje

## Part Two



### Treasure hunt

No better way to find out what Eilandje is really about than to discover it by bike. Using a Whatsapp group, all members could send a picture with what stroke them the most from the spot or what inspired them to implement in their own city.



‘Is it really art?’  
- Elisabeth (Dusseldorf)



‘Keeping the bar here, a challenge!’  
- Veva (Antwerp)



‘Modernity as parasitic cyborg. Is this the way?’  
- Enrico (Casoria)



‘The proof that with a right motivation you can make people do anything’  
- Djumo (Solín)

### What can we learn?

Waterfront developments seem very far away from the fringe areas we are looking at. But at the beginning of the ‘90s, nobody was interested in Het Eilandje. People were leaving and Het Eilandje was associated with desolation, prostitution, and criminal activities. The private sector was not interested to invest. Gradually this interest was built after the design competition ‘Stad aan de stroom’ (City at the Stream), initiated by the civic society in which internationally known architects made plans for these areas inside the city centre.

This was followed by ‘Antwerp 1993 cultural capital of Europe’ where cultural activities drew people back to Het Eilandje and linked culture with the former harbour area. These events placed the area back on the mental map of the citizens and were carried further in the following years with big manifestations (eg. the giants by theatre Royal de Luxe), water events (eg. Tall Ship Races), cultural activities during the summer (theatre, circus and summer bars by Zomer van Antwerpen), picnics, dancing evenings and music festivals (Laundry day), even the headquarters of Born in Antwerp where we hosted our transnational meeting.

The masterplan of het Eilandje combined the construction of new buildings with the transformation of old ones. The dimensions of the newer buildings are fixed in the masterplan and build on ground purchased by the city. At the same time the team facilitated the transformation of the existing buildings through juridical plans, building permits, the work of the city architect, the quality control department and the work of the monumental buildings-department. They also guided the search for a balance between attracting new activities and keeping the character of the area intact. Between 1993 and today the team took its time to turn around the negative image, taking the lead in the development of cultural projects (MAS, Red Star Line museum), the Cadix neighbourhood and the public domain. Yet they also gave the private sector, citizens and commercial parties the time to come back to het Eilandje and renovate old hangars and start new businesses there, hence ‘slow urbanism’.



# Groen Kwartier

## (Military Hospital)

### **Story.**

Groen Kwartier is a new 'green quarter' developed on the site of the former Military Hospital in the older parts of the city of Antwerp. At the end of the 19th century an arsenal was built here for the storage of war material. Later it became the location for a military hospital and a monastery. In 1993 the hospital and the monastery closed their doors for good. In 2004 the site was listed as a historical monument by the Flemish government. However, when the decision was made, the wish of the city was taken into account to develop the site as a residential area. Subsequently, the city bought the site from the ministry of Defence. After the design contest an agreement was made with property developer Groep Wilma-Vanhaerents and architects Stéphane Beel and Lieven Achtergael, 360 Architects and Huiswerk. The concept of a 'city garden' lies at the basis of the design. Nearly half the terrain is turned into green public space according to a design by French landscape architect Michel Desvigne. With this public city garden the city gained a new green zone in its very centre and adjacent quarters got more access points to the site. The quarter is a pedestrian zone with paths instead of streets. Resident park in underground parking and this is key in keeping the site car-free.

### **More information.**

Based on an article in the publication on city development.  
A short presentation can be read [here](#).

### What can we learn?

#### 1. Continuity of the team

The presentation of het Groen Kwartier was given by 3 persons: the project leader of the spatial planning department of Antwerp, the project architect from the developer and a project leader of the real estate company of the city of Antwerp. Together with 2 other team members, who follow the design and implementation of public domain and a participation officer from the quarter, they form a 5-person team that were present from the start of the process until implementation. The continuity of the team member's weekly meetings in the first years of the project was defined as a key success factor of the project which had to deal with a lot of changes and new challenges over the years. The fact that the ambition of the project was so high, made everybody on this team committed from start to finish. The value of people who believe in a project and are willing to go the extra mile must not be underestimated.

#### 2. High ambition

The ambition of the developer and architects was to create a neighbourhood that is vibrant at different times of day. They searched for a mix between amenities, different types of housing and offices. Today het Groen Kwartier is a mix of offices, co-working spaces for the creative, a high class restaurant, a neighbourhood bakery, a hotel, a fitness centre, a health care centre etc. The variety of the existing buildings (often monuments) made a lot of these different functions possible. The typology of houses was approved by the city in an early stage to achieve a ratio of 25% social housing, 50% affordable housing and 25% residential housing

(with no limits on the selling price). On top of this price variety, the Groen Kwartier attracted a guided housing project for people with a disability.

#### 3. The challenges of mixing functions

In general for a new project this mix is impressive, and some amenities were used cleverly to brand the entire project. However, the implementation came with some obstacles, which are in general related to the fact that houses are sold before they are constructed, yet other functions are sold after construction. In new buildings this results in the design of generic spaces for future amenities. There is a risk that the interested amenity has different spatial needs than the designed shop in the ground floor of a building. In the case of a bakery this worked out, but the 'house for a general doctor' never got sold. This is a financial risk for the developer. Secondly, in case of renovation at a later stage within the near-finished site, the construction works start very late in the process and phasing becomes a problem. This means a nuisance for new residents, problems with the mobility of trucks on site and the demolition of the newly constructed public domain. If we want to stimulate a mix of functions in projects where the developers do not embrace the benefits as from the start, we need solutions from the beginning with good communication and smart planning.

#### 4. From ambitions to reality

In 2005 the city of Antwerp started a competition to sell the terrain of the former hospital. They were looking for a consortium between investor/developer and design-teams (architect, urbanist, landscape designer). It was

the first project of this kind (public private partnership) so the context was uncertain and the risk for the city was high. Therefore the conditions and ambitions for the future neighbourhood that had resulted from previous research and participation, were not imposed but were given as informally to the competitors. The city selected the consortium through a competition with a fixed financial price (10 milj €). This construction made 4 teams compete to deliver the most innovative spatial plan. The plan that was selected actually raised the ambitions in terms of green and mobility infrastructure than the initial requirements of the city. Unfortunately the city never used the fixed pricing again, now teams of developers and architects compete for pricing and quality at the same time.

Reselling with conditions (financial and spatial): the city of Antwerp did the preliminary study (statistical analysis, spatial research and participation) and organised the competition. The city bought the hospital from the federal government, and sold it with particular spatial, procedural and financial conditions. The neighbourhood organized themselves in two associations and the relationship with the developer became close and constructive. This resulted in an ongoing communication by means of a newsletter set up by the city and taken over by the developer. This resulted in a newspaper that is today written by the new residents and sponsored by one of the businesses.



Visit and talk with Alderman  
for city planning in Antwerp  
Rob Van de Velde

# Press coverage



## Stad wil investeren in randwijken

01/07/2016 om 05:17 door pvdtp



Schepen Rob Van de Velde vertelt buitenlandse gasten het verhaal van stadsontwikkeling in Antwerpen. Foto: d'ik kersters



**ANTWERPEN - Antwerpen wil de focus leggen op stadsvernieuwing buiten de Ring. Experten uit onder meer Barcelona, Wenen en Oslo kwamen deze week kijken hoe dat hier gebeurt.**

"Veel steden kampen met dezelfde problemen. Onder meer de groei van de bevolking en hoe je daarmee moet omgaan. Daarom kwamen experts uit een aantal Europese landen deze week kijken hoe wij daarmee omgaan in de hoop iets te kunnen leren. Een win-win, want door te kijken hoe andere steden werken, kunnen ook wij bijleren", zegt schepen van Stadsontwikkeling Rob Van de Velde (N-VA).

De wijken die Antwerpen verder wil ontwikkelen hebben gemeen dat ze vlak na de oorlog gebouwd werden en dat er nood is aan renovatie. "Onder andere door de ouderdom van de woningen en de energienormen. Dit geeft ons de kans om in die wijken het publiek domein opnieuw in te richten en in te spelen op nieuwe behoeften zoals scholen en winkels", vervolgt Van de Velde.

### Europese samenwerking

Samen met acht andere Europese steden werkt Antwerpen nu samen om oplossingen te vinden in dergelijke wijken. Het initiatief is onderdeel van het Europese project URBACT dat de focus legt op stadsontwikkeling.

De komende twee jaar zal Antwerpen ook naar deze steden reizen om verder kennis uit te wisselen en concrete acties uit te werken.



## Stadsvernieuwing – wat kunnen Oslo, Wenen en Barcelona leren van Antwerpen en omgekeerd?



De stad Antwerpen focust de jongste jaren op de rand buiten de Ring om aan stadsvernieuwing te doen. Ze staat daarbij voor dezelfde uitdagingen als andere Europese steden zoals Barcelona, Wenen en Oslo. Experten van verschillende steden steken onder impuls van Antwerpen de koppen bijeen om naar oplossingen te zoeken.

Acht Europese projectpartners en Antwerpen leren van elkaars stadsvernieuwingaanpak in het kader van het Europese project URBACT.

Sinds september 2015 werkt Antwerpen samen met Wenen (Oostenrijk), Regio Barcelona (Spanje), Oslo (Noorwegen), Düsseldorf (Duitsland), Baia Mare (Roemenië), Brno (Tsjechië), Solin (Slovenië) en Casoria (Italië). Deze steden staan - net als Antwerpen - allemaal voor de uitdaging om de gebieden rond hun stadskern aantrekkelijker te maken.

De wijken waar de stad Antwerpen op inzoomt, hebben gemeenschappelijk dat ze vlak na de oorlog gebouwd werden en dat er nood is aan renovatie, omwille van onder andere de ouderdom van de woningen en de energienormen. Dit biedt een mooie kans om deze wijken te geven en meteen ook het publieke domein herin te richten. Daarbij kan de stad inspelen op de publieke noden die er zijn als extra scholen, winkels, enzovoort. Dit zijn doelstellingen die ook de eerder vermelde steden nastreven. Om te onderzoeken hoe dit het best kan gerealiseerd worden, werken de steden de komende twee jaar samen. Experten stadsontwikkeling van die acht steden zijn daarom drie dagen in Antwerpen om te leren van de stadsontwikkelingsaanpak van reeds gerealiseerde wijken zoals het Eilandje en het Militair Hospitaal. Ze wisselen ervaringen uit over soortgelijke projecten in hun eigen stad en hoe ze deze aanpak kunnen vertalen naar de vernieuwing van woonwijken buiten de stad. De komende twee jaar zal Antwerpen ook naar deze steden reizen om verder kennis uit te wisselen en concrete acties uit te werken.

Stadsvernieuwing buiten de Ring

Antwerpen heeft sinds de jaren negentig een sterke stadsplanningsexpertise opgebouwd met de vernieuwing van de binnenstad. Stadsontwikkeling buiten de Ring. Buiten de Ring zijn er zowel woonwijken die volgens een bepaalde visie zijn ontwikkeld (zoals tuinwijken of de Arenawijk) als wijken die eerder organisch zijn gegroeid.

## Stadsvernieuwing: wat kunnen Oslo, Wenen en Barcelona leren van Antwerpen en omgekeerd?

30 juni, 2016 - 14:30 - Tom

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**PART 4** Lessons learned

# WHAT DID YOU LEARN AND WILL TAKE WITH YOU TO THE ULG?

CREATIVE METHODS FOR INVOLVING STAKEHOLDERS

WE HAVE TO THINK WHAT HAPPENS WHEN PLANNERS GO AWAY...

INSPIRING METHODS, INITIATIVES AND PEOPLE

OPPORTUNITIES/WEAKNESS ARE CONNECTED & INTEGRATED

Mixing social housing in a neighborhood

HAVE A MEETING IN AN OPEN PLACE.

Social learning for real / boy

WE DIFFER A LOT IN SCALES AND CONDITIONS, BUT STILL WE CAN LEARN A LOT FROM EACH OTHER.

EXPERIENCE (LEARN FIRST HAND ABOUT THE AFFORDABLE HOUSING PROJECTS)

THE NEEDS OF COMMUNITY PSYCHOLOGIST

INSPIRED BY THE GREAT COMMUNICATION PLAN FROM CALOGLIA

make maps and films like the colleagues from Catania

NEW INTERESTING METHODS  
• BETTER PUBLICITY

POSTER ON THE STAIRWELL... (ALWAYS PLACE FOR VISIBILITY) (ALWAYS PLACE FOR VISIBILITY) (ALWAYS PLACE FOR VISIBILITY)

OUR CHALLENGES ARE BIG, BUT OTHERS HAVE EVEN BIGGER ONES :)

EVERY CITY IS DIFFERENT AND NEEDS TO FOCUS ON SPECIFICS

YOU CAN OPERATE EVEN WITHOUT LEGAL FRAMEWORK + GUERRILLA STYLE

NOT EVERYTHING CAN BE PLANNED, SO FLEXIBILITY IS CRUCIAL!!

IDEA OF AFFORDABLE HOUSING

STEP BY STEP APPROACH  
IMPLEMENT FEW REALISTIC PROJECTS, BUT REALLY

# WHAT COULD WE DO DIFFERENT IN THE NEXT TRANSNATIONAL WORKSHOP?

- FIX THE DATE OF THE MEETING IN ADVANCE (2 months at least)

LESS PETER GAYE

more games with Peter in between sessions to re-focus

KEEP THE TIME SCHEDULE  
FOCUS ON LAP

TEST MEDITERRANEAN WORKTIME: 10-14 lunch + 5 extra hour 17-21 - AFTER LUNCH (But the meeting is not finished)

CHOOSING THE HOTEL OURSELVES

MORE TIME ON DISCUSSION ABOUT EXPERIENCES OF CITIES

1,5 DAYS IS ENOUGH FOR SOUND OUTPUT

NOTE TAKING

FIX WS DATES MIN. 6 MONTHS IN ADVANCE

Video content / photos / books (ALWAYS PLACE FOR VISIBILITY) (ALWAYS PLACE FOR VISIBILITY) (ALWAYS PLACE FOR VISIBILITY)

more discussion in small groups

more time for discussions?

PROVIDE WATER ALWAYS DURING THE MEETING

INVITE CITIZENS

Better (harder) time management

LESS PRESENTATIONS MORE LAP IN DETAIL

BUDGET DISCUSSION

CHECK THE WEATHER

MAKE TIME FOR WORKPLAN?

FOOD WAS GREAT BUT FLOWERS WERE NOT SO TASTY..

FACILITATOR FOR BETTER TIME MANAGEMENT  
LEAD PARTNER + LEAD EXPERTS HAVE OTHER ROLES

TAKE MORE PICTURES!

THINKING TOGETHER ON A WORKPLAN

MORE IN-DEPTH PRACTICAL EXPERIENCE EXCHANGE  
→ WHAT WORKED  
→ WHAT DID NOT WORK

A ROUND TABLE FOR DISCUSSION AMONG ALL THE PARTICIPANTS

ONE LONGER SESSION WITH POLITICIANS

3-group ws in the afternoon had for me no usable output

# WHAT WILL YOU DO ON LOCAL LEVEL THE UPCOMING MONTHS?

ULG COORDINATION SETTING 11 AUG  
ALL FOR PROPOSAL INTERNAL SUPPORT  
PRESENTATION PHASE? POLITICAL LEVEL 1-SEPT

1 BECOME MORE VISIBLE  
2 ASK THE PEOPLE WHAT THEIR AMBITIOUS ARE  
3 ENGAGE MUNICIPALITY DEPARTMENTS

ORGANISE ULG-GROUP  
→ FIRST WORKSHOPS ABOUT OBJECTIVES  
→ FIRST WORKSHOPS ABOUT WHAT IS THE FRIDGE

MAKE A COOL POSTER (TO INFORM COLEGES AND VISITORS)

HAVE INDIVIDUAL MEETINGS WITH STAKE HOLDERS

CONTRACTING A TRANSITION MANAGER.

DON'T MISS THE RIGHT WAY!

FIRST WORKSHOP ABOUT POTENTIALS OF SPECIFIC SITES

INVOLVE NEW CITY COUNCIL AND MAYOR

PREPARE THE KICK-OFF MEETING

MAKE AN INSPIRING COMMUNICATION PLAN

INVOLVE MORE DIFFERENT/SAKEHOLDERS

PROMOTE TEMPORARY PUBLIC USES AND ARTISTIC (COLLECTIVE) EVENTS (also just one!)

make a academy for our colleagues to share the input

WE WILL INFERR ALL OUR COLLEGUES FROM THE INVOLVED CITY MUNICIPALITY DEPARTMENTS ABOUT THE SUBURBAN PROJECT.

MORE "INTERNAL" PR WITHIN OUR MUNICIPALITY, DEEPER STAKEHOLDER ANALYSIS



# THANK YOU

**More info.** This Book of Ideas is in its essence a memory aid for inspiring words. If it triggered you to learn more about ‘sub>urban. Reinventing the fringe’ you can follow us on LinkedIn, on [www.urbact.eu/suburban](http://www.urbact.eu/suburban) or contact us in person by email at [sub\\_urban@stad.antwerpen.be](mailto:sub_urban@stad.antwerpen.be).

## Colophon

sub>urban. Reinventing the fringe, URBACT III, June 29 - July 1, 2016

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## What URBACT III is all about.

URBACT is a European Territorial Cooperation Programme (ETC), co-financed by ERDF. Its main objective is to promote integrated and sustainable urban development in EU cities. The goal for each network is an action-oriented plan, an integrated approach and a participatory method.