

\* Editorial by  
2nd Chance Lead Partner

\* Introduction by  
2nd Chance Lead Partner

\*\* The 7 Tips to Wake Up  
the Sleeping Giants by  
2nd Chance Lead Partner

\*\*\* Focus on the CITIES:  
BRUSSELS | ARLON 104  
CHEMNITZ | SPINNBAU

> Interview to the  
City of Brussels  
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> WHO WE ARE  
City of Brussels  
2nd Chance Team

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2nd Chance Team

URBACT

Who are the  
Sleeping Giants?  
ARLON 104  
SPINNBAU

# 2nd Chance Insider #1

SPINNBAU | CHEMNITZ

ARLON 104 | BRUSSELS



European Union  
European Regional Development Fund



URBACT  
Driving change for  
better cities



2ND  
CHANCE



**Lead Partner**  
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Urbact Project Unit

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3.Giovangiuseppe Vannelli

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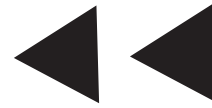
page 20 | photo: Cornelia Doerr

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# Editorial

**Maria Luna Nobile**

*2nd Chance Network Communication officer*



**The** aim of the 2nd Chance INSIDER is to identify and organize themes and activities of the URBACT III Integrated Action Planning Network, in order to promote the project's results and the widest dissemination of knowledge from the partners' network. We produced our outputs working in two directions: first towards the transnational and network activities in order to enhance the potential of 2nd Chance project topics - the reactivation of the abandoned buildings and sites in the city context- and the dissemination of project's results in the public and scientific sector; and second towards local communication activities at partners level, even in native's language.

In the 2nd Chance INSIDER special attention has been paid to the interview to the politician, ULG Members and Project Coordinators of the Partners involved in the project, mayors, councillors, citizens, technicians, experts and other representatives, in order to underline the different points of view on the ongoing process.

*The challenge of 2nd Chance is the re-activation of large 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.*

This is the starting sentence of the 2nd Chance Project. During the last months we had the occasion to know the target buildings, to understand the contexts, to visit the cities and to share experiences of temporary uses of the sleeping giants. This is the best moment to focus on the future of these Giants, to interrogate them, to wake up them, and to help the citizens in the reactivation starting from the work done within the 2nd Chance Project.

To fulfill these aims, the 2nd Chance project works through various communication tools (formal and in-

formal) and outputs. Clear channels of communications between the project partners themselves as well as with the wider community play a crucial role in the success of the project. The 2nd Chance INSIDER is one of outputs produced during the life of the Network to share the voices from the people involved in the process.

the 2nd Chance INSIDER includes an introductory section on the state of the art of the project, and a section dedicated to the focus on the cities. Each number will be focused on two or three partners cities, including: the *Identity Card* of the target building, the *Interviews to the political representatives*, to the *project coordinators*, and to the members of the *URBACT Local Group*. A specific Section will give visibility to the people involved at Local Level in the Partners' Team.

This first issue is dedicated to the City of Brussels and to the City of Chemnitz.

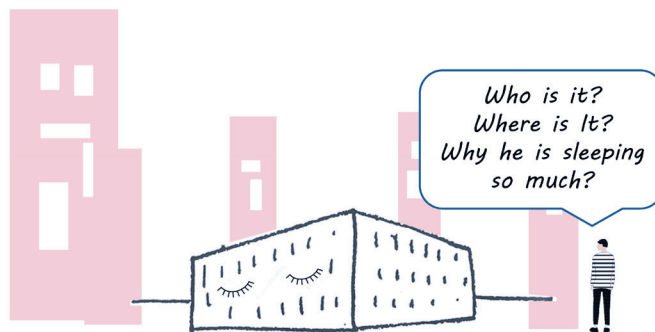
Brussels and especially the European Quarter - that hosts the target building - is the heart of the administrative and management activities linked to the EU. That's why this part of the city is full of office buildings as the Arlon 104, actually the building is totally empty and is strongly involved in the process of reactivation that the City is facing on. The urban development of the City of Chemnitz was strongly influenced by its industrial character. Due to the post-industrialization era the City is now facing a new challenge, the Spinnereimaschinenbau is a 36.000 m<sup>2</sup> private building that is trying to become one of the point of reference of the cultural and leisure life of the City.

How the cities are working to reactivate their Sleeping Giants?

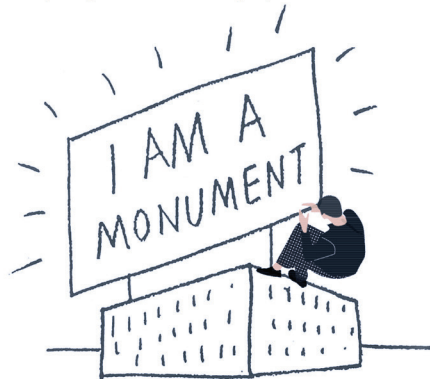
**Enjoy your reading!**

# ...7 Tips to Wake Up the Sleeping Giants...

1. Study the Giant and its identity



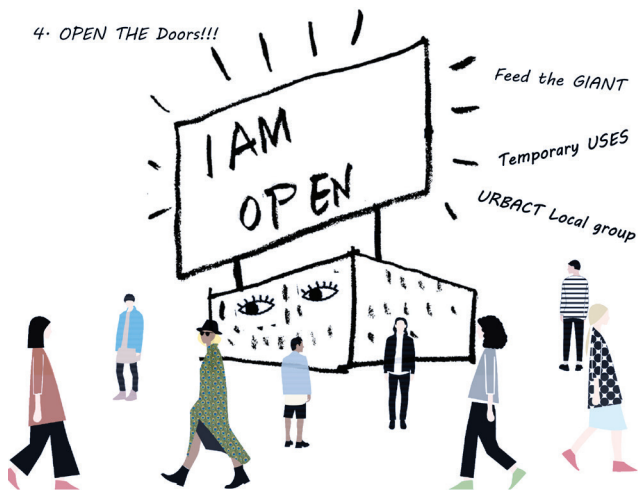
2. Turn on the Spotlights on the Sleeping Giant!



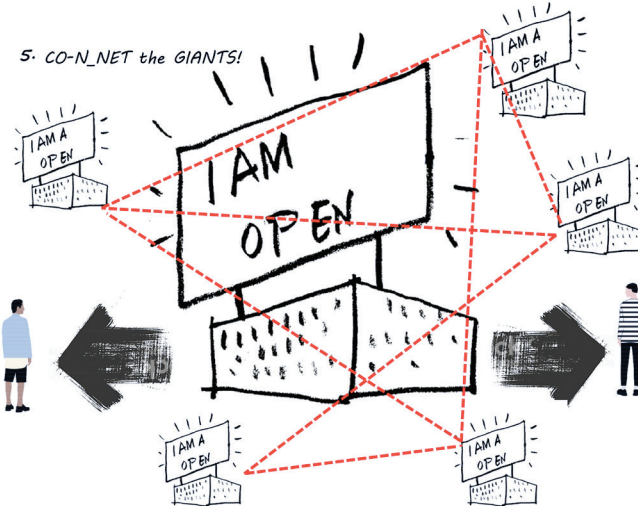
3. Call for Citizens, Urban thinkers, Urban practitioners, Technicians...!!!



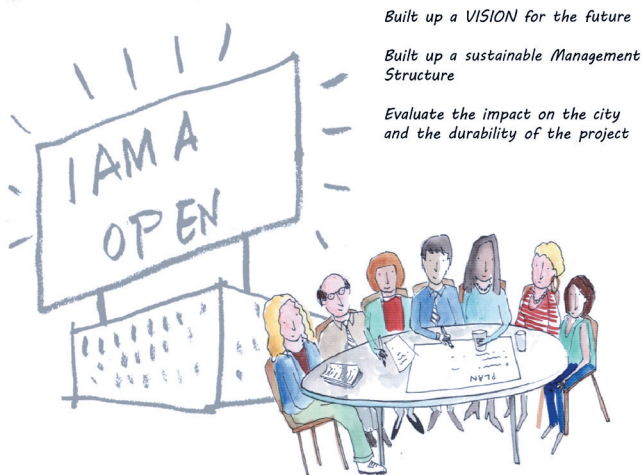
4. OPEN THE Doors!!!



5. CO-N\_NET the GIANTS!



6. Plan a Sustainable Future for the Giant!



7. ENJOY THE GIANT !!!



author: Maria Luna Nobile

# Introduction

**Nicola Masella**

*2nd Chance Network Project Coordinator*



**With** this issue of *2nd Chance INSIDER* we start a journey that will touch eleven European Cities and that will help us to understand in depth how they are facing our network's challenge: the reactivation of the *sleeping giants*, large vacant buildings or areas with many vacant *buildings* that have lost their original purpose, are vacant and constitute -in their current state- a problem for the city and the owner.

*2nd Chance – Waking up the sleeping giants* is, in fact, an *Action Planning Network* supported by the URBACT III Programme and led by the City of Naples (Italy) with the following Partners: City of Brussels (Belgium), City of Caen (France), City of Chemnitz (Germany), D.U.R.A. (Dubrovnik Development Agency, Croatia), Gijon (Spain), City of Liverpool (U.K.), City of Lublin (Poland), City of Maribor (Slovenia), Porto Vivo S.R.U. (Society of Urban Rehabilitation of Oporto, Portugal), University of Genoa (Genoa, Italy).

Such a wide network represents a significant pattern of different perspectives and approaches with reference to the shared topic. Our *giants*, for instance, are extremely different in size (from almost 1.000 to 46.000 sqm), typology (single buildings or complexes) and ownership (public, private or mixed) and, as you will discover, this variety has incredibly enriched our discussions and results.

For those coming in touch with our project for the first time, it's necessary to underline that "*Waking up the sleeping giants*" means not only bringing back in

use this large vacant buildings but, above all, try to turn a problem into an opportunity for the sustainable urban development of our neighborhoods. These sites, in fact, often have a negative impact on their surroundings but, during the project lifetime and with the essential contribution of Nils Scheffler as a Lead Expert, we've explored several tools to improve our cities' urban development strategies.

Above all, in the last two years we've found-out and experimented different methods to embed the reuse in the neighborhood's development context, to foster participatory paths and engage stakeholder in the rehabilitation of these buildings but we've also analyzed in detail a set of successful case studies and policies coming from inside and outside our network: a collection of the most interesting good-practices collected is about to be shared through our digital platforms and on the URBACT 2nd Chance website [urbact.eu/2nd-chance](http://urbact.eu/2nd-chance), so stay tuned!

Nowadays, in our common understanding, rehabilitate this buildings means to provide space for what is needed in the neighbourhood and in the city, to support an appropriation through indefinite users, to support strategic uses of these premises, not only oriented on private exploitation interests, but mainly on the interests of the whole community involved.

In the next pages, you'll meet *Arlon 104* and the *Spinnereimaschinenbau*, two giants based -respectively- in Brussels and in Chemnitz who share a common



trait: they're not owned by the city administrations, whose role is to facilitate the rehabilitation process trying to balance the private and public concerns. These two cities are probably facing the toughest challenge if compared with other *case-studies* where the local administrations hold the right to have the last word on the asset's destiny, but the brilliant work done by the Project coordinators, along with the politicians and all the stakeholders engaged, is already reaping huge rewards. In the initial phase of the project, in fact, each of the eleven Partners of the network has set an URBACT Local Group (ULG) including citizens, associations, NGOs, municipal departments, entrepreneurs, etc.: these groups have been directly involved in the co-design of the reactivation strategy of the *giants* and their work

will shortly flow into an Integrated Action Plan containing a detailed set of objectives, actions to undertake and management/governance models for the implementation.

Finally, I take advantage of these lines to thank the URBACT III Programme, and in particular the Secretariat based in Paris, which is working for years to support urban-practitioners and decision-makers in sharing knowledge and know-how on all aspects of sustainable urban development. With their active support, we have improved the capacity of our cities to design sustainable urban policies and practices, in an integrated and participative way, and I really hope that our work may contribute to the success of the Programme.

# City of Brussels



**Name: ARLON 104**

**Location: Brussels European Quarter**

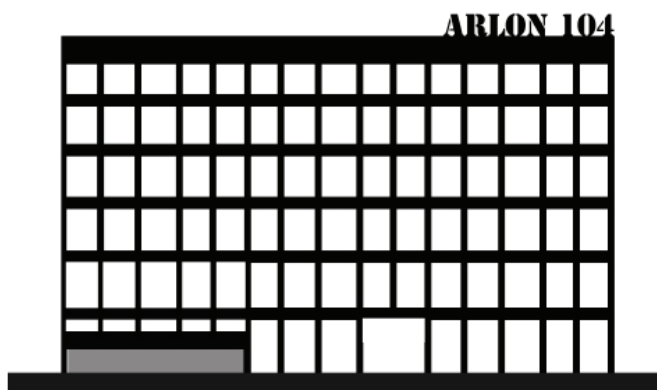
**Dimension: 11.000 m<sup>2</sup>**

**Built in 1960 as an office building**

**Void since 2004**







**The building** is located in the European quarter in Brussels, a dense, upscale administrative zone, yet at the same time suffering from a high vacancy ratio (11%). Nevertheless, an ambitious plan for the “Wetstraat”, the main axe in the neighbourhood, will lead to the construction of even more office buildings. Thus, a strategy is needed to avoid the demolition of the existing building stock. The building itself, Arlon 104, built in the sixties, is an office building of 11 000 m<sup>2</sup> which hasn't been in use since 2004. In 2010 it was stripped completely, leaving only its bare structure, roof and façade.

**With** the development of **the Integrated Action Plan**, the City of Brussels aims to give the building back to its neighbourhood by developing a vibrant and open temporary occupation program for the people working and living in the vicinity. The action plan will serve as the project outline taking into account the technical challenges of the building, the stepping stones until realisation, the different partners to execute the program as well as the risks we would have to mitigate. The objective is to use the Integrated Action Plan to get the necessary support for the realisation and to apply for the required funding. Secondly, the elaboration of an action plan within the URBACT framework, allows the URBACT Local Group to elaborate the expertise. In this way Arlon 104 could serve as a pilot project for many others to follow.



**During** the **URBACT trajectory**, many of the actors necessary to develop and eventually carry out the project, have been gathered. The URBACT Local Group in Brussels consists of different services of the Municipality, NGO's, the owner of the building,... Together, they are determining the exact program of the temporary occupation. At the same time, punctual events in the building have been and are being organised. This way, the activation of the building can already start gradually, during the process.



## Five questions to the Alderman Mr. Geoffroy Coomans de Brachène

*Alderman for Town Planning and Heritage, in charge of the Purchasing Group*

**How** do you think that your City could benefit from the reactivation of this vacant building? How in general do you think your city could benefit from the reactivation of vacant buildings and sites?

The ARLON 104 case represents a very difficult case of a highly delapidated office building in an important business quarter within the city. In the city of Brussels, there are many more empty office buildings and it is essential for us to develop new strategies to reactivate them. In the context of today, with rapidly changing dynamics, it is imperative that the city acts as a facilitator and builds the essential knowledge to accompany the private development sector in the rehabilitation of existing buildings. This way, we can avoid lengthy vacancy and protect important heritage within the city.

**From** your personal perspective: what kind of uses should the building host in the future and for whom? What would be your idea for the reactivation of the ARLON 104?

The building has lots of potential for the reuse as a service building or as a new type of office building. Housing is a little more difficult, due to structural limitations and real estate interests of the owner, however we try to investigate the building with an open mind and take a step by step approach in collaboration with institutional and private partners.

**Are** you regularly informed about the progress, the strategy for the reactivation of the ARLON 104? Are you even directly involved in the development of the strategy? How would you like that you / politicians are involved in the development of such reactivation strategies?

Yes, through the ULG meetings and through internal meetings with the project coordinator. Besides that, I am actively involved in the negotiations with the owner concerning the short term, temporary reactivation of a part of the building in return for a possible partial tax exemption.

**The** URBACT Programme thinks that the involvement of citizens and stakeholders is a key to tackle successfully the urban challenges, to develop solutions that reflect best the citizens and city needs. What do you think could be the best way to support such participative processes and to help the dialogue between citizens and institutions ensuring the Right to the City?

This is a difficult task in the European Quarter with conflicting interests and very little space left. However, as a city we try to consult our citizens and defend their needs in the different development processes that are in process...

**The** inter-institutional cooperation is the basis of the urban integrated regeneration processes, in particular concerning the future development of the site, the funding opportunities and the improvement of the governance. Would you like to see particular policies and instruments applied or developed in your city to support the reactivation of vacant buildings and sites in general?

Currently, we have developed different strategies for the reactivation of buildings, more specifically directed to housing. We are testing cases where we take over a building, as well as others where we try to incite owners with premiums for the adaptation of their buildings.

However, for office buildings, we would still need some typology specific strategies in order to be able to accompany the private office real estate sector towards a more durable development strategy that goes beyond a classic demolition-rebuild scenario.

**<<In the city of Brussels, there are many more empty office buildings and it is essential for us to develop new strategies to reactivate them. In the context of today, with rapidly changing dynamics, it is imperative that the city acts as a facilitator and builds the essential knowledge to accompany the private development sector in the rehabilitation of existing buildings.>>**



## **Three questions to the Project Coordinator Milena Vleminckx-Huybens**

*Department of Urbanism, City of Brussels*

**<<In the further development and application of reactivation strategies, we would need to find a way to maintain motivation levels high throughout the whole process. Reality shows that this is not easy, due to changes in priorities and busy schedules...**

**Part of the solution could lie in working in different levels: A core group signs a charter, defining common goals and levels of commitment, and is supported by a stakeholder group that serves as a sound board. >>**



## What are the toughest challenges reactivating your Target building?

There are three main challenges for this particular case that need to be overcome: First of all there is the obvious dilapidated state of the building. This means that before reuse is possible, even in the smallest scale, a considerable initial investment is needed. Secondly, the building is not owned by the city which means we can only act as a facilitator, an intermediate working to convince the owner and create support. Moreover the site is part of a bigger complex of parcels which makes its long term fate dependent on the evolution of the complete set of parcels. Thirdly, the location of the building in the European Quarter implies a high real estate price per square meter.

## Do you think that the URBACT method of participative action planning represents added value for the reactivation of your 2nd Chance target building and your institution? Would you replicate this approach to other similar cases? What would you do differently?

Yes, definitely. At the start, ULG-members take on a commitment to engage in the reactivation process during the complete project lifetime. This helps to create a relatively solid base, and facilitates the possibility of reaching out to the local network for help.

However, reality shows that it is not easy to keep fostering that commitment during the process due to changes in priorities, busy schedules or changes in personnel... Secondly, in some cases it turned out that certain people are not necessarily the right contact persons within an institution, or that they are interested in the theme and general evolution, but not necessarily in the concrete building or site.

In the further development and application of reactivation strategies, we would need to find a way to maintain motivation levels high throughout the whole process, even during and especially after a more difficult period.

I think part of this could be done by working in different levels: having a core group that signs "a charter", defining common goals and levels of commitment and contribution. This means that the people

in this core group should have a direct interest in the success of the reactivation of the building, therefore having an intrinsic motive to pull the project. Together they would develop the project through technical meetings, lobbying in their own networks, ...

Secondly, a wider stakeholder group can be formed. This would group people that are simply interested in the case, the theme or the neighbourhood. This wider group could serve as a sound board and represent different target groups. Of course, this doesn't mean that they wouldn't be able to contribute actively to the project. We could still work together to form ideas and develop (business) plans. However, the demanded level of commitment would be lower.

## The tools, examples, method and approaches you got to know through the 2nd Chance network, have they been helpful for you and your institutions? Which are in particular helpful for the reactivation of your target building?

Yes, in general it was very interesting to learn about the different approaches that have been used already in Europe. The "Pavillon" project in Caen was very interesting to us. It shows how big scale development of a new part of the city can be coupled to small scale and "intermediate" use that tries to draw energy into the peninsula. Secondly, it was very interesting to learn about different finance and management models through the many good practice presentations as well as some ambitious participation and idea generation methods such as the one used by Genoa.

Thanks to our involvement in URBACT in general, we also got in touch with some interesting good cases in our own country, the strategies developed for temporary use in Ghent (Re:fill network) and in Vilvoorde have been enlightening as well.



## Five questions to the URBACT Local Group Member *You're Up!*

*URBACT Local Group Coordinator*

**What** is your interest in participating in the URBACT Local Group for the reactivation of the vacant target building Arlon 104?

With our non-profit 'You're Up!', we have been involved in the idea of the temporary re-activation of the Arlon 104 sleeping giant from even before the ULG was formed, so it was a logical step for us to also be part of the ULG as the participatory process of reactivation is also what drives us.

**What** do you expect from the reactivation of the Arlon 104? What is your idea for it?

We hope that in the end it could become a multi-functional social and innovative beacon in the European Quarter, bringing life and new people to the neighborhood. And if this utopia would not be possible, we may hope that the project and action plan can be seen as a framework that could spark other similar initiatives in the neighborhood.

**What** could be your contribution for the reactivation of the Arlon 104?

We try to outline and develop a plan for the short term (3 years) temporary re-activation of the building as a multifunctional creative space where we want to prototype new functions that currently lack in the neighborhood.

**What** did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the Arlon 104?

For me personally it is the participatory process where you see how an idea develops and gets inspired by many people, many other ideas, going from a simple concept to a rich thoughtful action plan.

**How** could the involvement of you / your institution and of others in the reactivation of the target building be improved? What would you recommend for future similar cases?

In future cases it seems like it would be more beneficial to let a ULG (or any participatory traject/group) grow organically in a grassroots way, only with highly motivated stakeholders. In our case the top down structure of a city first selecting a site and then trying to engage stakeholders that are not always highly motivated proved to be difficult to leverage.

**<<We hope that in the end it could become a multifunctional social and innovative beacon in the European Quarter, bringing life and new people to the neighborhood. And if this utopia would not be possible, we may hope that the project and action plan can be seen as a framework that could spark other similar initiatives in the neighborhood.>>**



# 16 City of Brussels

## Who we are?

### The 2nd Chance Team in Brussels

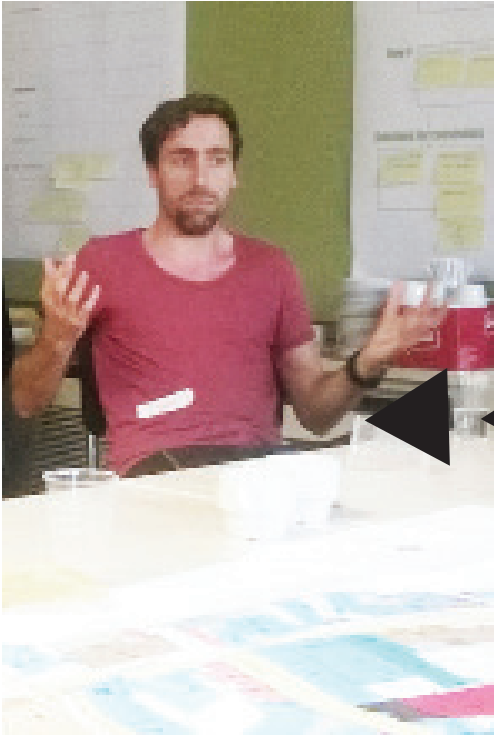
**Milena Vleminckx-Huybens**  
Project Coordinator  
City of Brussels  
Department of Urbanism  
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Tel: 0032 (2) 279 30 45

I arrived in the project mid-way. Since then, I am leading the project which consists of developing strategies, engaging with stakeholders, managing the project, building expertise and working hard to reactivate ARLON 104.

My main ambition is to develop a strategy for the city to act as a facilitator in reactivation processes of empty buildings through the lessons learnt in this project and apply it to many more!







With 'You're Up!' Wouter was the initiator for the idea of reactivating our sleeping giant Arlon 104 through a temporary occupation project. As ULG coördinator he prepares and leads the local group meetings together with the project coördinator, and is also contributing in the development of the short term reactivation project of the sleeping giant.

**Wouter Bouchez**  
ULG Coordinator  
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Tel. 0032 488 24 38 34

**Philippe Itschert**  
Project Supervisor  
City of Brussels  
Department of Urbanism  
Philippe.Itschert@brucity.be

As the director of the Planning Department of the City of Brussels, I find it important to create a link between the work done on the city planning regulations and operational programs. The 2nd Chance project is a unique opportunity to gather all forces and solve a concrete problem that can then serve as a model for good practice.



**Name: Spinnereimaschinenbau**

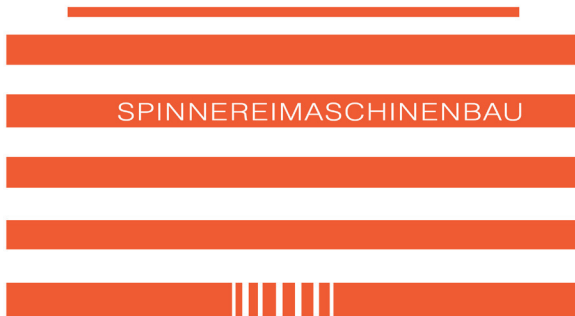
**Location: Altchemnitz neighbourhood**

**Dimension: 36.000 m<sup>2</sup>**

**Built in the early 1920s / extension in the 1950s**

**Void since 1996**





**The** target building is a former spinning machines factory (Spinnereimaschinenbau) in Altchemnitz, 4.7 ha. Total floor area is altogether approx. 36,000 m<sup>2</sup>. It is a private property, bought by the current owner in 2013. He has the intention to develop the target site and bring the buildings back in use; this in a step-by-step process, appropriate to his financial capacities. First rehabilitation works have started for spaces, for which a user/renter has been found. This area could provide space for a variety of commercial and cultural uses, for example for independent contractors, university spin-offs, cultural activities.

**Further** the reactivation of the target area could be used to link the area with its surrounding, in particular with the very close by technical university and its students houses and tech-campus. The city has a development concept for the Altchemnitz neighbourhood. In this concept the revitalisation of the former industrial estate has a high priority. In addition a neighbourhood manager was appointed.

**Main** Objectives of the Integrated Action Plan are:

- Drawing the attention to the target area
- Step-by-step redevelopment plan for the building complex
- Improved access, spatial opening of the site to the neighbourhood/ city
- Bring all buildings in use (step-by-step), finding users, involvement of current users
- Retention of cultural and recreational space, encouragement of (sub-) cultural usage
- Refurbishment of the buildings (step-by-step), elaboration of renovation goals
- Improvement of townscape and streetscape
- Renovation of supply lines, elaboration of an energy concept



## Five questions to the Mayor Michael Stötzer

*Mayor in charge of urban development and construction City of Chemnitz*

**How** do you think that your City could benefit from the reactivation of this vacant building? How in general do you think your city could benefit from the reactivation of vacant buildings and sites?

The "Spinning Works" is an important example of Chemnitz' industrial history which defines the cityscape of Chemnitz as well. Its reactivation strengthens the identity of the industrial location of Altchemnitz. The industrial heritage characterises the profile of Chemnitz as a modern industrial city. Sustainability and conserving resources are a high priority for its preservation regarding urban development and the building process. Instead of claiming new areas on green fields, we have to go back to the centre of the city.

**From** your personal perspective: what kind of uses should the building have in the future and for whom? What would be your idea for the reactivation of the [name of the building]?

Here, it depends on the private owner's ideas and desires for uses. The reuse should be based on the earlier industrial use and establish a more subtle mixed structure adapted to today's requirements. From my point of view, this could be a mixture of intermediate use, administration, stock, creative space and flexible production, as well as test spaces for science. The high ceiling loads and the open, flexible construction provide many opportunities. The low rental level should be maintained.

<<The industrial heritage characterises the profile of Chemnitz as a modern industrial city. Sustainability and conserving resources are a high priority for its preservation regarding urban development and the building process. >>



FOTO: DIRK HANUS



**Are you regularly informed about the progress and the strategy for the reactivation of the Spinnereimaschinenbau? Are you even directly involved in the development of the strategy? How would you like that you / politicians are involved in the development of such reactivation strategies?**

Yes, I am sufficiently informed, especially about the urban tasks of infrastructure, development and the opening up of the city with regard to the district of Altchemnitz. The prior decisions are made by the owner. Here, our project group is able to support the strategy development and its implementation via networking.

**The URBACT Programme thinks that the involvement of citizens and stakeholders is key to successfully tackle the urban challenges and to develop solutions that best reflect the citizens' and city's needs. What do you think could be the best way to support such participative processes and to help the dialogue between citizens and institutions ensuring the Right to the City?**

Above all, the early involvement of actors and the public contributes to the acceptance of a project and to a needs-based urban development. Elabo-

ration of interests and conflicts is important at an early stage in order to reach a common goal of all actors. We use different formats and participatory procedures for this purpose. The use of „care-takers“ in focus areas makes a significant contribution to participation and feedback in the administration. Activities of the local AGENDA 21 will be further developed in the framework of the Agenda 2030 in order to meet local needs for a sustainable city for all.

**The inter-institutional cooperation is the basis of the urban integrated regeneration processes, in particular concerning the future development of the site, the funding opportunities and the improvement of the governance. Would you like to see particular policies and instruments applied or developed in your city to support the reactivation of vacant buildings and sites in general?**

I would use more strongly the tool of building protection. The town of Görlitz is a good way to go, for example in the field of roof protection. It takes a lot of time until old buildings are reused. Unsecured buildings do not have that time and could, thus, be protected against further damage. Even a more open and flexible support, irrespective of property and after-use, would be very helpful in certain cases.

## Ten questions to the Project coordinator

### Thomas Mehlhorn

*City Planning Office, City of Chemnitz*

#### **Why** have you decided to take part in the 2nd Chance Action Planning Network?

The City of Chemnitz has a council mandate to actively participate in work that's tied to the EU. The Urban Planning Department decided to take part in this transnational project to enrich its planning culture with the URBACT method. In addition, EU-funds can be used to target typical urban problems in Chemnitz, which corresponds to our central development strategy.

#### **Why** did you choose as the target building the Spinnereimaschinenbau?

As a former industrial complex, the "Spinnbau" could be a model for the revitalisation of the city's centrally located traditional commercial sites. Chemnitz has a lot of cultural heritage in industrial buildings and there is potential for inner-development, mainly located in such derelict sites and vacant buildings. In addition, the "Spinnbau" provides a good foundation. For example, there is an overall development plan for the neighbourhood of Altchemnitz which can consolidate the continuous development of the project implementation.

#### **What** are the toughest challenges in re-activating your Target building?

The first challenge is the ownership. The "Spinnbau" is privately owned. However, many of the buildings within the network are owned by public authorities. 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 further reuse of the building. The second challenge is that the reactivation of giant underused premises and vacant building complexes is a time-consuming process which cannot be completed within a short period of time, and only with a step-by-step plan. The third challenge are the present and future requirements of the building complex. In particular, we must determine the building's suitability to be adapted for modern usage, building and technical equipment and energy efficiency standards.

#### **Do** you think that the URBACT method of participative action planning represents added value for the reactivation of your 2nd Chance target building and your institution?

The URBACT method definitely offers added value because it is building capacity in the municipality and among the public and private stakeholders, and it is aiming to create binding commitments that

**<<We use the financing possibilities with the ERDF from the regional programme section "Sustainable Urban Development" as the target building is in the ERDF funding zone. Some of these measures are already supported by such funding. Examples include the smart bridge student project and the energy concept for Alchemnitz.>>**



enable action planning for common cooperation. This is also the overriding objective: to jointly set up the integrated action plan, to define it and ultimately implement it in a collaborative way. In addition, it also has added value for the buildings, as it is possible to find out what potential the building has and what prospects it offers. For institutions, especially the City of Chemnitz, it helps to initiate a dialogue between the local group members.

**Would you replicate this approach in similar cases?**

Yes, further testing of the approach would be desirable. Further steps can be taken to see whether this approach can be used and expanded in the future. Stakeholders or contractors who bring their own formats and instruments into the process can then also implement these tools in other projects.

**What would you do differently?** The application of the method should not be too academic. However, the instructions for the application of mind tools should include more guidelines which explain how to apply the knowledge practice and with the local group. I'd contract a ULG coordinator and/or facilitator for creativity techniques for selected ULG meetings.

**Have the tools, examples, methods and approaches you got to know through the 2nd Chance network been helpful for you and your institutions? Which were particularly helpful for the reactivation of your target building?**

Yes, the ULG toolkit which provides recommendations for the composition and assessments was helpful for me. The financial tool (1) "Costed Options Appraisals", which offers a comparison of different types of uses and thus the most economical alternative, was particularly interesting. Furthermore, (2) "Rough Checks" (feasibility studies, Brandenburg Germany) helped to set one's sight on where relevant rehabilitation and inventory assessments are necessary. The many good practice examples (3) of the other partners also helped us very much. For example, we learned a lot about the cultural reuse of buildings and building complexes from Maribor, Slovenia.

**Do you try to finance (some) actions related to the reactivation of your Sleeping Giant with ERDF, national or regional funds? If, how do you do so?**

Yes, we use the financing possibilities with the ERDF from the regional programme section "Sustainable Urban Development" as the target building is in the ERDF funding zone. Some of these measures are already supported by such funding. Examples include the smart bridge student project and the energy concept for Altchemnitz.

**Do you try to acquire alternative funding for the reactivation of your target building?**

Yes, an overview of subsidies has been developed on topics of energy efficiency (e.g. KfW programs) and business support.

**What kind of general social, ecological, economic, etc. opportunities do you see through the reactivation of the vacant buildings in your city?**

In my opinion, there are the following opportunities for Chemnitz:

- Stabilisation of neighbourhoods, application of new common governance structures
- Tapping inner-development and energy potentials
- Improvement of street- and cityscape
- Increase of commercial, cultural and social uses, create space for creative entrepreneurships





## Four questions to the URBACT Local Group Member Thomas Rebsch

*Spinnerei Chemnitz / Rebsch & Stocker GbR*

**What** is your interest in participating in the URBACT Local Group for the reactivation of the vacant target building (or site)?

Our interest is the longterm securing and expanding of our business for events. Particular attention is given to the safeguarding of the Spinnbau as an industrial estate, and the related exclusion of residential use etc.

**What** do you expect from the reactivation of the target building (or site)? What is your idea for it?

A “cultural” revitalisation of the Spinnbau was our original expectation of the project. Since this does not align with the owner’s vision, we no longer expect this.

**What** could be your contribution for the revitalisation of the vacant target building (or site)?

We could extend and widen our gastronomic and cultural offerings.

**How** could the involvement of you / your institution and of others in the reactivation of the target building be improved? What would you recommend for future cases?

The share of private stakeholders in such projects should be significantly increased (at least 50%). The current composition makes practical and pragmatic approaches difficult to shape. The motivation of the owner should be clear before the start of such a project. It has turned out to be impractical to make urban preferences desirable for a private investor.

**<<A “cultural” revitalisation of the Spinning Works was our original expectation of the project. Since this does not align with the owner’s vision, we no longer expect this. >>**

**<<The motivation of the owner should be clear before the start of such a project. It has turned out to be impractical to make urban preferences desirable for a private investor. >>**



## Who we are?

### The 2nd Chance Team in Chemnitz

I am Thomas and this is how I work: I have been involved in EU work since the last few years, and I was challenged for leading this urban development project. My job consists of organisation of working group meetings, participation in thematic meetings, project and financial management, reporting to ULG members, national and network level and servicing of the integrated action plan for our giant industrial heritage site Spinnbau.

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As EU-Coordinator of the city the responsibility is the communication and technical support of the project e.g. during the organisation of the transnational meeting in Chemnitz, the dissemination of project results and work with the media. As a member of the ULG the EU-Coordinator participated in the Summer University 2016. The acquired methods are very useful for the implementation of this and further projects.

The management aims at revitalising the historic industrial estate Altchemnitz. More than 30% of the plots in this area are brownfields. The neighbourhood manager acts as communicator, troubleshooter and guide. The spinning machines factory is one of the key properties because of its central position, cultural value and size. The redevelopment of the complex will give pioneering impulses for the whole target area.

## **Pia Sachs**

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I work as a Senior Budget Officer in the City of Chemnitz' City Planning Office. Within the scope of the project I am in charge of processing payment transactions by observing communal budget law. Added to this I was assigned filing original documents and monitoring allocation of resources.

## **Angelika Krug**

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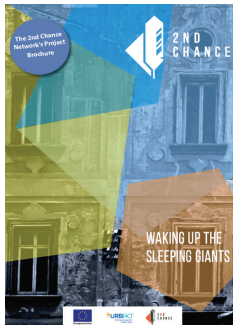
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## More on the City of Brussels

- ▶ **Good Practices from the Network: Financial incentives and provision of information about funding opportunities in Brussels** July 2017

## More on the City of Chemnitz

- ▶ **A 2nd Chance for the Spinnbau in Chemnitz: an Interview to Thomas Mehlhorn, City Planning Office, City of Chemnitz** December 2017



## Online Available Outputs:

- 2nd Chance Baseline Study*
- 2nd Chance Partners' Brochure*
- 2nd Chance Local Flyers*

- 2nd Chance Liverpool Meeting Report*
- 2nd Chance Chemnitz Meeting Report*
- 2nd Chance Maribor BT meeting Report*
- 2nd Chance Genoa BT meeting Report*
- 2nd Chance Porto Meeting Report*
- 2nd Chance Dubrovnik BT meeting Report*
- 2nd Chance Caen BT meeting Report*
- 2nd Chance Brussels Meeting Report*



- 2nd Chance Intermediate Good Practices Compilation /1*
- 2nd Chance Intermediate Good Practices Compilation /2*



- 2nd Chance 1st Thematic Paper: "Communicating the Urban Regeneration"*

## Soon Available:

- 2nd Chance Good Practices Compilation*
- 2nd Chance Guidebook*

[www.urbact.eu/2nd-chance](http://www.urbact.eu/2nd-chance)

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