

URBACT



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Interreg

GreenPlace

GreenPlace Let's do it together! INTEGRATED ACTION PLAN

Löbau, Germany

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Photo: Gunter Binsack

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1. An introduction: a few words from us...

Dear Readers!

Since the start of this Project in summer 2023, participation in the URBACT IV Programme has opened up new opportunities for the city of Löbau to develop concepts and ideas on how to successfully revitalise brownfield sites and vacant buildings. In the “GreenPlace” Project, the City of Löbau is specifically looking at the building complex of a former pasta factory that is now empty. The old factory buildings are located in the direct neighbourhood of the architectural monument “Haus Schminke”, which is already used for tourism. They are to be sustainably revitalised over the next few years and will be considered together with Haus Schminke again in the future.

In addition to the tasks of sustainable and ecological refurbishment of the existing building fabric, the economic independence of the future business has top priority for the development of the former factory. The aim is to find methods for sustainable utilisation and an effective operator concept for renting out the rooms. In order to develop a utilisation concept, the Stiftung Haus Schminke (Schminke House Foundation) is already working together with the City of Löbau on another project at local level entitled “FABRIK reanimiert!”. At supra-regional and European level, the “GreenPlace” Project offers the opportunity to exchange experiences, findings and methods with other cities and projects. Other “best practices” from advanced projects provide inspiration for our project. At the same time, the city of Löbau and the Stiftung Haus Schminke can share their own experiences and findings with other municipalities and thus contribute to the success of other projects. The special features and challenges of cities from different countries with similar problems and challenges complement the results that have been and are being achieved in Löbau at a local level. The exchange within the GreenPlace network is therefore of great importance for the successful development of the pasta factory.

Please note that utilisation concepts and development strategies must be constantly updated. This document therefore only represents a snapshot in time and will also be adapted in the future. This “Integrated Action Plan” primarily presents the basic logical structure of the project, which should remain the basis for future adjustments.

We hope you enjoy reading it.

The URBACT-Team from Löbau.



2. GREENPLACE. Let's do it together!

GreenPlace is a URBACT network consisting of nine partners, each of which is involved in the sustainable revitalisation of currently unused urban areas. Among other things, various activities and instruments of social participation are to be applied. The project not only takes into account the regional characteristics and conditions of the individual partners but also places a special focus on 'green' strategies to limit the effects of climate change in urban areas. The project runs from July 2023 to December 2025.

The City of Wroclaw (Poland) is working on the project as Lead Partner together with 8 partners:

- Boulogne-sur-mer Développement Côte d'Opale - France
- Bucharest Metropolitan Area Intercommunity Development Association - Romania
- Limerick - Ireland
- **Löbau - Germany**
- Nitra - Slovakia
- Onda - Spain
- Quarto d'Altino - Italy
- Vila Nova de Poiares - Portugal

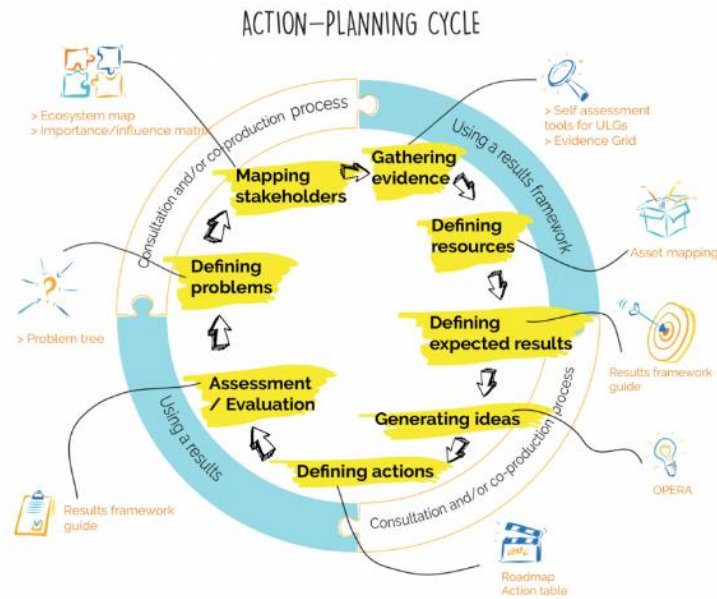
3. Why an Integrated Action Plan?

An URBACT Integrated Action Plan (IAP) is a key element of the URBACT methodology. It is a city-level output that defines actions to be implemented within the city in order to respond to a specific urban policy challenge - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both a focal point and end goal of the action planning journey that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are future oriented – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a strong implementation focus, for example through the identification of specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

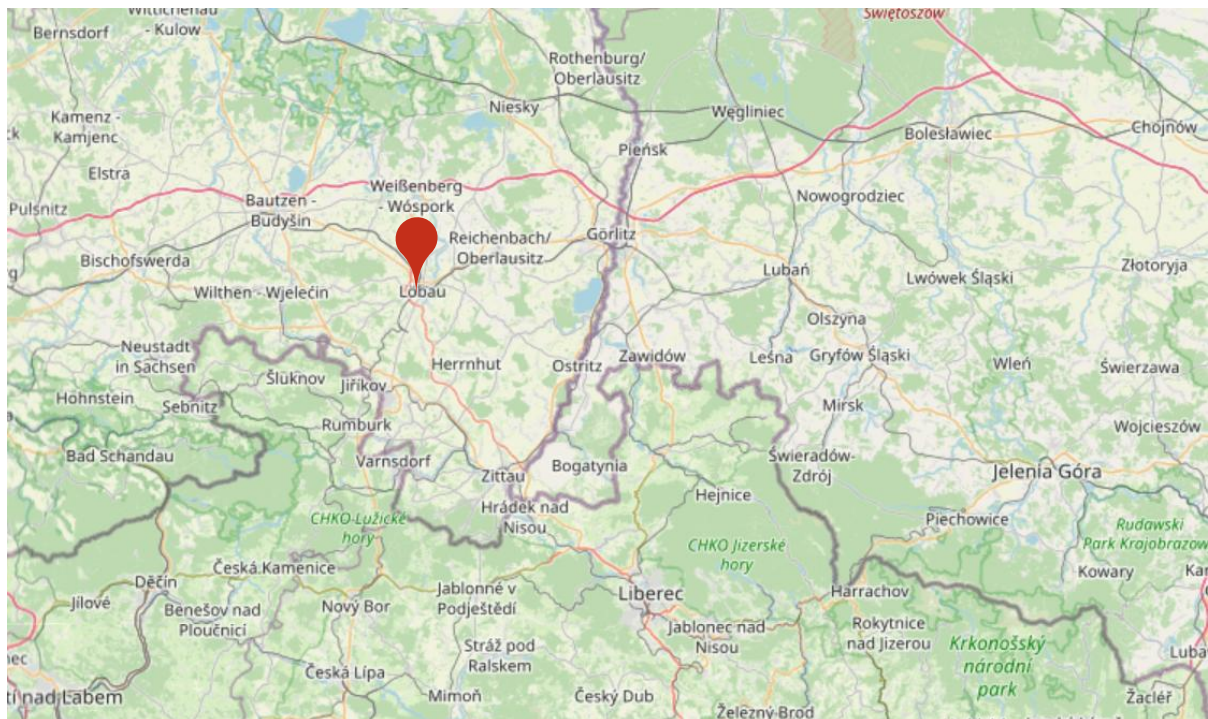
The IAP links with the overall [URBACT Action Planning Cycle](#).



4. Context, needs and vision

4.1. Context

Löbau is a small town with 14,334 inhabitants in the border triangle of Germany - Czech Republic (15 km away) - Poland (25 km away).



Löbau is located in Upper Lusatia and has a unique historical and industrial heritage as well as rich nature and biodiversity. After German reunification in the 1990s, Löbau suffered from a significant

decline in population and an ageing population. The unemployment rate is still higher than the state and national average. Numerous industrial companies were forced to close and the town concentrated on special vehicle construction, the food industry, lighting construction, environmental and air technology, pellet production, stamp manufacture and grand piano and upright piano construction. Due to its proximity to Dresden (80 km) and the larger towns of Bautzen, Görlitz and Zittau (25 km each), Löbau is now primarily a commuter town.

The town consists of 75% agricultural land. 8% of the area is forested, which is below the district average of 35%, and the traffic area has increased significantly in recent decades. Nevertheless, Löbau is located in a charming landscape and has high environmental and air quality. Several renewable energy projects are already in operation and contribute up to 10-11 GWh of electricity per year: 4 biomass plants, 7 turbines and 4 large photovoltaic and solar plants. Geothermal energy is also currently being expanded, and the construction of a further district heating plant is also being planned.

Building on the industrial past to greening the city

The once extremely successful industrial region of Upper Lusatia and the industrial past of the city of Löbau, especially in the 19th century up to the end of the Second World War, has been clearly influenced by structural change since German reunification. Numerous industrial companies had to close as a result of the new economic conditions, many of which could not be repurposed due to the ongoing structural change, demographic development and economic changes and are now derelict. The former industrial sites are now heavily affected by vacancies.

In Löbau, the various remaining brownfield sites are now to be revitalised on the basis of the experience already gained with the converted horticultural show grounds. The city of Löbau has already gained experience in this area. The 6th Saxon State Horticultural Exhibition 2012 provided the city with a promising opportunity to utilise structural change and the loss of industry as a new opportunity for urban development. In particular, the 20-hectare new city park on the site of the former sugar factory on the Löbau waterfront demonstrates various approaches for the successful revitalisation of the industrial wasteland. Here, the use of 'green solutions' was emphasised in order to use the potential of the past as added value for the landscape and the green and blue infrastructure in the course of the redevelopment.

Educational work through information boards and visible reminder anchors

At this new city park, the industrial past was to remain visible, which is why numerous traces were preserved and repurposed ('from beet basin to fish pond'). At the same time, the former sugar production was taken up in various playgrounds and recreational areas in order to preserve the memory of it. Today, you can climb on 'sugar mountains' and watch fish in the former beet ponds. The entire complex was awarded the German Landscape Architecture Prize in 2013.



Photos: Old beet soaking basins and “sugar canes” at the new city park, City of Löbau

Conveying a unique architectural landscape

In addition to the traces of the industrial past, Löbau is also home to Hans Scharoun's Haus Schminke, an outstanding example of classic modernist residential architecture. The Haus Schminke Foundation, as part of the Löbau URBACT Local Group, has investigated and publicised the connection between the industrial past and the architectural modernism of the 1920s and 1930s in various projects over the past few years.



Photo: Hans Scharoun's Haus Schminke, Marcel Schröder

The family's former Anker Pasta Factory (“Nudelei”) is located in the direct neighbourhood of the Schminke House. Here too, the architect Hans Scharoun left his mark and remodelled parts of the factory premises in a modernist style. The former Anker pasta factory is therefore also particularly significant in terms of architectural history, as Hans Scharoun did not build any other industrial buildings. The factory, called “Nudelei” by the people of Löbau, is also part of the “TOPOMOMO” project initiated by the Haus Schminke Foundation, in which various classic modernist buildings from

the 1920s and 1930s along the Saxon-Czech border were examined, publicised and linked together in a network. Under the title „Experimental Land of Modernism“, the project focussed on the partially hidden and threatened potential of the buildings, some of which are vacant and some of which have been converted (www.topomomo.eu).

Inspiration and realisation in one and the same place

Individual smaller projects have been realised for the Anker pasta factory in the last years. On one hand, the factory has served as a place of inspiration, but also as a work and exhibition space, for example for a German-Czech summer academy with young artists from the Oberlausitz-Niederschlesien Youth Art School (JKON) and the SUŠ art school in Vratislavice nad Nisou.

Public participation for a sustainable project: Ideas and wishes for future use

Since July 2023, the Stiftung Haus Schminke, with the support of the city of Löbau, has been working on a citizen participation process for the future of the Nudelei site in the [“FABRIK reanimiert!”](#) project. The project was funded by the Saxon State Ministry of Justice and for Democracy, Europe and Equality's Citizen Participation funding guideline and ended in December 2024. In addition to numerous events at and inside the factory, targeted surveys of the Löbau population and a three-month trial use of selected rooms on the ground floor of the factory were also part of the project. By working together with various Löbau associations and NGOs (Löbaulebt e.V., Kultur- und Weiterbildungsgesellschaft, Augen auf e.V., DRK, Seniorenrat), the target group was successfully expanded in order to reach as broad a cross-section of the Löbau population as possible with the project. The project was completed at the end of 2024 with a public planning workshop and the creation of a first concept of use.



Photos: Inside the factory and on the courtyard, Julia Bojaryn and Merte Stork

4.2. Relevant existing strategies and projects

INSEK: in the urban development concept (Integriertes Stadtentwicklungskonzept - INSEK, Städtebauliches Entwicklungskonzept - SEKo) objectives are formulated and city-wide strategies are developed. It serves for interdisciplinary understanding about urban development policy projects, problems, potential and priorities and forms the long-term basis for urban development policy

decisions. The concept was financed by the Development Program for Rural Areas in the Free State of Saxony 2014-2020 and the European Agricultural Fund for Rural Development: This is where Europe invests in rural areas (Entwicklungsprogramm für den ländlichen Raum im Freistaat Sachsen 2014-2020 und Europäischer Landwirtschaftsfonds für die Entwicklung des ländlichen Raums: Hier investiert Europa in die ländlichen Gebiete).

Funding program “Living Centers” / Förderprogramm „Lebendige Zentren“ LZP: Promotion of private measures in the “Innenstadt Löbau” funding area; was funded by the Federal Ministry for Housing, Urban Development and Construction, Urban Development Funding from the Federal Government, States and Municipalities and the Free State of Saxony (Bundesministerium für Wohnen, Stadtentwicklung und Bauwesen, Städteförderung von Bund, Ländern und Gemeinden und Freistaat Sachsen). The programme is applied to Löbau’s city centre.

SZP - Social Cohesion (Integrated Concept for Securing Public Services in the "KSP Central Upper Lusatia" area)/ SZP – Sozialer Zusammenhalt (Integriertes Konzept zur Sicherung der Daseinsvorsorge Gebiet „KSP Zentrale Oberlausitz“): The aim of the program is to support and develop small, supra-locally cooperating communities in rural areas that are affected by the high population decline and demographic change. The overall measures supported are intended to serve the maintenance and development of the municipal infrastructure of public services and to help these communities become capable of acting as economic, social and cultural anchor points for the surrounding area and/or in their central function for the future.

Social urban development 2021-2027 - ESF program "Sustainable social urban development" / Soziale Stadtentwicklung 2021-2027 - ESF-Programm "Nachhaltige soziale Stadtentwicklung": the Saxon State Ministry for Regional Development (Sächsische Staatsministerium für Regionalentwicklung - SMR) supports cities and municipalities in the social development of selected urban areas with state funds and funds from the European Social Fund (ESF). The ESF program supports the implementation of non-investment, low-threshold, informal projects to promote education, support offers in dealing with specific problem situations, to increase employability and the social integration of people who are socially and labor market disadvantaged, such as young adults without a school leaving certificate, the long-term unemployed, low-income people, refugees and people affected by homelessness in socially disadvantaged urban areas.

The **Project “FABRIK reanimiert!” (citizen participation of the SMJusDEG)**, funded by the Saxon State Ministry of Justice and for Democracy, Europe and Equality, created valuable synergies for the URBACT network. While “FABRIK reanimiert!” had a local focus in terms of target groups, stakeholders, participants and direct implementation, the URBACT project links the local initiative to a European level for international exchange of experiences. The findings gained at the local level in turn serve as examples that are also of interest to other municipalities within URBACT.

In the work of communicating the industrial heritage, the architectural landscape and the building cultural heritage of classical modernism, the Haus Schminke Foundation can now draw on a wealth of

experience and a great deal of content-related knowledge. In its daily communication work as an architecture museum and in networking with other modern places within the [TOPOMOMO](#) projects, the Stiftung Haus Schminke has been able to significantly expand its expertise in recent years.

4.3. Local challenge

The 'Anker pasta factory' was built at the end of the 19th century by the company Loeser & Richter for the production of food, in particular pasta. Until 1945, the company enjoyed steady growth, both in production and in the necessary adaptation of the production facility. Over time, numerous buildings were added, remodelled, enlarged and adapted to the actual needs of production. During the GDR, the factory continued to produce as a state-owned enterprise (VEB Anker-Teigwaren), but was unable to withstand the competitive pressure after German reunification. The buildings were sold by the Treuhandanstalt (the trust that was supposed to privatize all state-owned enterprises after the end of the GDR) to a private investor, who sold all of the existing machinery and rented the buildings to the 'Lehrhof Löbau e.V.', where young people were trained in crafts like masonry etc. The buildings have been vacant since 2010 and the city of Löbau was able to acquire the site in a forced sale in 2018.

The Schminke House was designed in 1933 by architect Hans Scharoun for the then factory owner Fritz Schminke and his family. Following the completion of the residential building, Hans Scharoun also designed several conversions and additions to the factory site next door. Both areas - the factory and the house - were originally connected by direct access for pedestrians and cars. To the west are two large green areas with mature trees (orchard) and a small pond. Both building ensembles are today listed buildings and cover an area totalling 1 hectare.

Public interest in the Schminke House and the 'old Nudelei' has grown steadily in recent years. The population still has an emotional attachment to the empty factory, and the area is perceived positively and more as potential than as a wasteland. The efforts of the "FABRIK reanimiert!" project were intended to bring the factory back into the consciousness of the people of Löbau. The positive perception and thus also the self-confidence should be strengthened. Participation in a Europe-wide project as part of the URBACT programme also supports this development. As part of GreenPlace, the city of Löbau wants to revitalise the site with new multifunctional uses (culture, education, business, ...) and use the international attention and tourist value of Haus Schminke as well as the existing local memories of the site for positive development.

The Noodle Factory Outdoors



The Noodle Factory Indoors



The neighbouring Schminke House



Current connection House / Factory



Scharoun's heritage in the factory



The Noodle Factory greens



Photos: From the baseline study, Julia Bojaryn, Anna Gumbert and Marcelline Bonneau

4.4. Green Place in the working practices of the City

The project receives a great level of support from the mayor, who is also part of the ULG (URBACT Local Group). It is being implemented within the municipal administration in cooperation with the Haus Schminke Foundation. A core team consisting of the mayor, Head of Finance, Clerk and two employees of the Haus Schminke Foundation is used to working together in direct coordination: as the administration is rather small (around 50 employees), all employees work closely together by default. The different URBACT methods to be used are intended to promote the development of additional skills among all those involved.

In addition to the core team, the entire ULG brings together other stakeholders from various areas of the assembly, cultural life and nature conservation.

4.4.1. GreenPlace URBACT Local Group

This project is the first time that the city of Löbau has set up an organised URBACT Local Group (ULG). Due to the rather small size of the municipality, the distances are usually short and agreements or meetings can be made in direct contact with the respective employees. By organising a ULG, the core team of the project is required to prepare all the results of the URBACT meetings and discussions and to communicate them in the respective ULG meetings in order to regularly inform the ULG members about the progress of the project.

The ULG members are:

- City of Löbau: Mayor, Head of Finance, Clerk
- City of Löbau: City Manager, Cultural Office
- City of Löbau: Energy manager
- The Haus Schminke Foundation
- The association "Löbaulebt e.V."
- Messe- und Veranstaltungspark (Trade Faire & Exhibition Park)
- Kultur - und Weiterbildungsgesellschaft mbH (Culture and Education Society)
- Stadtwerke (Heat planning)

- Renaturalisation, nature conservation (NABU-Kreisverband Löbau e.V.)

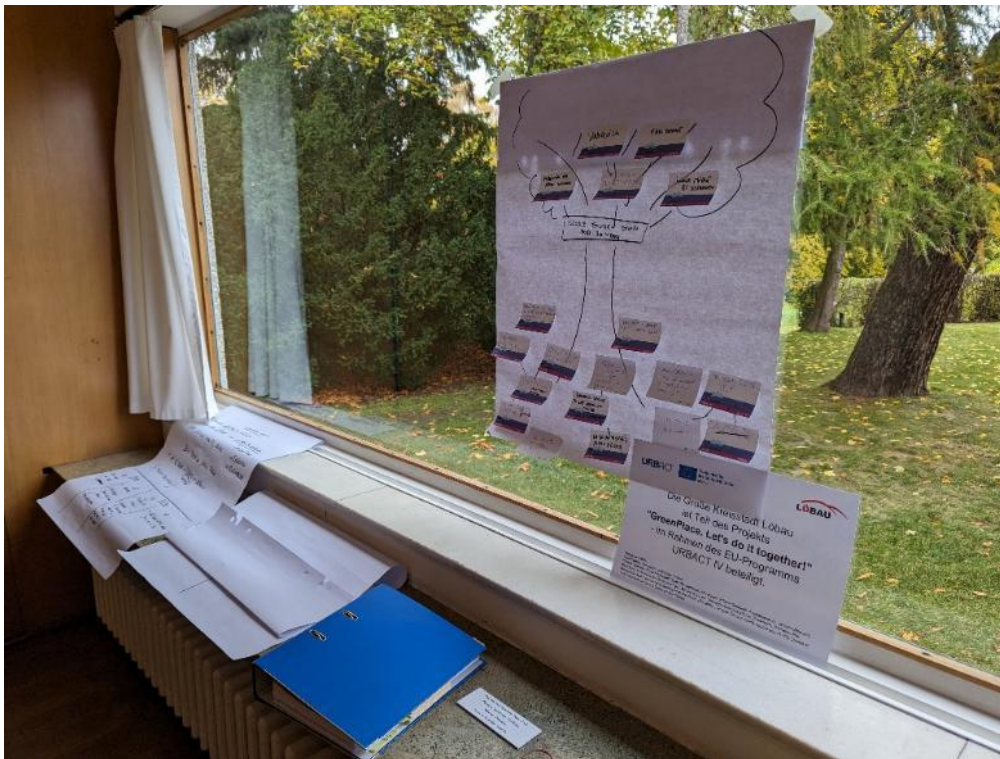
After analysing the potential stakeholders using the various URBACT tools (stakeholder ecosystem map, power-interest matrix, stakeholder analysis table, see Annex 1), the ULG is made up of the following areas:

Tourism/culture - Infrastructure/green energies - Nature conservation - Education

The city of Löbau as the owner and the Haus Schminke Foundation as the direct neighbour and project manager of the local project 'FABRIK reanimiert!' have the greatest interest and also the greatest influence on the development of the pasta factory. Löbau's Stadtwerke and the Kultur- und Weiterbildungsgesellschaft have great influence, but no direct interest as users of the factory. The 'Löbau lebt' association is currently in the process of reorganisation, is generally very interested but has little influence. The nature conservation organisation has no direct interest in the factory but does have an interest in the surrounding green areas.

4.4.2. ULG Methodology

The Löbau team has so far used the following URBACT methods: *Problem Tree, Newsletter of Tomorrow, the stakeholder ecosystem map, the stakeholder power-interest matrix and the stakeholder analysis table*. All results of the work carried out using the URBACT methodology can be found in this publication. When planning the ULG meetings, we became aware of one main problem: due to the professional commitment and high activity of many ULG participants, it is difficult to get us all together at the table.



Photos: ULG-meetings, Julia Bojaryn



Photos: ULG-meetings, Anna Gumbert

4.4.3. Co-identification of local priorities

SWOT analysis

The sustainable revitalization of the noodle factory must be considered taking into account the size of the city, the existing cultural heritage and the actual needs. A SWOT analysis provides the basis for examining the various potentials and challenges.

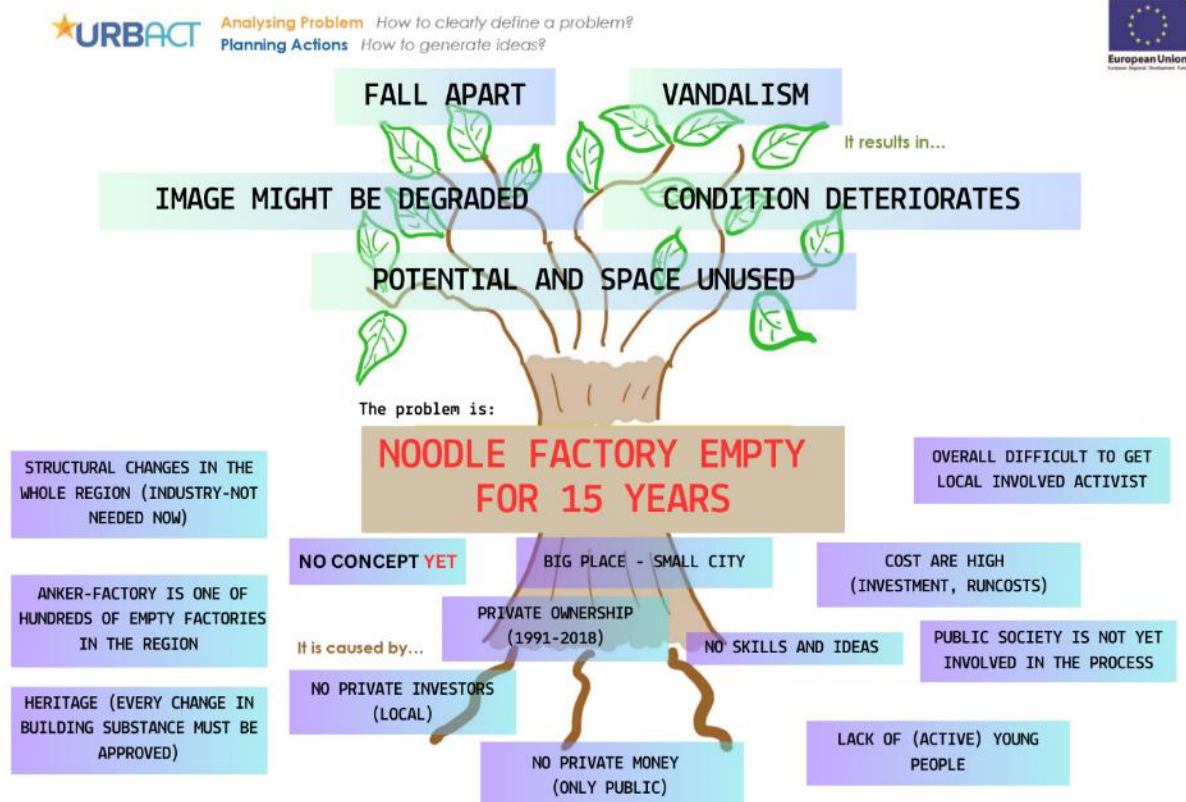
<p>Strengths:</p> <ul style="list-style-type: none"> • Proximity to Haus Schminke as a tourist attraction • Great importance of Haus Schminke and the pasta factory for the city's history • Existing connections to the house in terms of materials and details • Large collection of historical documents etc. in the Löbau city archive, already well researched • Very good transport links to the city - proximity to the city center • Very flexible room layout with large and small rooms that can be used for many different ideas • Stable ceilings that allow different uses with larger loads • "Green" location between the dense old town and the outskirts with individual houses, small businesses and green spaces • The municipality is the owner of the place 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Location in a rural area without major investors or proximity to a large city • Region that was particularly affected by structural change in the 1990s and 2000s • Major need for renovation of parts of the buildings • Peripheral location in East Saxony • Lack of appeal due to lack of cultural offerings
<p>Opportunities:</p> <ul style="list-style-type: none"> • Communicating a positive image while taking into account the emotional bond between the population and the building • New energies and photovoltaic systems on the large roof areas (connected to the municipality's energy concept, such as district heating network, etc.) • Revitalization and upgrading of the original green areas and the orchard for the public • Marketing of the factory and the Schminke house as "Scharoun's legacy" in Löbau - unique worldwide • Parallel project 'FABRIK reanimiert!' at local level 	<p>Threats:</p> <ul style="list-style-type: none"> • Costs for energy-efficient and sustainable building renovation are high • Renovation of listed buildings is more complex • Building "too big" for a small town, lots of space (6830 m² usable space) • If no suitable use is found, there is no money for area maintenance and operating costs

PROBLEM TREE

A PROBLEM TREE is a graphical representation of an existing problem, its causes and effects, which aims to gain a clear and shared understanding of an issue. In our problem tree, we tried to answer three main questions:

- what is the main problem in our project?
- what are the causes of this problem?
- what negative effects does this problem have?

Using this method, we show that our problem, which is a vacant noodle factory, due to a number of factors, such as a lack of concept or the fact that it is a historical monument, a lack of money, etc., can lead in the worst case to the collapse of the building, vandalism, and its image from the past will be irretrievably lost. This method provides a visual representation of the current situation, what is causing it and what the consequences might be if no further action is taken.



4.4.4. Our vision for the Nudelei

The architectural and cultural value of the refurbished factory is recognised beyond local level. The factory is considered a best-practice example for the refurbishment and transformation of industrial buildings with regard to the current challenges of structural change. The entire site offers great added value for the people of Löbau and international visitors.

In 2035, the factory will be renovated in a sustainable and ecologically sensible way. Based on detailed investigations of the building structure and tests of the technical possibilities, as much of the original building structure as possible was preserved, and later disruptive additions were dismantled. The factory site is connected to a new district heating network, and the factory and Haus Schminke are as self-sufficient in terms of energy as possible thanks to large photovoltaic areas on the roofs of the former factory.

The factory has become a good example of transformation processes. Different parts of the building are occupied by different tenants in a colourful mixed use. The area is operated privately, independently of subsidies, and an active network of actors made up of tenants, users, multipliers, interested parties, companies and research institutions from Löbau and the surrounding area has emerged. The area is rented out by an operator structure that is also refinanced from the rental income. The neighbouring natural area of the orchards of the house and factory can be experienced and accessed by the population. It has been ecologically upgraded and restored and serves as a green recreational area in the city.

By using it in conjunction with Haus Schminke, the factory area has become a new meeting place for the people of Löbau with a wide range of activities to take part in. Haus Schminke and the Nudelei are once again being recognised and marketed as an ensemble. The ensemble is known beyond the region as a vivid place of innovation for transformation processes and as a successful example of the revitalisation of vacant industrial buildings.

4.4.5. Main integration challenges

Status quo of cooperation and integration:

Löbau's small municipal administration, with around 40 employees, facilitates direct communication thanks to short distances and direct contacts. Cooperation with the Haus Schminke Foundation is currently intensive due to the involvement with the pasta factory, but there is still room for improvement. The mayor's direct involvement in the project as a member of the ULG is particularly beneficial. The creation of a new cultural office in the city administration from 2024 is expected to strengthen cooperation and links between the various sectors. In future, the concerns and interests of different sectors can be bundled in the cultural office.

Concerning the different types of integration, the following graphic shows the results of the integration prioritisation exercise. The types of integration with the biggest impact are on the top end of the graphic,

while the level of difficulty grows from left to right. The graphic gives an overview on the importance of different types of integration for the project. It is the basis for the Integration self-assessment table that can be found in section 5.

Two additional cross-cutting themes were added to the prioritisation:

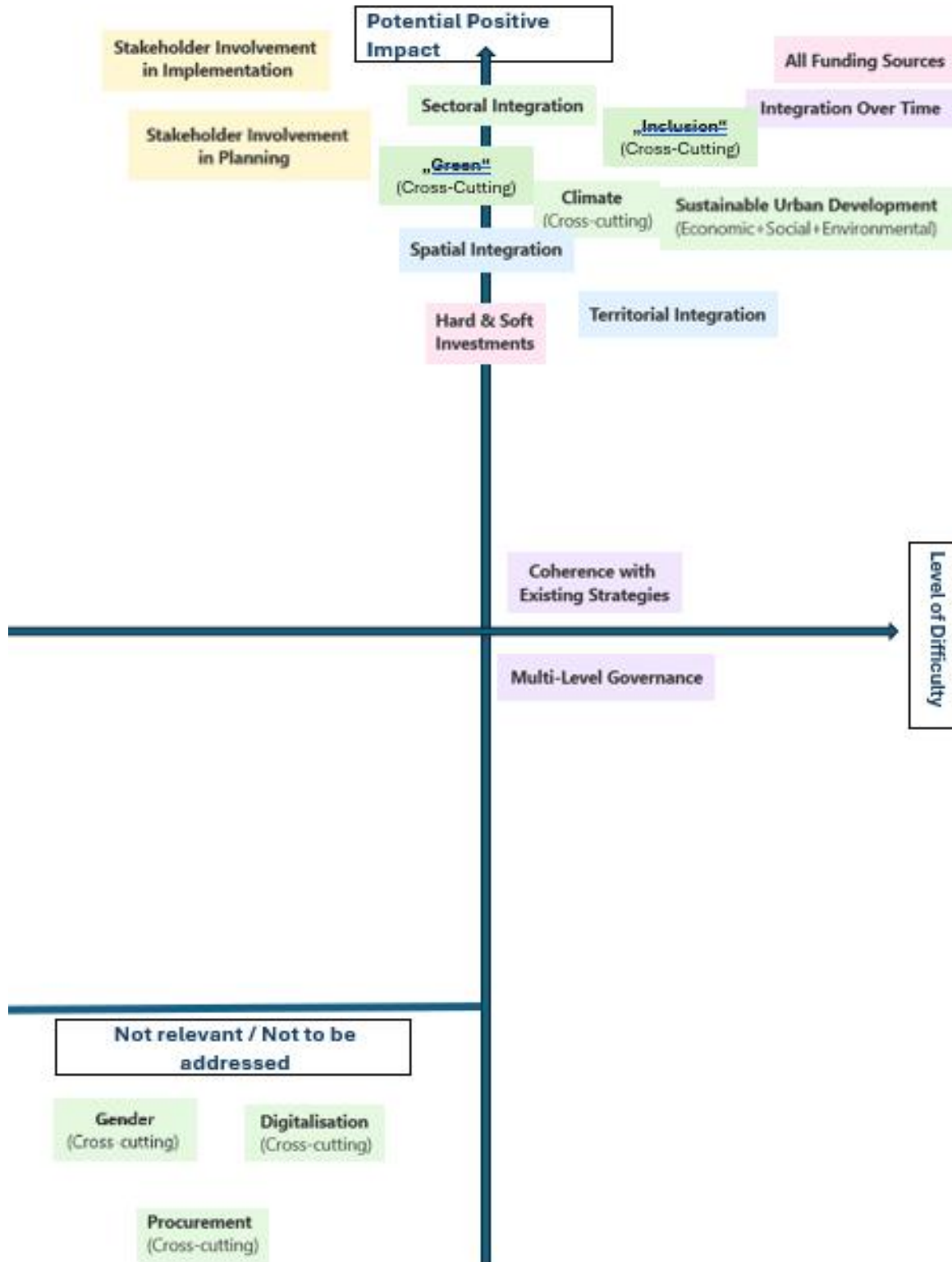
‘Green’:

The pasta factory is located on the outskirts of Löbau within walking distance of the central market square, but also in the immediate vicinity of two large orchards and green areas that date back to the 1930s and earlier. These green areas are not only valuable because of the old trees, but also as a habitat for plants and animals. The plan is to enhance the natural areas and utilise them ecologically, including a nature trail and the opportunity to offer further education and training in so-called ‘green professions’ on site.

As far as the refurbishment of the pasta factory is concerned, green solutions should be favoured in the development of a refurbishment concept. This applies in particular to energy generation (photovoltaics, heat pumps, etc.), energy utilisation (new district heating network, renewal of technical building equipment) and the use of existing capacities and materials.

‘Inclusion’:

The local ‘FABRIK reanimiert!’ project already put a focus on cooperation with various associations to ensure the greatest possible diversity of participants. The experiences with the Löbau Seniors' Council, the young team from the Löbaulebt e.V. association and the international team from Augen Auf e.V. association have been consistently positive. The collaboration is currently bringing together old and young people, refugees and long-established Löbau residents with a wide range of interests. The formats of the participation process of “FABRIK reanimiert” were all designed to be as low-threshold as possible and emphasise the fun of participation and involvement in order to reach and engage as large a target group as possible.



4.5. Testing actions

As part of the 'FABRIK reanimiert!' project, a competition was launched in spring 2024 in which interested candidates could apply for the test use of individual rooms in the factory. A temporary Licence for interim use was agreed with the district's building inspectorate, taking into account a new fire protection concept and the inspection of the existing electrical systems.

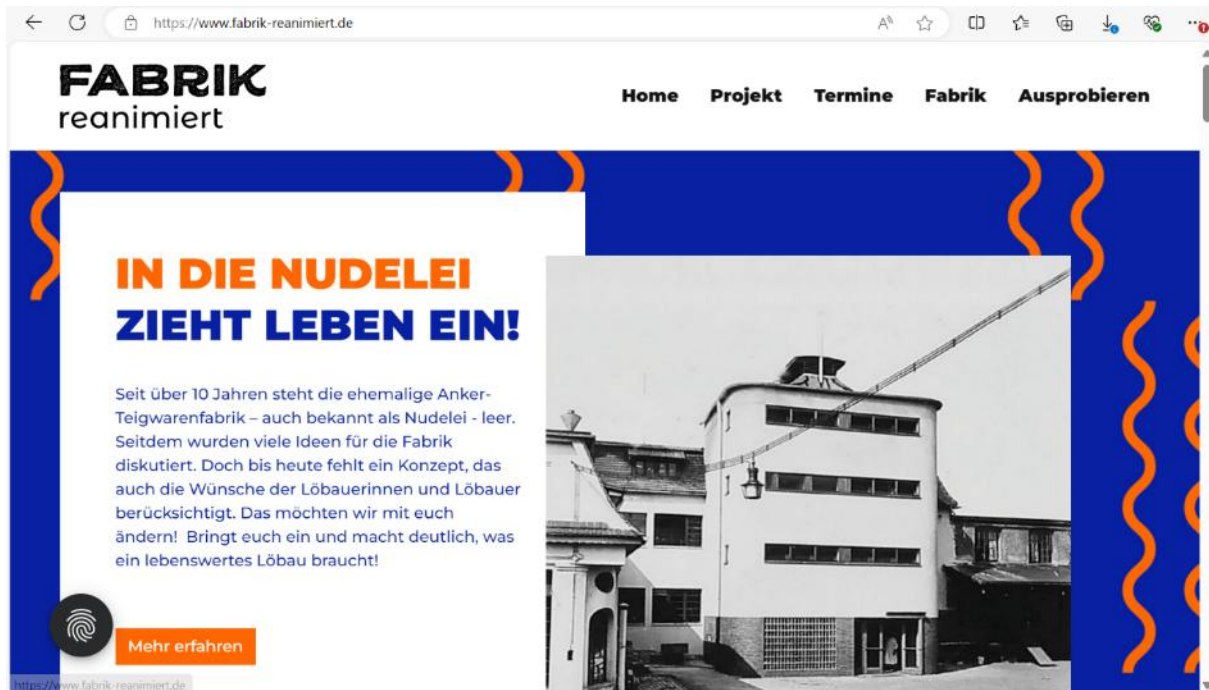


Photo: Screenshot of the website www.fabrik-reanimiert.de

The competitors were able to choose between a total of 7 rooms on the ground floor of the buildings for their trial use. The prerequisite for the application was that the test use would allow an audience, participants or guests to be present in order to attract as many people as possible to the factory. The aim of the test uses was, on the one hand, to test which uses would be conceivable at all, which uses would work in parallel and for which uses there is a need or a supply in the city. At the same time, however, the people of Löbau were also asked to try out what it would be like to go to sports classes, music lessons or creative activities, to the factory instead of the yoga studio, the music school, etc. The 'trial and error' approach worked. The "testing" here worked on two tracks, on the one hand for the building and the potential uses, and on the other for the population.

All test uses were then evaluated by the participants using feedback posters. The respective course instructors were interviewed afterwards and asked about their experiences, possible improvements and their future vision.

You can find the testing action tables in the annex of this document in Annex 2.



Photos: Testing actions, Julia Bojaryn and Roxana Wegener

The diversity of the test uses (yoga, music lessons, senior sports, children's art, creative courses, temporary gallery, radio, digital workshops, café, garage bar, etc.) shows that the future of the Nudelfabrik will also lie in the establishment of mixed use. At almost 7,000m², the usable area of the noodle factory is very large for the small town of Löbau, which is also located in a rural area. Finding a single investor for the site is therefore probably utopian, especially as the building structure does not consist of a large, flexibly usable hall, but of numerous individual rooms resulting from the continuous expansion of the factory since the early 20th century. For this reason, the development of an operator concept and a letting concept were also specified for the intervention in this IAP. The envisaged mixed use with partly public and partly rented space should also ensure economically independent operation without external funding in the future.

In addition to the test uses in the building, various events were also realised on the factory's outdoor area. Different formats were trialled at a total of four 'Spotlight Events': Christmas market, Dance event, Fête de la musique, Café and Exhibition. As part of the 'FABRIK reanimiert!' project, the wishes and opinions of guests were also asked at all events, always in conjunction with a small deal in which participation could be exchanged for cake, a drink or a souvenir photo. Numerous other formats have been tested on the site since 2023 with other events, some of which were organised externally, such as the outdoor cinema, the youth election forum and the 'Sachsensofa'.

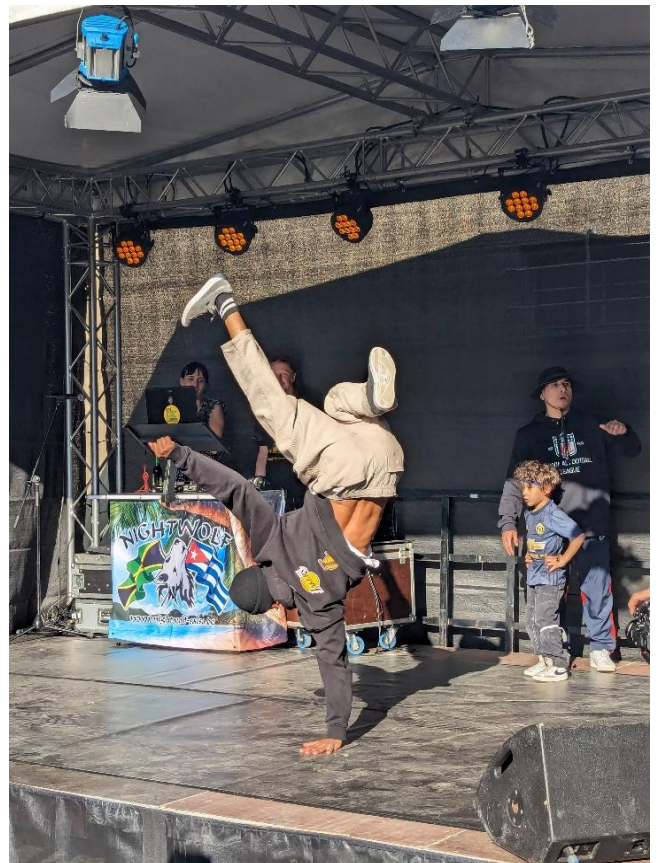
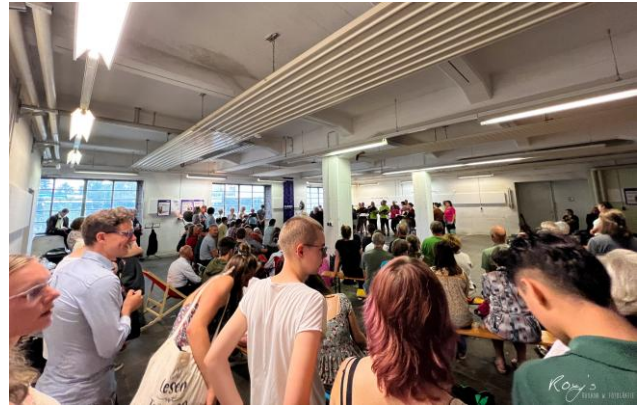
Further testing actions are being executed in 2025. Above all, the continuation of “test uses” within the factory is likely to become more complicated from a building authority perspective, as only a temporary licence for change of use was granted for the activities in 2024.

In spring 2025, the resulting concept of use was presented in the format of the test uses inside the factory. The aim was to give the people of Löbau the opportunity to experience the ideas of the concept of use on site instead of just reading it on paper. All ideas from the concept, which are already represented by specific stakeholders, were presented in the rooms of the previous test uses on the ground floor. With the participation of numerous stakeholders a ‘workroom’ with a makerspace, a small cinema, a “building playroom” with building blocks from the Löbauer Bauspielhaus, a café with cake and a furniture sale, two creative classes, an art exhibition by the Volkshochschule, various outdoor games and activities for children and a mobile museum shop were created. At the same time, the research results concerning the original design of the courtyard and the current plans for the future of the pasta factory were presented. Even if the respective utilisation ideas will not necessarily be happening exactly in these rooms in the future, it was possible to experience what a mixed use of the factory could look like and function ‘on a small scale’. And the interest was huge: a total of around 500 people attended the event.

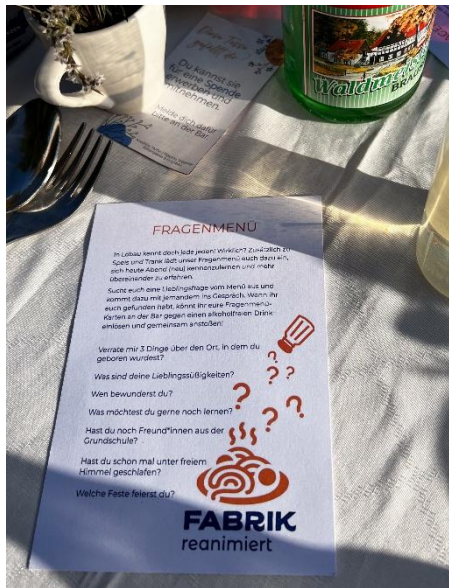
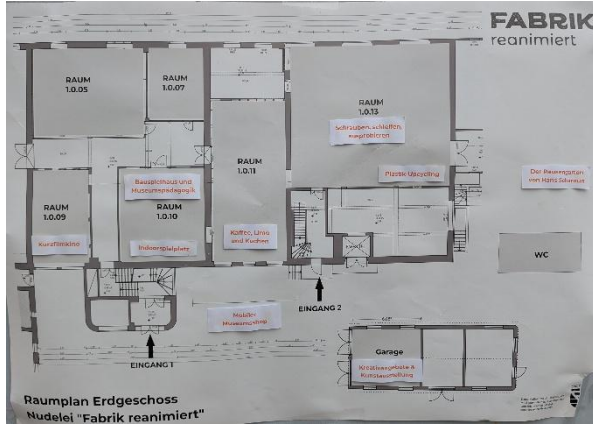
Starting in the summer of 2025, two more events are to take place on the courtyard of the factory: In June, we organized ‘Dinner at the Nudelei’ with the longest table of the city and a colourful takeaway buffet. The cooperation with the members of the Nudel-Stammtisch (“pasta network”) and the Augen Auf e.V. association should be emphasised here in particular. Thanks to the association's commitment, the Löbau refugee community, including people from Venezuela, Syria and Afghanistan, could also be involved in the event. The ‘buffet of questions’ on the postcards on display gave people the opportunity to talk to each other and get to know each other better.

Another edition of the ‘Fabrikhof cinema’ is planned for late summer. Guests are invited to bring their own camping chair and a picnic. The film ‘Ein Feuerwerk für die Kleinstadt’ will be shown, which was shot by local director Erik Schiesko with numerous people from the region. A discussion with the filmmaker is also planned before the film screening.

Following the end of the ‘FABRIK reanimiert!’ project, further activities in 2025 will be financed via micro-funding from the ‘Zukunftswege Ost’ programme. The events will be planned with the lowest possible budget but will also be free of charge for all guests.



Photos on page 23 and 24: Roxana Wegener, Julia Bojaryn and Merte Stork



5. Goal and structure of the IAP

5.1. Current Focus

As the personnel capacities for the further development of the pasta factory of both the city and the Stiftung Haus Schminke are limited, the current focus is on financing and acquiring additional personnel. The integration of all available funding was found to be the top priority in the integration prioritisation exercise (see section 4.4.5). For this reason, the IAP forms the foundation for another grant application, which is intended to secure additional staff positions for the further development of the factory. As the planned funding programme (InvKG, STARK guideline) does not fund any major investment measures, an additional grant application must be planned in the InvKG guideline for the actual refurbishment of the site. If the application in the STARK guideline is accepted, the additional staff positions would then be responsible for submitting the application for the refurbishment funds. As the funding has not yet been secured, it is currently difficult to schedule the implementation of the refurbishment. Without financial support in the form of an external grant, the refurbishment cannot be realised by the city of Löbau.

To keep the momentum, the focus of the IAP is on implementing all other steps that are possible without bigger resources. It seems more valuable at the moment to find a strategic order for all the actions planned, as the “integration over time” was also of high priority in the prioritisation exercise (see section 4.4.5).

5.2. Logic of the IAP

The vision for the IAP is summarised in three sentences as follows:

The architectural and cultural-historical value of the refurbished factory are recognised beyond the region.

The pasta factory is considered a best-practice example of the refurbishment and transformation of industrial buildings with regard to the current challenges of structural change.

The entire site offers great added value for the people of Löbau and international guests.

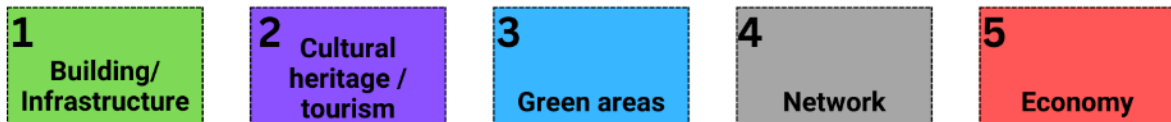
In order to get to the vision, a total of five intervention areas (short: IA) were formulated within the integrated action plan. These areas cover different topics and approaches in the project. A long-term, strategic objective and several specific objectives were formulated for each of the five areas of intervention. Concrete actions and measures were subsequently defined for the individual specific

objectives, which contribute to the achievement of the planned specific objectives and thus to the achievement of the strategic objectives and the realisation of the vision. The strategic and specific objectives are assigned to the respective areas of intervention. For a clearer presentation, the areas and objectives have been summarised in the following diagram.

Vision:

The architectural and cultural value of the refurbished factory is recognised beyond local level. The factory is considered a best-practice example for the refurbishment and transformation of industrial buildings with regard to the current challenges of structural change. The entire site offers great added value for the people of Löbau and international visitors.

Intervention areas:



Strategic objectives:



Specific objectives:



Transfer and publication of knowledge from all areas of intervention for transferability to other locations and projects

5.3. Actions within the specific objectives

In order to achieve the specific objectives (and then also to achieve the strategic objectives and the vision), numerous actions have been planned, some of which have been broken down into individual activities. The actions are likely to be constantly expanded and adapted in the coming months and over

the course of the next few years. They therefore only represent the current planning status in this document.

In the following diagrams, the actions within intervention areas 1 to 5 are assigned to the specific interim objectives and numbered accordingly. The actions are presented with the respective outputs in individual charts for greater clarity.

At this state of the project there are still a lot of uncertainties, and responsibilities, timeframes and also costs for single actions are very hard to calculate. Therefore, this IAP puts a focus on identifying the necessary actions and putting them in a strategic order rather than trying to “guess” about money, time and responsibility, even though these are of course crucial details. It is for now more important to state “what has to be done” to take the next steps forward and to find the proper funding programmes. As different programmes will probably have to be combined anyways, a more precise calculation of needed resources and responsibilities must be executed when applying for the specific grants.

Maximising the preservation of original substance of the factory

ACTION OUTPUT

1.1.

1.1.1 Inventory

- Mapping of the existing structures
- Mapping the existing windows and doors
- Mapping of the existing furniture
- Mapping the existing damage

1.1.2 Categorisation into construction phases

1.1.3 Decision on parts of the building to be preserved and demolished

- Coordination process with monument preservation

1.1.4 Urgent roof refurbishment

- Coordination of roof covering per construction phase
- Calculation per construction phase
- Funding application per construction phase
- Submit building application

1.1.1 There are room data sheets and plans for the existing building with structures, windows, doors, furniture and all existing damage

1.1.2 There is a definition of construction phases and a possible sequence in the construction process is also defined

1.1.3 Individual parts of the building that are not to be preserved have been removed in consultation with the State Office for the Preservation of Historical Monuments

1.1.4 The roofs of the factory are completely refurbished. At the same time, the roofs were prepared for the installation of PV modules.

Maximizing the
squaremeters
ready for renting
inside the factory

ACTION OUTPUT

1.2.

1.2.1 Financing the refurbishment

- Calculation of the measures
- Application for InvKG funding
- If necessary, check further funding for construction phases

1.2.2 Energy-efficient refurbishment of the building

- Research best practice examples
- Convene expert council with regular meetings
- Testing various technical solutions
- Develop a refurbishment strategy
- Submit building application
- Carrying out the refurbishment in construction phases

1.2.3 Interior fit-out in construction phases

- Enable “pioneer uses” before the refurbishment
- ‘Bare brickwork’ for all prospective lettable areas is finished
- Adapt fit-out stage to uses

1.2.4 Refurbishment/expansion of sanitary facilities

1.2.5 Refurbishment/expansion of electricity

1.2.1 The funding application for the refurbishment was approved

1.2.2 Energy-efficient refurbishment of the building

- There are at least 5 examples of best practice
- Expert council meets regularly with min. 5 members
- At least 5 technical solutions have been tested
- A refurbishment strategy has been defined
- The building application has been approved
- The 1st construction phase has been completed
- The last construction phase was completed

1.2.3 Interior fit-out in construction phases

- There is at least one “pioneer tenant”
- “Bare brickwork” is finished in all areas
- All areas with permanent tenants have been completed

1.2.4 There are functioning sanitary facilities for all building sections

1.2.5 The entire electrical system has been refurbished, including lighting etc.

Maximising the
energetic
independence of
the factory

ACTION OUTPUT

1.3.

1.3.1 Modernisation of technical building equipment

- Research best practice examples
- Discussion of solutions in the Expert Council
- Search for temporary solutions
- Development of a TGA concept
- Submit building application
- Installation of heating
- Installation of ventilation if necessary

1.3.2 Planning/Installation of PV modules on flat roofs

1.3.3 Energy supply with district heating

- Establishment of municipal heat planning
- Construction of infrastructure

1.3.4 Heat supply with heat pump

- Examination of space requirements in coordination with IA 3 'Natural areas'
- Construction of infrastructure

1.3.1 Modernisation of technical building equipment

- There are at least 3 examples of best-practice
- Technical solutions are discussed by Expert Council
- There is a temporary solution for pioneer users
- There is a holistic TGA concept
- The building application has been approved
- There is a new heating system
- If necessary, there is a new ventilation system

1.3.2 PV modules are installed on all flat roofs and the factory can cover its electricity requirements independently

1.3.3 The factory is included in the municipal district heating plan, the necessary infrastructure has been built and the factory is connected to the grid

1.3.4 The heat pump or a comparable technology is in use

Improving the spatial connection of 'Scharoun locations' in Löbau

ACTION OUTPUT

2.1.

2.1.1 Creation of an overview plan/route system to "Scharoun locations" in Löbau

2.1.1 There is a printed overview plan to take away and an information board erected

2.1.2 Reactivation of connection factory/house

- Levelling of the site
- Opening of property boundary
- Construction of gate or fence system

2.1.2 The connection between the two properties has been re-established

Improving the communication about 'Scharoun locations' in Löbau

ACTION OUTPUT

2.2.

2.2.1 Research/research on "Scharoun locations" in Löbau

2.2.1 There are comprehensive research results on "Scharoun locations" in Löbau

2.2.2 Development of target group-orientated storytelling strategy

- Development of communication formats for "Scharoun locations" (boards, QR codes, brochure, etc.)
- Development of communication formats for industrial culture in Löbau (boards, QR codes, brochure, etc.)

2.2.2 There are at least three communication formats

- for "Scharoun locations" in Löbau
- for Industrial culture in Löbau

2.2.3 Creation of a publication on "Scharoun locations" in Löbau

2.2.3 There is a publication on "Scharoun locations" in Löbau'

2.2.4 Creation of a website on "Scharoun locations" in Löbau

2.2.4 There is a website on "Scharoun locations" in Löbau'

Increasing the touristic potential of 'Scharoun locations' in Löbau

ACTION OUTPUT

2.3.

2.3.1 Making the factory accessible and ready to visit

2.3.1 There is at least one tour of the factory for visitors

2.3.2 Making the former residential home of the family accessible and ready to visit

- Clearing out the rooms to be visited
- Utilisation agreement with owner

2.3.2 There are at least 4 dates per year on which the residential building can be visited

Improving the
quality of the
surrounding green
areas

ACTION OUTPUT

3.1.

3.1.1 Revitalisation of the pond

- Collaboration with Löbau schools

3.1.1 The pond was revitalised in collaboration with Löbau schools and is home to numerous plants and animals

3.1.2 Restoration of original recreation areas of the factory

- Research on original design
- Planning and realisation (benches, pergola etc.)

3.1.2 The original recreation areas of the factory have largely been reconstructed and can be used

Improving the
accessibility of the
surrounding green
areas

ACTION OUTPUT

3.2.

3.2.1 Opening surrounding green areas for the public

- Temporary separation to construction site and factory yard
- Separation from the Schminke House site

3.2.1 The green area to the west of the factory is open to the public and there are structural boundaries to the Schminke House site and the factory construction site

Increasing the use
of the surrounding
green areas by
visitors

ACTION OUTPUT

3.3.

3.3.1 Establishment of educational programmes

- Establishment of nature trail in the green areas
- Trial educational programmes with “Volkshochschule Dreiländereck” (education centre) and NABU (German Union for Nature Preservation)

3.3.1 The nature trail has been set up and is open to visitors. There are also at least 5 programmes offered by the VHS or NABU in the factory's nature area.

3.3.2 Establishment of leisure activities

- Construction of playground with ‘nature’ theme
- Construction of ‘mini beds’ for school classes and private individuals

3.3.2 There is a new nature-themed playground for kids and at least 10 ‘mini patches’, which are cultivated by a school gardening group or private individuals.

Increasing the participation of special target groups

ACTION OUTPUT

4.1.

4.1.1 Development of new formats for participation of children and young people

4.1.1 At least 2 different participation formats specifically for children and young people were organised and evaluated

4.1.2 Continuation of events at the factory together with stakeholder network

4.1.2 There are at least 3 programmes or events at the factory every year.

Increasing the practical engagement of local stakeholders

ACTION OUTPUT

4.2.

4.2.1 Regular meetings of the “Pasta network”

4.2.1 Meetings of the “Pasta network” take place regularly at least every 8 weeks.

4.2.2 Acquisition of new stakeholders

4.2.2 At least 20 people are actively involved in the “Pasta network”.

4.2.3 Establishing new collaborations within the stakeholder network and with external entities

4.2.3 At least 5 new collaborations are attributable to the co-operation or contacts from the “Pasta network”

Improving the exchange of information

ACTION OUTPUT

4.3.

4.3.1 Development of new communication channels

- Stand or booth on the marketplace
- Further development/expansion of the website
- Further development of a corporate design

4.3.1 New communication channels were tried out

- There was an information stand on the marketplace on at least three occasions
- The website has been expanded and is regularly updated.
- The corporate design has been further developed and is used for the project

The factory has an effective and independent management structure

ACTION OUTPUT

5.1.

5.1.1 Establishment of an independent management structure

- Analysis of possible management models (best practice)
- Proposal to owner (City of Löbau)
- City council resolution

5.1.1 A management organisation has been set up to run the factory independently from politics

The financial results of the factory's operation are balanced

ACTION OUTPUT

5.2.

5.2.1 Establishing a viable concept for renting the place

- Analysing possible letting models (best practice)
- Testing of partial lettings before/during the refurbishment phase

5.2.1 A concept for renting the place has been set up

- At least 5 possible letting models have been analysed (best practice)
- There is already at least one pioneer tenant during the ongoing refurbishment.

The factory is rented to a diverse range of tenants

ACTION OUTPUT

5.3.

5.3.1 Researching existing subsequent utilisation concepts (best practice)

5.3.2 Updating and recording the requirements for Löbau

5.3.3 Adaptation of the utilisation concept

5.3.4 Temporary testing of utilisation ideas

- Attracting trial users
- Check building permit for trial uses
- Prepare rooms for possible trial uses

5.3.5 Establishing a future user community

- Workshop with user community to analyse possible synergies

5.3.1 At least 5 reuse concepts were researched and analysed (best practice)

5.3.2 The needs of the population were surveyed in at least 3 events or formats.

5.3.3 The existing utilisation concept is reviewed and updated on a quarterly basis.

5.3.4 There are at least 3 test uses in the factory courtyard or in the factory every year

5.3.5 The workshop with the user community has taken place

5.4. Integration of our Action Plan

Based on the prioritisation exercise shown in section 4.4.5 the following table shows the different types of integration from top (highest positive impact = most important) to bottom (not relevant for the project). The intervention areas (e.g. IA 1) and the specific objectives (e.g. 1.3) can be found in section 5.2. The actions that are planned for each specific objective can be found in section 5.3.

Type Of Integration	Expected impact*	Extent of challenge	How addressed
Integration of all funding sources	Very high	Very high	Complex combination of different sources expected, for personal costs and <u>investive</u> building measures: IA 1 and IA 5, esp. 1.1 and 5.1
Stakeholder involvement in implementation	Very high	low	Already started with the founding of the “Nudel-Stammtisch” with regular meetings and implementing small-scale actions (can get bigger over time): IA 4, esp. 4.2
Integration over time	High	Very high	With several intervention areas and a lot of actions this will be difficult but important, high focus on implementation works best “step by step” for single sections of the building, not trying to develop everything at once: valid for all IAs
Sectoral integration	High	Medium	A mix-use is the goal of the revitalisation, will automatically integrate different sectors, depends on different tenants: IA 5, exp. 5.3
Stakeholder involvement in planning	high	low	Already started with the founding of the “Nudel-Stammtisch” with regular meetings especially for planning small-scale actions (can get bigger over time): IA 4, esp. 4.2
“Green” Cross-cutting	High	Medium	Ecologically sustainable solutions should be found for the refurbishment, subsequent operation should work with renewable energies wherever possible: IA 1, esp. 1.1 and 1.3, For the revitalisation of natural spaces, the cross-cutting theme of ‘green’ is particularly relevant; here, existing green spaces are to be connected to the city centre and made accessible for the public: IB 3
Inclusion Cross-cutting	High	High	Especially the involvement of other initiatives with very different target groups has emphasised the importance of inclusion for the future of the project: IB 4, esp. 4.1
Climate Cross-cutting	High	High	Concerns the refurbishment of the building and the revitalisation of the green areas: for IA 1 mostly with climate-friendly materials and techniques esp. 1.1 and 1.3, for IA 3 mostly through education and accessibility
Sustainable urban development (Economic + social + environmental)	high	high	Sustainable development by saving and reusing existing building structures: IA 1, esp. 1.1 and 1.3, goal is economic independence for future use: IA 5, esp. 5.1, with good mix of different tenants for a broad target group: IA 3 and IA 5, esp. 3.3 and 5.3
Spatial integration	High	Medium	Strengthening a network between other initiatives, NGOs, companies has already started, goal is a mix-use, needs good communication: IA 4 and IA 5, esp. 4.3 and 5.3
Territorial integration	Medium	High	Research for best-practices or different projects in other municipalities is needed, has not fully started yet: IA 4, exp. 4.3
Hard and soft investments	medium	medium	Hard investments (refurbishment of the buildings etc.) will need different funding than soft investments (increasing participation and identification of the population), the balance between both highly depends on resources: IA 1 and IA 4, esp. 4.1 and 4.2
Coherence with existing strategies	low	medium	There are no existing local strategies concerning the factory itself, but the project aims to follow or link to existing strategies as the “community district heating strategy” of the city of Löbau
Multi-Level Governance	low	Medium	<u>At the moment</u> multi-level governance is only addressed due to different funding programmes that are local/regional/national/ <u>europaen</u>
Cross-cutting theme: Digital	n/a		
Cross-cutting theme: Gender	n/a		
Cross-cutting theme: Procurement	n/a		

5.5. Funding for the implementation of the IAP

National funding has already been successfully acquired for the implementation of initial tests as part of a citizen participation process with the project ‘FABRIK reanimiert!’. In 2025, the results of citizen participation will be evaluated and further developed as part of the URBACT project. Through funding within the framework of URBACT, individual “testing actions” can also take place in 2025 after the end of the local project ‘FABRIK reanimiert!’. Also, a microgrant for three events on the factory’s courtyard was successfully applied for to keep up the interest in the population.

For further funding, the Löbau URBACT team is currently working on acquiring funding within the framework of the German federal funding for the structural change regions (Strukturwandel programme STARK) based on this IAP.

The top priority in the development of the area is the future use of the factory buildings independently of funding. The aim is to rent and operate the factory in a privately functioning manner in interaction with the surrounding area for different users and a broad target group.

6. Action planning details

Priority was given to actions from the action plan that should be tackled as soon as possible. The three tables show the detailed planning of individual actions.

Example 1: ‘Requires external funding and is urgent’

Roof renovation (1.1.4)			
Summary of the action <i>The roofs urgently need to be renovated to preserve the structure of the building.</i>	Action owner	<i>The City of Löbau</i>	
	Link to specific objective(s)	<i>Renovated roofs with PV system or substructure for PV system (1.1 and 1.3)</i>	
	Action readiness	<i>In the planning stage</i>	
	Timescale	<i>As soon as possible, from 2025, as soon as financing and planning are complete</i>	
Finance and resources			Main stakeholders
Amount needed	Source	Status	<i>City of Löbau as owner, Schminke House Foundation, architect</i>
<i>Estimated € 1.5 million for the complete measures, each construction segment about 100.000 to 150.000€</i>	<i>Still unknown</i>	<i>Funding acquisition in progress</i>	
Risks			
Risks	Likelihood	Impact	Mitigation measures
<i>No funding</i>	<i>Depending on the time horizon</i>	<i>The renovation cannot be planned and carried out,</i>	<i>Intensive research for suitable funding, political lobbying,</i>

		<i>the roofs collapse and the remaining structure is irrevocably damaged.</i>	<i>massive public relations work, eventually approach as a research project, Separation into construction phases/segments to make financing easier</i>
<i>Problems with heritage protection authority</i>	<i>Possible</i>	<i>If later extensions and additions cannot be removed for reasons of heritage protection, more complicated and cost-intensive planning is required. At the same time, the opportunity to create a uniformly effective image in the factory is wasted.</i>	<i>Early coordination with the heritage conservation organisation, prepare well-founded arguments</i>
<i>Planning and coordination processes take too long (the roofs collapse before the planning is complete)</i>	<i>Possible in at least some areas, depending on the timeline</i>	<i>The buildings are irrevocably damaged instead of being preserved as good as possible (cf. Objective 1.1) before the planning is completed.</i>	<i>Research possibilities for simplified planning procedures, e.g. through the new building type E introduced in Germany. Early consultation with the building inspectorate is also recommended.</i>

Activities

Activity	Dates	Outputs	Problems and concerns
<i>Acquisition of funding</i>	<i>from 2025</i>	<i>An application for funding was submitted in a suitable funding program for renovation in construction phases</i>	<i>Currently few funding programs for investment measures, at the same time the condition of the roofs is deteriorating noticeably.</i>
<i>Architect and planning contracted</i>	<i>After funding approval</i>	<i>Planning for all work phases is finished</i>	<i>Complicated coordination with the building inspectorate can significantly delay processes and make them more expensive.</i>
<i>Application for listed building approval</i>	<i>After funding approval, with planning process</i>	<i>Application for listed building approval is submitted</i>	<i>Complicated coordination with heritage conservation authorities can significantly delay processes and make them more expensive.</i>
<i>Submission of building permit application</i>	<i>After funding approval/with planning process</i>	<i>Building application submitted</i>	<i>Approval of the building permit application as soon as possible in order to be able to start the renovation work quickly</i>
<i>Realisation of renovation</i>	<i>From 2026?</i>	<i>Fully refurbished roofs with PV system or at least substructure for PV system</i>	<i>Heritage protection does not authorise PV system</i>

Monitoring		
Outputs		
Indicator	Monitoring mechanism	Target
Approval of the funding application	Notice of grants (we will just have to wait...)	Funding application for roof renovation. Goal is the approval with the lowest possible own contribution or co-financing
Planning till Phase 5 detailed engineering for all construction segments	Check for completion of documents	Planning for all service phases, especially an ecologically sensible, sustainable planning for roof renovation
Approval of the roof renovation	Notice of heritage permit	Approval under heritage protection law, so that roof renovation can be implemented
Approval of the building permit application	Notice of building permit	Building application approved and coordinated with the heritage authorities
Progress of roof refurbishment	Documentation with drone footage, constant monitoring of construction progress	Progress in the renovation of the roofs to at some point have fully renovated roofs with successfully operating PV system
Results		
Indicator	Monitoring mechanism	Target
Result 1: "Maximising the preservation of original substance of the factory" (1.1)		
Approval of construction for first segment	Notice of building permit	Renovated roof area of first construction segment (milestone 1) . The first roof is sealed in the long term
Approval of construction for all roofs	Notice of building permit	Refurbished roof area all construction segments (final result) . All the roofs of the factory are sealed in the long term
Result 2: "Maximising the energetic independence of the factory" (1.3)		
Amount of energy generated	Measurement of the amount of energy generated	Electricity generation by PV system on at least 100m² (milestone 1) → Initial value 0 kWh/m ² a, target 150 kWh/m ² a. The factory and the Schminke house can be at least partially self-sufficiently supplied with electricity by the PV system.
Amount of energy generated	Measurement of the amount of energy generated	Electricity generation by PV system on at least 1400m² (Final result) → Initial value 0



		<p><i>kWh/m²a, target 150 kWh/m²a.</i></p> <p><i>The factory and Schminke House can be at least partially self-sufficiently supplied with electricity by the PV system.</i></p> <p><i>The roof areas are optimally utilized, also to supply a heat pump and other technical building equipment with energy.</i></p>
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Example 2: ‘Can start immediately, even without minimal financing’

Continuation of public events on the factory courtyard (4.1.2)			
Summary of the action <i>In order to keep the interest of the population alive, events and offers with as low a threshold as possible should take place regularly at the Fabrikhof. These are organized and carried out by the new “Nudel-Stammtisch” (“Pasta network”)</i>	Action owner	Stiftung Haus Schminke	
	Link to specific objective(s)	<i>Increasing the practical engagement of local stakeholders (4.2) and Improving the exchange of information/communication (4.3)</i>	
	Action readiness	Partially started	
	Timescale	From 2024, should exist in the long term	
Finance and resources			Main stakeholders
Amount needed	Source	Status	<i>Stiftung Haus Schminke is the organizer, and all interested parties are invited to the pasta regulars' table (“Nudel-Stammtisch” or “Pasta network”); the course leaders from the test uses and the participants in the planning workshop were addressed directly</i>
<i>The costs for the first events in 2025 are quite low (max. 5.000€)</i>	<i>Funding programme “Zukunftsweg Ost”</i>	<i>Already granted</i>	
Risks			
Risks	Likelihood	Impact	Mitigation measures
<i>Too few participants</i>	<i>likely</i>	<i>The establishment of the local stakeholder network fails</i>	<i>Massive public relations work, low-threshold format and pleasant atmosphere with drinks, creating room for stakeholders to get engaged</i>
<i>Too little support from the Nudel-Stammtisch in organizing the events</i>	<i>Possible</i>	<i>The organization fails, the events do not take place.</i>	<i>The participants must be involved at an early stage in order to assess their commitment.</i>
<i>Too few visitors at the events</i>	<i>Possible</i>	<i>Interest in the project is waning, there is a lack of support from the population.</i>	<i>Massive public relations work, low-threshold format and pleasant atmosphere with drinks, entertainment, offers, etc.</i>
Activities			
Activity	Dates	Outputs	Problems and concerns
<i>1st Nudel-Stammtisch (“Pasta network”)</i>	<i>September 2024</i>	<i>Feedback on the planning workshop, discussion of the next steps, discussion of further communication channels</i>	<i>Too few participants → did not come true</i>
<i>Regular Nudel-Stammtisch (“Pasta network”) as a basis for the local stakeholder network</i>	<i>From 2025</i>	<i>A group of participants is established who attend regularly</i>	<i>Participants gradually lose interest → has not yet come true</i>

Planning of public formats on the factory yard by the stakeholder network	From 2025	Three events are planned for 2025: #1 "Neues an der Nudeleri" - Presentation of the utilization concept #2 "Dinner an der Nudeleri" (working title) - Communal dining in the factory courtyard #3 "Cinema at the Nudeleri" (working title) - Summer cinema in the factory courtyard	Risk that nobody wants to organise something → did not come true, very good willingness to organize something
Funding acquisition for the planned events	Autumn/winter 2024	For every event there is a fixed budget	There is no money or the application is very time-consuming. <ul style="list-style-type: none"> Did not come true, micro-funding via "Zukunftsweg Ost" for the events has been approved

Monitoring

Outputs

Indicator	Monitoring mechanism	Target
Number of meetings	Counting the number of meetings	The Nudel-Stammtisch takes place at least four times in 2025 and is established regularly.
Number of people participating regularly	Counting the number of participants	At least 10 people are active in the local stakeholder network. The local stakeholder network is established as an institution and provides support with communication, tenant acquisition and utilisation of the factory
Number of events in 2025	Counting the number of events	At least 3 events take place on the courtyard in 2025. The courtyard is regularly used for events and is developing into the area's first "feel-good place".

Results

Indicator	Monitoring mechanism	Target
Result 1: "Increasing the practical engagement of local stakeholders" (4.2)		
Number of regularly participating people	Counting the number of participants	The Nudel-Stammtisch is established and there is a group of regular participants after at least 5 meetings. Target value 10 people. Stakeholders are regularly and seriously committed to the future of the factory. The Nudel-

		Stammtisch becomes a local network of stakeholders.
Result 2: "Improving the exchange of information" (4.2)		
Number of articles in the local press	Press monitoring offline and online	Articles in the local press about the Nudelei, target value 3 articles per year . The readership (local and regional) knows that "something is happening" at the factory. Interest among the Löbau population is steadily increasing and not decreasing.
Number of events	Counting the number of events	The Fabrikhof is regularly used for events to generate interest and engage people in conversation. Target value 2 events per year . The Fabrikhof is established as a popular location. The people of Löbau learn that the factory is within walking distance of the town center. The open space offers room for a diverse programme organized by various stakeholders.
People's interest	Random interviews in public spaces	The population of Löbau can answer the question "What do you want for the Nudelei", target value 8 out of 10 people . The people of Löbau know that "something is happening" at the factory. Interest among the population is steadily increasing and not decreasing. People have a positive opinion about the future of the factory instead of solving the issues of vacancy with demolition.

Example 3: "should start early, but needs time, money and support"

Temporary testing of utilization ideas (5.3.4)		
Summary of the action „Ankermieter“ ("Anchor tenants") are sought for the economically viable operation. In order to bridge the expected long period until the site is fully refurbished, "pioneer uses" should be made possible on a trial basis before or during the redevelopment.	Action owner	City of Löbau / Stiftung Haus Schminke
	Link to specific objective(s)	The factory is rented to a diverse range of tenants (5.3)
	Action readiness	Partially started
	Timescale	From 2025, dependant on the building substance, money and support from authorities
Finance and resources		Main stakeholders
Amount needed	Source	Status

<i>The costs for the acquisition of pioneer or trial users are investment-related and above all dependent on the condition of the building substance. Costs for basic repairs to the roofs and buildings are unavoidable.</i>	<i>Partially considered in project application in grant application (STARK guideline)</i>	<i>The application has not been decided yet.</i>	<i>Stiftung Haus Schminke and the city of Löbau</i> <i>The acquisition of potential pioneer or trial users can be carried out by the town, the foundation and all existing networks, including the emerging "Nudel-Stammtisch" or the local stakeholder network.</i>
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Risks

Risks	Likelihood	Impact	Mitigation measures
<i>Too few interested persons</i>	<i>possible</i>	<i>There are no pioneer or trial users, the factory remains empty.</i>	<i>Massive public relations work, the circle of interested parties must be expanded, possibly nationwide.</i>
<i>The renovation takes time, the time horizon is too long.</i>	<i>likely</i>	<i>Companies that show interest now will lose interest again.</i>	<i>Temporary uses and interim solutions or a provisional realisation at a different location must be examined.</i>
<i>The effort involved in submitting a building application is too great for the available personnel and financial capacities</i>	<i>Dependent on decision on STARK funding application</i>	<i>No building application can be submitted, the building inspectorate does not permit pioneer or trial uses</i>	<i>The possibilities of the newly introduced building type E in Germany must be researched and utilized. If necessary, the project can also be established as a research or pilot project and thus avoid some bureaucratic hurdles.</i>

Activities

Activity	Dates	Outputs	Problems and concerns
<i>Gain pioneer or trial users</i>	<i>from 2024</i>	<i>The first interested parties for temporary trials or pioneer use are found.</i>	<i>Too little interest, difficult communication due to unclear conditions regarding the building fabric and infrastructure</i>
<i>Detailed examination of the inventory</i>	<i>From 2025</i>	<i>Specific information is available on the load-bearing capacity of the structures, in particular the ceilings.</i>	<i>If the ceilings are no longer load-bearing, the cost of renovation is significantly higher. At the same time, a lot of original substance is lost in this case.</i>
<i>Check building permits for pioneer or trial uses</i>	<i>From 2025</i>	<i>An application for planning permission (as building type E) can be submitted for individual segments of the site.</i>	<i>Very time-consuming, requires human and financial resources to commission an architect.</i>
<i>Prepare rooms for possible pioneer or rehearsal uses</i>	<i>From 2025</i>	<i>Usable rooms that can be used on an interim basis before the refurbishment is completed.</i>	<i>Cost calculation and therefore financing still unclear at present</i>

Monitoring

Outputs		
Indicator	Monitoring mechanism	Target

Number of interested parties	Counting the number of interested parties	<p>There are at least 3 interested parties for pioneer or temporary trial use from 2026.</p> <p>The pioneer and trial users form the basis for a broad mix of future tenants.</p>
Results of the building material test	Checking the results	<p>The load-bearing capacity of the reinforced concrete ceilings is at least 5kN/m², that of the wooden beam ceilings at least 3kN/m².</p> <p>The ceilings should be retained in the refurbishment; if this is not possible, refurbishment alternatives should be investigated.</p>
Planning permission granted for the first construction phase	Notice of permit	<p>The building application is submitted for the first construction phase.</p> <p>Initial repairs can be started as soon as possible in order to protect the existing substance (maximizing the preservation of the original substance 1.1). A change of use is approved by the building authorities.</p>
Area of the finished rooms	Counting the m ² finished	<p>There is at least 200m² of space that can be used in the first phase. The most important infrastructure (electricity, WC, temporary heating) is available.</p> <p>The first areas can already be used during the renovation phase. This maximizes public awareness and acceptance.</p>
Number of visitors/participants/guests	Counting the number of visitors/participants/guests	<p>There is a regular pioneer or trial operation that allows a public audience.</p> <p>Regular operation increases and consolidates the interest of the people of Löbau in the factory. The factory attracts more attention and acts as a positive example of stakeholder-oriented portfolio development. Initial findings from the trial operation can be passed on to other projects in a knowledge transfer.</p>

Results		
Indicator	Monitoring mechanism	Target
Number of pioneer and trial uses at the end of 2026	Counting the number of pioneer and trial uses at the end of 2026	A broad mix of tenants and prospective tenants is established (5.3)
Number of "anchor tenants"	Counting the number of "anchor tenants"	<p>Concrete, long-term prospective tenants ("anchor tenants") by the time the refurbishment is completed → Target value min. 4 Number of "anchor tenants"</p> <p>The "anchor tenants" found are still in the building after 5 years; overall, the majority of the space is let (1.2).</p> <p>Operation of the factory is possible with a balanced balance sheet (5.2)</p>

7. Implementation framework

7.1. Governance

As already described in chapter 5, there is already an implementation strategy for the IAP as part of another funding program. As implementation is not feasible without additional staff positions, the application was submitted in the STARK (InvKG) guideline in January 2024. If the application is approved, the “Scharoun Innovation Anchor” project for the further development of the pasta factory could possibly start in 2025. The content of the project will then be the individual actions, activities and objectives from the IAP as presented in chapter 5.

In order to keep interest in the future of the pasta factory alive among the Löbau population in the meantime, the “Nudel-Stammtisch” was founded at the end of 2024. This is a loose association of private individuals and institutions under the leadership of the Stiftung Haus Schminke. The regulars' table meets approximately every 6 weeks. For the realization of various smaller events, micro-funding was acquired for 2025 in the “Zukunftsweg Ost” programme.

The Stiftung Haus Schminke will also continue to explore the site and its connections with regional industrial culture and the architect Hans Scharoun in various projects as early as 2025. In cooperation with the Löbau City Museum, the noodle factory will be examined in the context of local industrial history since the 19th century, supported by a local funding program (Kulturraum Oberlausitz-Niederschlesien). The surrounding green areas of the site are also expected to be processed as early as 2025 via another European funding program (LEADER).

The political and financial independence of the project is very important for the implementation of the IAP and thus the revitalization of the pasta factory. The cooperation between the Stiftung Haus Schminke and the city of Löbau has proven to be very productive in the context of the ‘FABRIK reanimiert!’ and URBACT Greenplace projects that have already been started or completed. A continuation of this cooperation is desirable but is also dependent on political developments and financial viability. In a small town, political developments are much more dependent on individuals and continuity is therefore less certain. The political independence of the overall project should therefore be promoted as quickly as possible. The corresponding objectives and activities are listed in the IAP, particularly in IAS.

7.2. On-going stakeholder engagement

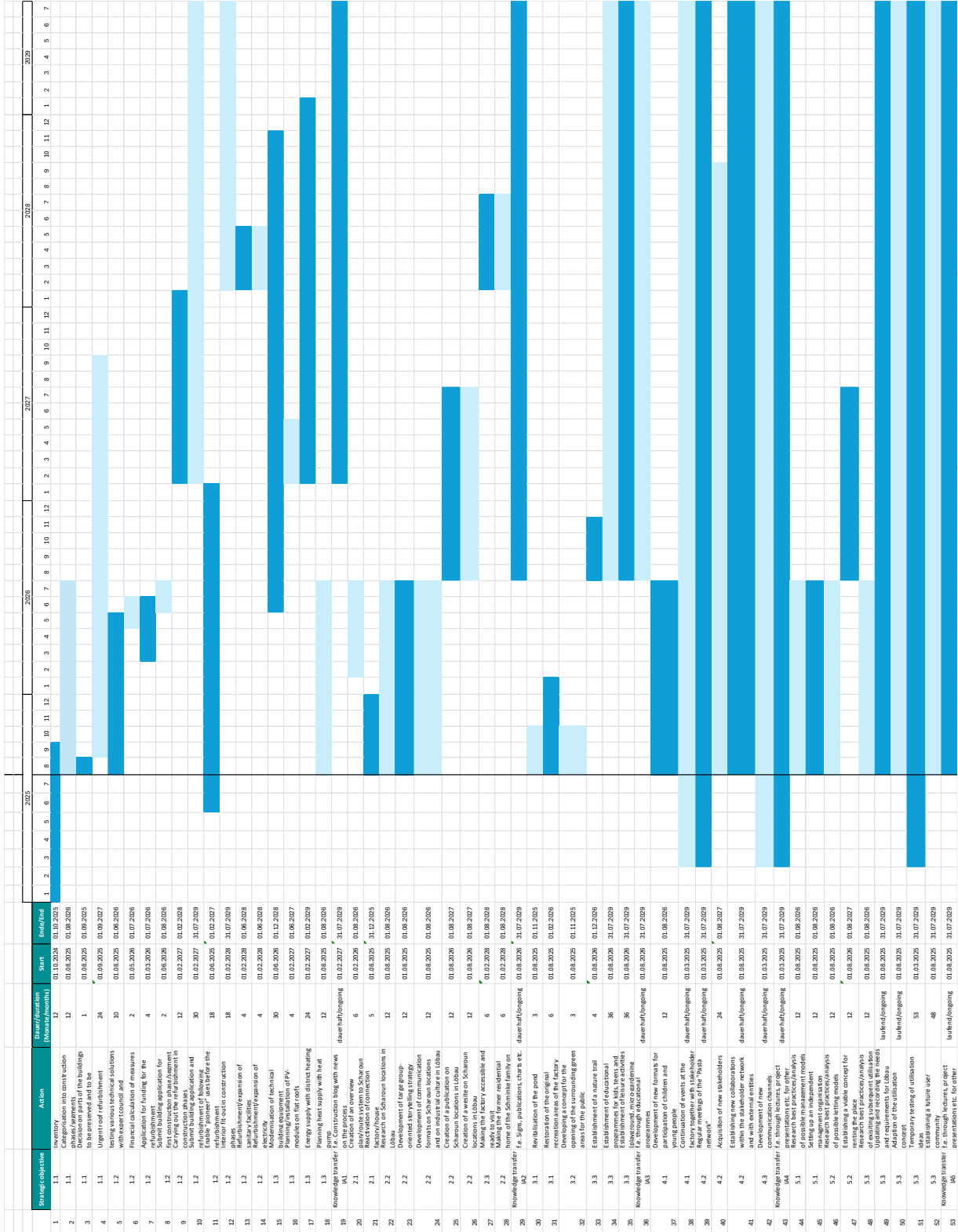
In addition to the ULG, which primarily involves institutions and associations in the process, the “Nudel-Stammtisch” was founded in autumn 2024 for the concrete implementation of smaller campaigns. This meets every 6 weeks and offers all Löbau residents the opportunity to get involved in further development at a practical level. The “Nudel-Stammtisch” is not to be seen as a substitute, but rather as a practice-oriented supplement to the “official” ULG. At the same time, the regulars' table forms the basis for the desired local network of actors from the IAP.

7.3. Funding approach

Project applications have already been submitted in the following funding programs, some have already been approved, others have not yet been decided.

- Programme “Zukunftswege Ost” (01/25-12/25), approved
 - Micro-funding for the implementation of three events in 2025 (presentation of utilization concept, “Dinner at the Nudelei”, “Summer cinema at the Nudelei”)
- Programme “Kulturraum” (01/25-12/25), applied for, not yet decided
 - 0.5 staff positions for 1 year for research on industrial culture in Löbau
 - Investive: educational format “Industriewalk Löbau” + special exhibition
 - Development of storytelling and communication format “Industrial heritage” as preparation for IA2 “Cultural heritage/tourism”
- LEADER Programme (03/25-03/26), applied for, not yet finalized
 - Connection between factory and Haus Schminke, incl. structural implementation (gate between the properties)
 - Restoration of natural areas in IA3
 - Concept development for the opening of the factory courtyard
- STARK Programme (expected 08/25-07/29), preliminary application submitted, not yet finalized
 - 3 staff positions for 4 years
 - Investive: minor repairs
 - Objectives: Testing and strategy development refurbishment/letting/operation, enable pioneer use, apply for investment funding for the refurbishment of the site
- InvKG Programme (possibly from 2027), not yet applied for
 - Investive: refurbishment costs for all construction phases and segments
 - Objectives: Repair and refurbishment of the factory
 - Must be applied for through STARK staff positions
 - Alternatively, other federal funds also conceivable as a pilot project via BBSR (*Bundesinstitut für Bau-, Stadt- und Raumforschung – Federal Institut for Research on Buildings, Urban Affairs and Spatial Development*) or similar

7.4. Overall timeline



7.5. Monitoring and reporting

The preliminary outputs to be reviewed for the individual actions are shown in the charts in chapter 5. To provide a better overview of the overall project, the short-term specific objectives are to be documented here with indicators. It should be noted that these indicators will probably have to be adapted and revised in the course of the project.

Specific objective from chapter 5	Indicator	Notes
1.1 Maximising the preservation of original substance of the factory	Percentage of the preserved building substance (not including parts of the building that are not to be preserved, such as the warehouse and workshop).	Highly dependent on the condition of the building fabric, can only really be assessed in the course of the building component tests or when drawing up the refurbishment strategy.
1.2 Maximising the squaremetres ready for renting inside the factory	Percentage of rentable space in relation to the total area of the factory.	Good utilization of the existing space also depends on the required technical areas, stairs, corridors, etc. This must be taken into account when drawing up the refurbishment strategy.
1.3 Maximising the energetic independence of the factory	Energy balance from primary energy demand and energy generated (by PV etc.)	The energy demand will depend heavily on the actual uses and the refurbishment.
2.1 Improving the spatial connection of 'Scharoun locations' in Löbau	Number of implemented "signposts", number of newly created spatial connections	The spatial connection applies above all to the factory area and the Schminke House. No direct spatial connection is possible to the other locations or designs. Signposts or information boards are planned here.
2.2 Improving the communication about 'Scharoun locations' in Löbau	Number of newly created communication tools (information boards, websites, publications, etc.)	The type of communication tools depends on the concept and storytelling. What exactly will be produced is not yet planned.
2.3 Increasing the touristic potential of 'Scharoun locations' in Löbau	Measuring the number of guests in places that are already accessible (Schminke House) and for special tours or similar in places that are not open yet	

3.1 Improving the quality of the surrounding green areas	Number of repaired/restored original seating areas and ecological condition of the restored pond after 2 years (e.g. measured by the number of native plants, animals or water quality)	If necessary, the natural area can be examined in more detail in a small-scale project as early as 2025 and at least parts of the enhancement can be tackled. This depends on the funding applied for.
3.2 Improving the accessibility of the surrounding green areas	Opening hours per week	A concept should first be drawn up for the possibility of opening and possibly tested.
3.3 Increasing the use of the surrounding green areas by visitors	Number of visitors and public events	
4.1 Increasing the participation of special target groups	Number of participation formats and number of target groups.	The focus here is primarily on special target groups that were insufficiently or not yet reached as part of the 'FABRIK reanimiert!' project (e.g. children and young people)
4.2 Increasing the practical engagement of local stakeholders	Number of active members in the local stakeholder network and number of events implemented	
4.3 Improving the exchange of information	Number of advertising measures (websites, flyers, posters) and number of advertising campaigns (stand on the marketplace, etc.)	
5.1 The factory has an effective and independent management structure	Organization is established and ownership is clear, on the foundation of a city council resolution.	Which organizational form is aimed for and how the necessary staff positions are financed depends on the concept development for the operator structure.
5.2 The financial results of the factory's operation are balanced	Balance sheet after 3, 5 and 10 years	
5.3 The factory is rented to a diverse range of tenants	Number of long-term and short-term tenants and number of sectors/areas from which they come (culture, leisure, sport, business, education, tourism, etc.)	

7.6. Risk management

For the implementation of the entire IAP, “main risks” are identified that will prevent or significantly slow down implementation.

Risk 1: No staff

Many of the next steps are dependent on the success of the funding application in the STARK programme for additional staff positions. Without additional staff and the corresponding financial resources, successful further development of the factory with the necessary intensity is not feasible. Mitigation strategy: Further funding applications have been submitted for smaller sub-projects from the IAP, which have also not yet been decided on (Kulturraum OL-NS and LEADER).

Risk 2: Structural condition of roofs

Another risk is the structural condition of the roofs in particular. Without prompt repairs to the roofscape, the condition of the entire building complex will deteriorate rapidly. If individual parts of the roof were to collapse, the factory courtyard would no longer be usable for events, etc.

Mitigation strategy: Ways and funding must be found as quickly as possible to save the roofs. For all structural tasks, the newly introduced “Building Type E” in Germany may be helpful in simplifying and speeding up building inspection processes.

Risk 3: Political situation

The further development of the plans, their implementation and therefore the entire future of the factory is dependent on the political situation in Löbau. The current cooperation between the city of Löbau and the Stiftung Haus Schminke can be seen as very productive and positive. With a change in politics, which could occur with the mayoral election in 2028, the cooperation and thus also the future of the factory is to a certain extent on the brink.

Mitigation strategy: It would be important to create clear ownership structures as quickly as possible, establish a separate operator structure and launch the first pioneering uses as soon as possible.

Risk 4: No prospective tenants

At present, there are various interested parties who now need to be prepared for the long process of restoring the factory. Due to the slow processes in the acquisition of funding and building application procedures, there is a risk that individual interested parties will drop out again before the first lettings are possible and will look for rooms or properties that are available more quickly.

Mitigation strategy: It is important to stay in touch with all interested parties and keep the connection alive. If possible, the interested parties should become members of the ‘Pasta club’ (Nudel-Stammtisch).

8. Conclusion

8.1. Local communication and dissemination plan for the IAP

Different formats for

- a) Addressing the local population and
- b) Addressing other multipliers from business, politics, etc.

First steps:

- Continuation of Nudel-Stammtisch as a regular and low-threshold format for participation for all Löbau residents
- Events in the factory courtyard, organized by the Nudel-Stammtisch and other partners as far as building regulations allow
- Print ten principles (“Noodle Manifesto”) for further development on boards and hang them up visibly
- Banners as an invitation to join in (“Weiter an der Nudelei” or similar) on the construction fence on Äußere Bautzner Straße
- Poster boxes on the fence on Äußere Bautzner Straße for current posters
- Public relations work for VA 2025 (flyers, posters, press, website)

General:

- Continued use of the logo and title ‘FABRIK reanimiert!’ until further notice
- Continued use of the website www.fabrik-reanimiert.de until further notice
- Social media via the Stiftung Haus Schminke and the city of Löbau, with the prospect of its own social media channel
- Expand and consolidate personal contact and relationships (e.g. on the market square, visible in the city, at events such as the city festival, etc.)

8.2. Immediate next steps in the coming six months

In any case (funding secured and team available):

- Presentation of first utilisation concept on 23.03.2025
- “Dinner at the Nudelei” VA at the Fabrikhof (summer 2025)
- Summer cinema at the Nudelei in the Fabrikhof (fall 2025)
- Creation of a “room book” in preparation for the Expert Council (IA1)
- Minor repairs to the garage on the courtyard by the city of Löbau
- Checking the condition of the building (especially reinforced concrete ceilings) - still without funding, but urgently needed

If the funding application in the STARK guideline is approved:

- Find and hire personnel
- Put together “Refurbishment” expert council in collaboration with TU Dresden (IA1)
- Prepare calculation/building application/listed building consent for roofs; the newly introduced building type E may be helpful

- Creation of a renovation strategy for individual construction phases
- Involvement of other groups (e.g. children and youth participation) in activities

If the funding application to the Kulturraum programme is approved:

- Further research and investigation into industrial culture in Löbau in cooperation with the Löbau City Museum
- Special exhibition on the pasta factory and “Life in the industrial town of Löbau” in general in cooperation with the Löbau City Museum
- Conception and implementation of a website on industrial culture in Löbau and an associated “Löbau Industrial Walk” through the town

If the LEADER funding application is approved:

- Restoration/upgrading of the original Scharoun recreational areas
- Restoration/upgrading of the former pond (World Cleanup Day on 20.09.2025)
- Joint harvesting operation on the Schminke House orchard and the areas next to the factory (20.09.2025)
- Implementation of an educational format between the factory and Schminke House at the fence between the two properties
- Implementation of an educational format for the original recreational area (multilingual information board)
- Concept for the long-term opening of the area for everyone, possibly with a trial phase in fall 2025

8.3. Contact details for key individuals responsible for implementing the IAP.

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info@stiftung-hausschminke.eu

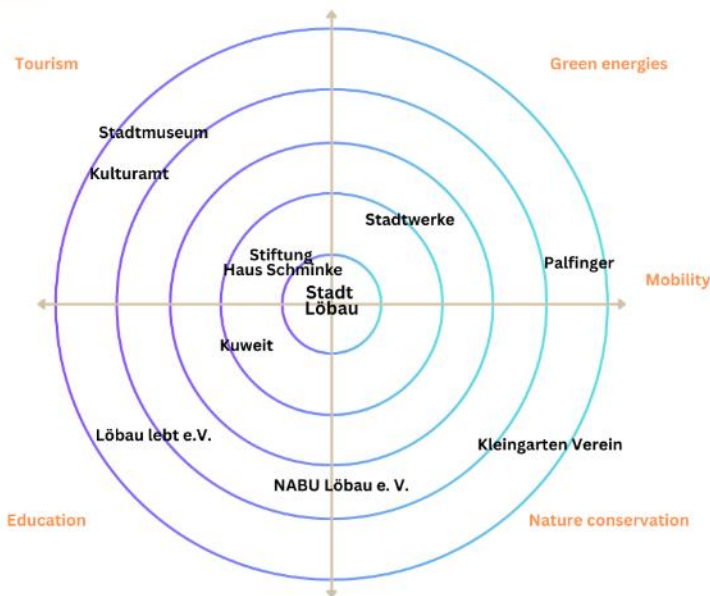
Anna Gumbert
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9. Annexes

9.1. Annex 1: Stakeholder analysis tools



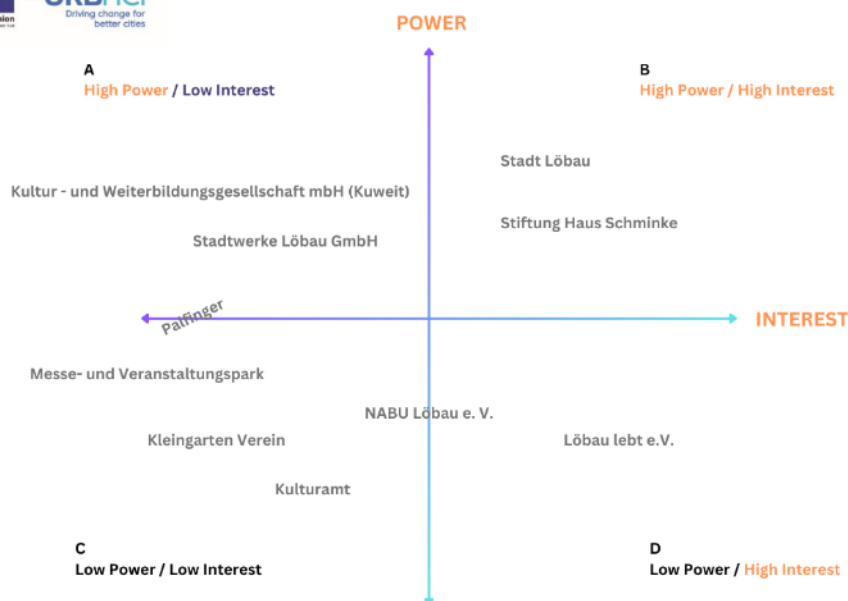
STAKEHOLDERS ECOSYSTEM MAP



Engaging Stakeholders



THE POWER-INTEREST MATRIX



Engaging Stakeholders

STAKEHOLDER INTEREST ANALYSIS			
(for understanding the various interested parties)			
Issue:	Nudelfabrik/Haus Schminke building complex as a global conference venue for tourism, architects and trade visitors and as a meeting place.		
Stakeholder	What interests? How affected by the issue?	Capacity? Motivation?	Possible actions to address stakeholder interests
Primary stakeholders			
Stadt Löbau	Owner	Eliminate vacancies, redesign areas in an ecologically sensible way, sustainable use for the building and the entire site.	Eliminate vacancies
Stiftung Haus Schminke	Neighbour, content-related connection	The building must be preserved as a Heritage Building, it should work together with the Schminke House, a use should be found that is compatible with the building, Hans Scharoun's Legacy in two different buildings in a small town should be publicised more.	Gradual refurbishment focussing on the components designed by Hans Scharoun, use of the area and rooms for more public traffic and greater appeal
KuWeit	Intermediary	have good contacts and networks for cultural interventions, may be interested in unusual venues, have a large target group	Offers for unusual formats, ideally with Haus Schminke as an inspiration and cooperation partner
Secondary stakeholders			
LöbauLebt e.V.	Leisure offers	Has an interest in spaces, can offer various partial uses (makerspace etc.), has a young target group	Offers for temporary use, long-term offers for permanent use
Stadtwerke (+ Energiemanager)	Heat planning, energy management	Stadtwerke as a specialised body for renewable energies, have influence on municipal planning	Factory must be taken into account in municipal planning, potential of the location for renewable energies must be communicated
Messepark / Kulturamt	Event activities	may be interested in unusual venues, have a large target group, can try out new formats	Offers for unusual formats, ideally with Haus Schminke as an inspiration and cooperation partner
NABU	Renaturalisation, nature conservation	Orchard meadow is interesting for nature conservation due to old tree population, can support environmentally friendly redesign of existing green spaces	Upgrading green spaces in connection with educational programmes
Kleingarten (invited)	Neighbourhood / natural area	Interest in a green neighbourhood, can be involved as a local actor in the redesign of existing green spaces if necessary	Upgrading of green spaces in connection with educational programmes, possibly also offers and invitations for lectures
Palfinger	Neighbour	are important for compatible uses in the future, also with regard to own expansion plans, have a large car park that is not used at weekends	Cooperation on car park use, cooperation opportunities for the future of energy

9.2. Annex 2: Testing action tables

Testing Action Table 1

Trial uses indoor: yoga/saxophone/art courses/senior sports etc. INSIDE the factory.		
<p>Summary of the action</p> <p>Various uses are being tested in the empty pasta factory. Potential users could apply to use individual rooms. All trial uses must be accessible to guests, participants or the public. This way, not only is what could work in the factory tested, but the people of Löbau can also try out what it would be like to come to the factory for activities and workshops.</p> <p>Finally, concrete ideas will be brought to life for the people of Löbau at the presentation of the utilisation concept on the ground floor in spring 2025.</p>	<p>Action owner</p>	<p>Stiftung Haus Schminke, Course leaders, City Museum, City of Löbau as owner</p>
	<p>Link to specific objective(s)</p>	<p>Test uses for the development of an operator and tenancy concept (Specific objective 5.1 and 5.3)</p> <p>Create a basis for the local stakeholder network and stronger engagement (Specific objective 4.2)</p> <p>General awareness and public relations work (print, social media, TV, radio), better communication (Specific objective 4.3)</p>
	<p>Action readiness</p>	<p>Done</p>
	<p>Timescale</p>	<p>April to June 2024 and March 2025 www.fabrik-reanimiert.de</p>
Finance and resources		Main stakeholders
<p>Amount needed</p>	<p>Source</p>	<p>Status</p>
<p>Money for water and electricity and to make the rooms usable, depending on their current condition and situation</p>	<p>Funding from the Citizen Participation Directive and the 'FABRIK reanimiert!' project, funded by the SMJusDEG</p>	<p>granted</p>
		<p>- Stiftung Haus Schminke, organizes the test use in the 'FABRIK reanimiert!' project.</p> <p>- Course leaders, City Museum, bring their respective community, students, participants and courses to the factory. The offers are all open to participants and guests.</p> <p>- City of Löbau as owner, waives rent, supports with infrastructure (toilets, water, electricity, etc.)</p> <p>- Nudel-Stammtisch ("pasta network") supports activities in 2025</p>
Integration		
<p>Type of integration</p>	<p>Approach to ensure the action will be integrated</p>	

Sectorial integration	<p><i>During the test use, a wide range of activities for different target and age groups will be offered, open to everyone, low-threshold and with free entry for most activities. Since the activities are only temporary, we do not expect any negative impact on other existing activities in the city. Rather, the free activities can serve as a door opener and advertising measure for the owners of the measures. The activities suit different sectors, there were cultural, sporting, creative, musical, informative activities and various workshops on knowledge transfer.</i></p> <p><i>The call to apply for the use of a room as part of the trial use was open to private individuals, companies, clubs, etc. from both Löbau and nationwide. No changes were made to the building for the trial use, work was primarily carried out with what was already there. The building, the courtyard and many materials could be reused. As many contracts as possible were given priority to local companies in order to involve and support the local economy.</i></p>
Horizontal Integration	<p><i>The open application format allowed anyone to apply to use a space with their ideas. The applications received show a mix of different partners carrying out the test uses (private, companies, associations, etc.). The activities were open to everyone, so is the participation at the Nudel-Stammtisch (pasta network)</i></p>
Vertical Integration	<p><i>The City of Löbau is involved as the owner, the District of Görlitz through construction supervision, and the Free State of Saxony as a funding provider for the 'FABRIK reanimiert!' project.</i></p>
Territorial Integration	<p><i>In particular, citizens of Löbau were encouraged to apply for a space to test their activities on site. We have spoken to several companies in the neighbourhood about their ideas for the location and are working to ensure that the citizens of Löbau recognize that the factory is very close to the city centre and easy to reach, while at the same time having an important natural area in the form of an orchard. The immediate neighbourhood was separately invited to all activities at and in the factory.</i></p>
Soft hard investments	<p><i>The financial effort is still very low at the moment. Efforts are currently focussed on arousing people's interest, letting them try things out and asking them about their needs and wishes. These efforts should be seen more as soft investments. Larger 'hard' investments will be necessary for the future renovation of the building. We are currently working on finding funding and support for the renovation.</i></p>
Cross-cutting themes	
Theme	Approach to ensure the action will be address this theme
„Environment“	<p><i>The test uses have little to no negative ecological impact, as work is carried out almost exclusively in harmony with the existing structure. We try to reuse as much material as possible for the trial uses in order to reduce energy and material consumption. Starting next autumn, we are planning the first collaborations and activities to reactivate the old pond and at least one of the adjacent natural areas, to repair them and make them accessible again for the future.</i></p>
„Gender/Inclusion“	<p><i>The activities in the 'FABRIK reanimiert!' project in general and the trial uses appeal to different target groups (sports courses for seniors, art courses for children, workshops for young people, etc.). One of the spotlight events on the site was organized with the "Augen Auf e.V." association and the Löbau refugee community (Spotlight event #2 - "The world dances at the Nudelei"). Unfortunately, the interior of the factory in its current state is not barrier-free for wheelchairs, strollers or walkers. Accessibility will have to be taken into account in future construction projects. The inner courtyard with many activities is accessible to everyone.</i></p>
„Digital“	<p><i>Digital components are not currently relevant for the trial use; the focus is instead on getting people to come to the premises in person. However, the new website</i></p>

(www.fabrik-reanimiert.de) and the social media channels of the Stiftung Haus Schminke play a major role in public relations work.

Risks

Risks	Likelihood	Impact	Mitigation measures
Too little guests and/or participants	Very likely (varies from activity to activity), partly due to bad weather, partly due to difficult communication, partly due to the fact that the format is new to many citizens, especially the older generation	If too few people try out the trials, the feedback is statistically irrelevant and can hardly be evaluated meaningfully.	We have tried different communication channels (newspaper articles, flyers, posters, website, social media), but we still do not reach everyone. For the future, we are working on even more ways to inform people about the activities and the project itself (Specific objective 4.3). A local network of stakeholder could help promote events (Specific objective 4.2)

Activities

Activity	Dates	Outputs	Problems and concerns
Art gallery (1 room)	01.05.-31.05.2024	<ul style="list-style-type: none"> All test uses have the same feedback posters to check whether people enjoyed the activity and to assess whether the activity is working well in the pasta factory. 	Too few guests, complicated opening hours (artist must be present when the gallery is open).
Yoga (outside and 1 room)	Several dates in May and June	<ul style="list-style-type: none"> Yoga classes Feedback posters as above 	Works nicely because it brings its own community to the place already, the factory in its current condition was not the perfect place for some participants as it was "too cold"
Music lessons and testing out instruments (1 room)	Several dates in June	<ul style="list-style-type: none"> Music lessons Instrument tests Feedback posters as above 	Music lessons work nicely with the acoustic of the place, too little participants for some of the workshop formats
Radio station (Rundfunkkombinat Sachsen)	Several dates from April to June	<ul style="list-style-type: none"> Feedback posters as above total of four live radio shows from the factory ("Nudelfunk") with interviews and stories about the Haus Schminke and the factory on DAB+ 	No concerns, but hard to find interview partners for the radio shows in Löbau.
Sport for senior citizens	Two dates in May/June	<ul style="list-style-type: none"> Feedback posters as above Two sports lessons organized 	Concerns that the factory rooms are "too shabby" where completely wrong. The seniors loved it.

Café and Sundownerbar in the Garage with “Idea Bingo” and “Nudelquiz”	2 dates each in April and May	<ul style="list-style-type: none"> Feedback posters as above A total of around 170 guests Many direct conversations 	Too few guests at the sundowner bar because the weather was pretty bad. Needs more communication and advertising, the bar can only be run sensibly in summer when the weather is good.
Art classes	Several dates in June	<ul style="list-style-type: none"> Feedback posters as above A total of around 70 guests Numerous works of art, drawings, photos, etc. that the participants were allowed to take home 	No concerns, apart from the number of participants, which was partly too low. It will be repeated next year.
Several workshops (on podcasting, YouTube, photography etc.)	Several dates in May and June	<ul style="list-style-type: none"> Feedback posters as above Total of 10 participants 	Too few participants, should be promoted at schools and for young people more
“Bauspielhaus” (a huge collection of building toys as bricks, Lego etc. free to use for kids with their parents)	Several dates in June	<ul style="list-style-type: none"> Feedback posters as above A total of around 150 guests 	The offer was particularly interesting for after-school groups, etc. Unfortunately, only a few families came.
Evaluation of all test uses	End of June	Interviews with all stakeholders of the test uses executed by professional agency (Büro für Siedlungserneuerung)	No concerns
Final exhibition of all test uses	June 29th, 2024 (end of testing phase)	Exhibition of the resulting works of art, photos, etc.	No concerns
Presentation of the concept of use	March 2025	Direct feedback from guests and through “noodle voting”	Too few guests, did not come true

Monitoring

Outputs (Actions)

Indicator	Monitoring mechanism	Target
Applies to all trial uses: Number of participants	Counting of participants by course leaders/organizers	Originally hoped for (test uses): At least 6 offers with at least 500 participants. Actually achieved: 24 offers with 645 participants. Additionally, 500 guests at the presentation of the concept of use.
Applies to all trial uses: Feedback poster	Feedback poster with sticky dots for all activities with two questions: “How do you like the activity (very good/not so good)?” and “Can you imagine this activity in the factory in the future (very good/not so good)?” Additional feedback via “Feedbackbox” and website	All feedback posters will be used and provided with sticky dots.

Results (specific objectives)

Indicator	Monitoring mechanism	Target
What works well and what doesn't? Which test uses are relevant a concept of use for the future? (specific objective 5.3)	Interviews executed by a professional agency (Büro für Siedlungserneuerung) with all teachers/instructors and artists that offered an activity inside the factory	10 interviews
A multifunctional area has been created/ The factory is rented to a diverse range of tenants (specific objective 5.3)	Counting the number of different activities organized	In the beginning we stated that we hope to organize at least 6 activities with 500 participants in total, in the end we had 24 activities with 645 participants in total. Additionally, 500 guests at the presentation of the concept of use.
More public relations work and attention for the factory/ Improving the exchange of information (specific objective 4.3)	<ul style="list-style-type: none"> • Number of articles in print and online media • Interviews on the marketplace by TV team (MDR Sachsenspiegel) • Feedback poster 'How important is the long-term revitalisation of the Nudedei for the urban development of Löbau?' 	Bringing the factory back into the public consciousness. More local, regional and national attention for the factory.
The project has learnt from the needs and ideas from the public for future uses (specific objective 4.1 and 5.3)	<ul style="list-style-type: none"> • Collecting filled-out postcards with specific questions (What do you miss in Löbau? What is a plus for the factory? What will be the biggest challenges for the factory? Which parts do you really want to keep?) • Feedback posters for all activities with two questions: "how do you like the activity (very much/not so much)?" and "Can you imagine this activity inside the factory in the future (very much/not at all)?" • the simple either/or question is accompanied by a box with paper and pens to add written feedback. 	At least 500 completed cards were planned; a total of around 380 cards were received, enough to be statistically analysed.

Testing Action Table 2

Trial uses outdoor: Spotlight events OUTSIDE the factory.			
<p>Summary of the action</p> <p><i>Various events were tested out in the courtyard of the Nudelfabrik. In addition to four “spotlight events” with various partners within the ‘FABRIK reanimiert!’ project, several external events were also realized.</i></p> <p><i>All events had to be open to guests, participants and the public and free of charge. That way, the people of Löbau should become aware of the factory and be “lured” to the site to participate. So-called “opinion postcards” were then used to gather opinions and ideas from the population. Each completed postcard was rewarded with a trade (drink, selfie from the photo booth, coffee/cake...).</i></p> <p><i>For 2025 there will be two more outdoor events.</i></p>	<p>Action owner</p> <p><i>Stiftung Haus Schminke, City of Löbau as owner of the property, Augen Auf e.V., Löbaulebt e.V., Kuweit, Seniorenrat, DRK, Jugendring Oberlausitz, external organizations, Nudel-Stammtisch (pasta network)</i></p>		
	<p>Link to specific objective(s)</p>	<p><i>1) Test uses for the development of an operator and rental concept (specific objective 5.1 and 5.3)</i></p> <p><i>2) Create a basis for increased participation and increase the practical engagement (specific objective 4.1 and 4.2)</i></p> <p><i>3) General awareness and public relations work (print, social media, TV, radio), improving the exchange of information (specific objective 4.3)</i></p> <p><i>4) Creation of an initial utilization concept with the participation of Löbau residents (specific objective 4.1, 4.2 and 5.3)</i></p>	
	<p>Action readiness</p>	<p><i>Done</i></p>	
	<p>Timescale</p>	<p><i>December 2023 to August 2024 and June and August 2025 (www.fabrik-reanimiert.de)</i></p>	
Finance and resources		Main stakeholders	
<p>Amount needed</p> <p><i>Money for water and electricity, rent for tents/stage/furniture/activities, catering, artists' fees, GEMA</i></p>	<p>Source</p> <p><i>Funding from the Citizen Participation Directive and the ‘FABRIK reanimiert!’ project, funded by the SMJusDEG</i></p>	<p>Status</p> <p><i>granted</i></p>	
		<p><i>- Stiftung Haus Schminke, organises the 4 spotlight events in the ‘FABRIK reanimiert!’ project and accompanies the external events</i></p> <p><i>- Stiftung Haus Schminke with Nudel-Stammtisch (pasta network) supported by the „Zukunftswege Ost“ programme in 2025</i></p>	

			City of Löbau as owner, supports with infrastructure (toilets, water, electricity, etc.)
Integration			
Type of integration	Approach to ensure the action will be integrated		
Sectorial integration	<p>During the outdoor events, a wide range of activities are offered for different target and age groups, which are open to everyone, low-threshold and with free admission. Other events in the city were taken into account when planning the dates so as not to create competition. The outdoor events can serve as a door opener and promotional measure for the factory. The activities are suitable for different sectors; there were traditional, cultural, sporting and gastronomic activities as well as two panel discussions as events in the run-up to the Saxon state elections (Youth Election Forum and Sachsensofa).</p> <p>No changes were made to the building for the events; we primarily worked with what was already there. The building, the inner courtyard and many materials could be reused. As many contracts as possible were awarded primarily to local companies in order to involve and support the local economy.</p>		
Horizontal Integration	The events appealed to different target groups, but were open to everyone. By working together with other associations, it was also possible to involve the refugee community and the Seniors' Association.		
Vertical Integration	The city of Löbau is involved as the owner, the district of Görlitz through building supervision, and the Free State of Saxony as the funding body for the 'FABRIK reanimiert!' project.		
Territorial Integration	The outdoor events particularly appealed to citizens from Löbau. However, guests from Haus Schminke still attracted a supra-regional audience. The direct neighbourhood was invited separately to all activities at and in the factory.		
Soft hard investments	The financial effort is still very low at the moment. Efforts are currently focussed on arousing people's interest, letting them try things out and asking them about their needs and wishes. These efforts should be seen more as soft investments. Larger 'hard' investments will be necessary for the future renovation of the building. We are currently working on finding funding and support for the renovation.		
Cross-cutting themes			
Theme	Approach to ensure the action will be address this theme		
„Environment“	The outdoor events have little to no negative ecological impact, as they are organised almost exclusively in harmony with the environment. Wherever possible, the required equipment was not purchased, but borrowed and hired.		
„Gender/Inclusion“	The activities in the 'FABRIK reanimiert!' project generally appeal to different target groups (families, young people interested in multiculturalism, senior citizens, etc.). The Fabrikhof is largely barrier-free.		
„Digital“	Digital components are not currently relevant for the trial use; the focus is instead on getting people to come to the premises in person. However, the new website (www.fabrik-reanimiert.de) and the social media channels of the Stiftung Haus Schminke play a major role in public relations work.		
Risks			
Risks	Likelihood	Impact	Mitigation measures
Too few guests / participants	Very likely (varies from activity to activity),	If too few people attend the outdoor	We have tried different communication channels

	partly due to bad weather, partly due to difficult communication, partly due to the fact that the format is new to many citizens, especially the older generation	events, the feedback is statistically irrelevant and hardly meaningful to analyse	(newspaper articles, flyers, posters, website, social media), but we still do not reach everyone. For the future, we are working on even more ways to inform people about the activities and the project itself (specific objective 4.3) A local network of stakeholder could help promote events. (Specific objective 4.2 and 4.3)
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Activities

Activity	Dates	Outputs	Problems and concerns
Spotlight #1 „Weihnachten an der Nudelei“ (‘Christmas at the Nudelei’), with fairytale time and mulled wine, in cooperation with Augen Auf e.V. and DRK Löbau	10.12.2023	Needs analysis with postcard in exchange for a drink ‘What are you missing in Löbau?’	Bad weather, first event in the yard.
Spotlight #2 “An der Nudelei wird getanzt” (‘There is dancing at the Nudelei’) with dance workshops in the afternoon and a dance party in the evening, in collaboration with Augen Auf e.V. and the Löbau refugee community	10.05.2024	Needs analysis with postcard in exchange for a drink ‘What can the factory score with? What will be the biggest challenges?’	Too few participants for the dance courses – did not happen but worked out fine. Overall, however, more people could have taken part, especially at the dance party in the evening.
Spotlight #3 ‘Fête de la musique an der Nudelei’ with various bands, choirs, ensembles, in cooperation with Löbaulebt e.V. and the Kultur- und Weiterbildungs-gesellschaft	21.06.2024	Needs analysis with postcard in exchange for a selfie from the photo box ‘What can the factory score with? What will be the biggest challenges?’	Bad weather, but the problem (sudden rain shower) was solved by the circus tent and the choirs’ performance in the factory.
German-Czech Summer Academy (external event with the Upper Lusatia-Lower Silesia Youth Art School and SUŠ Liberec) with final exhibition	July 2024	Exhibition of the artworks created in the factory	Too few participants, dependent on external project, has only been partially validated.
Sachsensofa (external event, organised by the Catholic Academy of the Diocese of Meissen and the Protestant Academy of Saxony)	16.08.2024	Discussion panel with live TV broadcast	Too few guests for the public discussion, dependent on external planning and public relations.
Spotlight #4 „Erinnerungen an die Nudelei“ (‘Memories of the Noodle Factory’), café and exhibition on the VEB past of	18.08.2024	Needs analysis with postcard in exchange for coffee/cake ‘What are your	none

<i>the noodle factory, in cooperation with the Löbau Seniors' Council</i>		<i>personal memories regarding the Nudelei? Which parts of the building should be preserved?'</i>	
<i>Youth election forum (external event, organised by Löbaulebt e.V. and Jugendring Oberlausitz) with party candidates for the state elections in Saxony</i>	22.08.2024	<i>Various discussion rounds between pupils and politicians</i>	<i>Too few participants, dependent on external project, mobilisation of pupils via the schools did not work well.</i>
<i>Fabrikhoffest as a prelude to the public planning workshop</i>	23.08.2024	<i>Feedback poster on the overall project ("Have you visited an event in the last 12 months? How important is the long-term revitalisation of the Noodle Factory for the city of Löbau? Would you also like to experience offers at the Noodle Factory in the future?')</i>	<i>Too few participants, has partly proven to be true</i>
<i>Planning workshop - Planungswerkstatt</i>	24.08.2024	<i>Feedback poster (see above)</i> <i>A total of 32 participants</i> <i>Output in the form of a timeline, location of various uses, forms of organisation etc. on posters</i> <i>Basis for the first usage concept</i>	<i>Originally, significantly more participants were planned. However, the actual number allowed for very constructive and focussed work.</i>
<i>„Dinner at the Nudelei“ with takeaway buffet and music</i>	20.06.2025	<i>Direct feedback from guests</i>	<i>Bad weather and too few guests – did not come true</i>
<i>“Openair Cinema at the Nudelei” with film director and discussion</i>	29.08.2025	<i>Direct feedback from guests</i>	<i>Bad weather and too few guests</i>

Monitoring

Outputs (Actions)

Indicator	Monitoring mechanism	Target
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Applies to all events: Number of participants	Counting of participants by organisers	Originally hoped for: 4 events with a total of 400 guests Actually achieved: 4 Spotlight events with a total of 750 guests, an additional 150 guests at a total of 4 external events
Applies to all Spotlight events: Completed needs cards	Evaluation of the completed postcards for the questions: 1. What do you miss in Löbau? 2. What can the factory score with? 3. What are the biggest challenges? 4. What are your personal memories of the Noodle Factory? 5. Which parts of the building should definitely be preserved? Additional feedback via cardboard walls, direct conversations and website	Feedback from all guests where possible, high number required so that statistics can be analysed. A total of around 380 postcards were received.
Results (specific objectives)		
Indicator	Monitoring mechanism	Target
A basis for a local network of stakeholders is created.	Evaluation of the cooperation with initiatives and NGOs in order to determine with which stakeholders the organisation of events is possible in the future.	Basis for the stakeholder network (area of intervention 4.2)
The courtyard serves as a multifunctional event venue.	Number and type of events organised and the different formats.	The factory courtyard was tested as a multifunctional event venue and is to be used again in 2025. (specific objectives 4.2 and 5.3)
More public relations work and attention for the factory	<ul style="list-style-type: none"> Interviews on the marketplace by TV team (MDR Sachsenspiegel) Number of articles in print and online media Feedback poster 'How important is the long-term revitalisation of the Nudelei for the urban development of Löbau?' 	Bringing the factory back into the public consciousness. More local, regional and supra-regional attention for the factory. Improving the exchange of information (Specific objective 4.3)
Opinions and wishes of the people of Löbau were collected.	Completed postcards at all 4 Spotlight events.	At least 500 completed cards were planned; a total of around 380 cards were received, enough to be statistically analysed.