

# TUTUR FINAL REPORT

TEMPORARY USE AS A TOOL FOR URBAN REGENERATION



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# THE TUTUR NETWORK

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# TEMPORARY USE AS A TOOL FOR URBAN REGENERATION

HOW CAN PRACTICES OF TEMPORARY USES BE MAINSTREAMED AND FRAMED IN REPLICABLE AND EFFECTIVE URBAN REGENERATION POLICIES, PROGRAMS, STRATEGIC PLANS AND SCHEMES?

In the past decade, faced with disadvantageous demographic and economic trends, European cities have begun focusing on small and local scale development schemes, reconsidering their planning tools in order to foster efficient use of existing resources instead of large-scale, capital-intensive developments.

There are various reasons to explain this paradigm shift. TUTUR focused his activities looking at how to start regeneration actions in the city through the re-use of vacant spaces, public and private ones.

**The concept of vacant space is ample and goes from the land use to the function of building, from the city fabric to the edifice and its indoor spaces. Indeed, TUTUR was dedicated to investigate and make operational practices of Temporary Uses; they exist and develop just in symbiosis with the existence of vacant spaces.**

In this report, we look at the experience done in TUTUR paying attention to the following aspects:

- The contribution of the project to the current state of art of Temporary Uses in Europe.

- The ways we succeeded in transferring information and creating knowledge related to Temporary Uses among the partnership.
- The meaning and role of Temporary Uses in contemporary urbanism.

Urban voids, urban bugs, brownfields, abandoned buildings/places, anti-space, *non-lieu* are different names, with different nuances, highlighting the “negative film” of the city. Temporary uses work with these “city scraps” in order to make them a resource. TUTUR experimented through a proper methodology, supported by the URBACT one, in three cities innovative and effective ways of introducing practices of temporary uses within public administrations. To make operational and sustainable the recycling of spaces in the cities through design of proper urban policies dedicated to temporary uses as means for urban regeneration. As stated in the TUTUR baseline report, nowadays, investors, projects developers, landowners, development agencies (public and/or private), municipalities get the value of these practices. They start to see how these “in between spaces” are drivers of local rooted processes, and how these processes have a high degree of manifold sustainability. Many of the current positive place-making activities with perspective/with future have their seeds in these urban areas. These kind of areas, most of the time, casually and unpredictably pop up and out from the city fabric: *“Key urban actors do not see temporary use as the hobby of social engaged planners any more, they see that effective and sustainable development of “life in the city” (das urbane Leben) should be linked to contextual aspects (Christiaanse, 2013).”*

The economic-financial crisis which has induced cuts in public spending and investments in urban development, industrial restructuring and technological advancements, the rise in contemporary flexible office work and multi-use of different kinds of property, an increased spatial need of counter-culture activities, as well as increased use of popular public spaces (Lehtovuori, 2013). The rising significance of creative industries has drawn increasing attention to the “creative milieus”, to which temporary uses contribute significantly, all while new technologies continuously enable spreading the word at great speed on these activities among interested communities. In this quest for sustainable and low-risk planning instruments, many municipalities recognized the potential of temporary uses to activate the greatest variety of underused or abandoned territories, such as brownfield sites, disaffected commercial areas or empty office buildings. In order to make use of these potentials, some cities have established programs, offices or departments for temporary use, facilitating social reuse of empty properties in order to support neighbourhood renewal. The employment of temporary use as a tool for urban development is based on establishing communication between owners and

potential users, on network building, and on the identification of resources and the collection of data. This requires a flexible legal framework, a fast decision-making process, local sensibility and the continuous integration of experiences in the model, all aspects which have been addressed in the TUTUR project. The objective of the TUTUR project is thus to introduce the method of temporary use in urban regeneration to cities participating in the network and to provide an answer to the following:

**How can practices of temporary uses be mainstreamed and framed in replicable, and effective urban regeneration policies/ programmes/ strategic plans schemes?**

In starting to answer this question, the TUTUR project relied on the pioneering achievements, which have represented the starting point of the project's rationale: Bremen's ZwischenZeitZentrale.

The City of Bremen, in promoting an urban policy like the ZZZ (Zwischen Zeit Zentrale<sup>1</sup>), demonstrated high sensibility in understanding the new demand coming from the neighborhoods. This policy integrates itself in an already rich contest of instruments managing urban transformations in Bremen. Among these it is worth remember the new land use plan<sup>2</sup> and the "Soziale Stadt"<sup>3</sup> actions in different areas of the city (Bremen Förderungsgebiete<sup>4</sup>). making life in the city qualitative.

The main key features of this Bremen policy can be summed up in following points:

- ZZZ is a "soft urban policy" thought-provoking transformation in under-used/abandoned areas;
- ZZZ is a policy cross cutting other planning instruments, while it builds synergies with them based on specific projects;
- ZZZ is promoter of socio-economic and cultural instances within the city, which could not arise in normal free market rules/behaviors;
- ZZZ structures and initiates the urban transformations in looking for a balance between bottom up instances and the inputs coming from real estate, economy and political actors.

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<sup>1</sup> [www.zzz-bremen.de](http://www.zzz-bremen.de)

<sup>2</sup> [www.stadtentwicklung.bremen.de](http://www.stadtentwicklung.bremen.de)

<sup>3</sup> [www.staedtebauforderung.info](http://www.staedtebauforderung.info)

<sup>4</sup> [www.sozialestadt.bremen.de](http://www.sozialestadt.bremen.de)





Figure 1 - Bremen, Abandoned Industrial Buildings near the Central Train Station reused for Artists' Workshops, Bars and other Leisure activities. Source: Pietro Elisei

The ZZZ experience has already identified and, brought to happy end, many projects in its now six years of activity. Many of the local projects and re-uses were made possible through the action of the ZZZ team and included the participation and the engagement of citizens, a crucial element in order to give a new meaning to use of abandoned buildings/area. In other words, a part of the successful practices lies in the will of the “temporary users.” The permanent collaboration with local “actors/stakeholders/shareholders networks” makes the temporary uses actions more effective, and through a strengthened network, it is easier to sustain a new initiative in a neighborhood. Temporary uses have to become acknowledged as “catalysers” of economies to be exploited through urban regeneration/development initiatives.



Figure 2 - ZZZ Basic policy scheme. Source: ZwischenZeitZentrale



## STATE OF THE ART OF THE TUTUR NETWORK

TUTUR HAS HAD THE OPPORTUNITY TO EXPLOIT THROUGH THE URBACT METHODOLOGY THE UNDERLYING POTENTIAL OF SUCH PRACTICES.

The network has achieved this in working with three cities representing significant dimensions of EU polycentric fabric: the small scale (Alba Iulia), the medium sized scale (Bremen) and the metropolis (Rome). During its piloting, TUTUR has assisted the partners in understanding and putting in place in these diverse urban contexts the messages generated and delivered by these practices and has oriented them towards future regeneration actions, operational plans and effective policy schemes. This final report of TUTUR encompasses the actions which the three network cities have taken in order to activate and implement temporary use projects and policies oriented for urban regeneration.

TUTUR was an opportunity for testing, through transfer of information and related creation of local knowledge, the methodology for temporary use integration within each partner city's urban regeneration planning tools. As such, it can be described as a process of **transferring by planning** (Elisei, 2015), an experimentation of urban regeneration practices enabled by a local participation process. The creation of Local Action Plans and crystallisation of Local Support Groups has been done not only by employing the tested URBACT methodology, but also as a result of more "informal" social innovation methods related to valorisation and recycling of urban places. In the TUTUR network, the city of Bremen was the giver of an urban regeneration policy based on temporary uses. The receiving cities (Rome and



Alba) did not have a previous similar experience, at least not so organised and acknowledged under the concept of “temporary use”.

One first point to consider is the extent of transfer in this particular network. In TUTUR, the “extent of transfer” depends on which elements we are going to select in the handover process:

- If we look to the governance scheme supporting the practice, than we can consider it low.
- If we look to the typology of areas/buildings selected and the way to organise the stakeholders, than it is high.
- If we consider the content of the experience, the structuring conceptual axes of the policy, than it is again high.

In other words, the different planning systems and traditions do not permit an integral transmission of the original practice, but all conceptual axis structuring the design of the policy are easy to grasp and to be taken by the receivers. As far as the way these concepts are going to be used depends from the planning system maturity/complexity and political openness of the receiving city. The idea of the practice, in TUTUR, have been integrally transferred, but implementation methodologies differ depending on “local context abilities”.

More precisely, the project would fall under the objectives of **sustainability** and **inclusiveness**: reusing vacant plots in the city with the involvement and commitment of administration, local inhabitants and stakeholders would allow an economic growth without requiring new construction and therefore be respectful of the surrounding environment. Additionally, the project can also be seen as a **smart** initiative as it optimises existing resources in the city by developing social innovation aided by technological and administrative tools, with the help of the database development providing an overview of available properties and potential renters. From the viewpoint of the planned financial tools for the upcoming Horizon 2020 related to territorial strategic development, the TUTUR project develops strategies and expertise that are compatible with Community-led Local Development and Integrated Territorial Investments (ITI).<sup>5</sup>

The challenge of urban policy-makers and urban planners, involved and to be involved in TUTUR, is in making the development actions/practices initiated realistic, sustainable and resilient, and to strengthen by TUTUR implementation activities. The project aims at achieving sustainability that

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<sup>5</sup> Cohesion Policy 2014-2020 factsheet on Integrated Territorial Development [http://ec.europa.eu/regional\\_policy/sources/docgener/informat/2014/iti\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/iti_en.pdf)

takes into account the environmental issues, along with social, economic, institutional and cultural aspects, being closer to EU recommendations in designing, proposing and implementing policies regulating and promoting temporary uses in European cities.



Figure 3 - The TUTUR Network of Partner and Observatory Board Cities



## GOOD PRACTICES IN EUROPE

THROUGHOUT EUROPE IN RECENT YEARS, TEMPORARY USES HAVE BEEN AN INSTRUMENT TO REVITALISE NEIGHBOURHOODS INITIATED BY GRASSROOTS AND ADMINISTRATION.

In the last twentyfive years the European Union paid significant attention to the phenomenon of urban regeneration, yet only recently has it focused on supporting and promoting temporary uses as inspiring cases for the design of such policies.

However, through the last decade and a half, the topic has been promoted through R&D project URBAN CATALYSTS<sup>6</sup>: Strategies for Temporary Uses – Potential for Development of Urban Residual Areas in European Metropolises", led by TU Berlin, funded by EU in 2001-2003 (Research Framework Programme 2000-2006, FP5).

The EU has subsidised again the theme of Temporary Uses in an INTERREG IV B (North Sea Region Programme) named SEEDS<sup>7</sup>, working towards promoting a durable double legacy of improved planning policies that are flexible enough to allow temporary re-use, and transferrable re-use strategies. A very relevant and remarkable investment of EU in temporary use is the Dutch project OLE (Open Lab Ebbinghe)<sup>8</sup>, co-financed through the ERDF (2007-2013). Through a public-private partnership, a wasteland in the Ebbinghe Quarter of Groningen has been developed into a 'micro city' inside Groningen,

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<sup>6</sup> [www.urbancatalyst-studio.de](http://www.urbancatalyst-studio.de)

<sup>7</sup> [www.seeds-project.com](http://www.seeds-project.com)

<sup>8</sup> [www.openlabebbinghe.nl](http://www.openlabebbinghe.nl)

a practical laboratory for testing out sustainable approaches to temporary architectural solutions and urban development.

These three cases have been analysed in the Baseline report of TUTUR, as they represent three classic action fields of EU: **promoting research** (FP5/ URBAN CATALYSTS), **supporting trans-regional exchange of practices and related embedded knowledge** (INTERREG IVB/SEEDS) and **investing funds for territorial cohesion in temporary uses experiments** (ERDF/ OLE).

The following implemented and on-going projects have served as inspiration for developing the TUTUR transfer network and have provided valuable insights into what has been achieved to-date in Europe with respect to developing temporary use projects using innovative and inclusive methodologies.

## Lakatlan, Budapest

Lakatlan is an initiative by the KÉK – Hungarian Contemporary Architecture Centre to reactivate the vacant spaces of Budapest. In the program, KÉK work closely with NGOs, social enterprises and community initiatives, as well as with professional organisations, municipal officers and decision-makers, to elaborate the legal and economic frameworks that allow eligible organisations to use vacant properties for a defined period.

The program consists of activities including identifying local organisations in need of space. It means finding empty properties and matching them with the organisations, developing the samples for legal and commercial contracts defining the in-between use of these spaces, mentoring and incubating the organisations as well as helping them elaborate an organisational strategy, negotiating with owners and organising professional and large public events and media campaigns. From streets with a concentration of vacant shops to school buildings and large open spaces, the project embarked on elaborating frameworks for municipal policies as well as for multi-actor co-operations.

An important element of the program is the Festival of Open Shops. With its first edition organised in October 2014 with the Budapest Municipality, but featuring mostly privately owned shops, the festival opened long-time vacant shops for a dozen initiatives ready to install themselves in a ground-floor space for a month, testing the advantages and disadvantages of physical presence and constant availability. The jury established clear criteria: the selected initiatives had to be open in regular hours, interact with their environment, and hold events. While the Festival was featured in various media reports and entered mainstream urban culture through TV quiz shows, it also brought life back in centrally located but disaffected streets, by bringing

hundreds of people to the temporary shops' events.

While some elements of the Lakatlan initiative are funded by municipalities, foreign embassies and international foundations, the core project is supported by Norway Grants, a grant program aiming at strengthening civil societies in Eastern European countries.



Figure 4: Kockacsoki. Source: [www.lakatlan.org.hu](http://www.lakatlan.org.hu)

## Meanwhile Space, London

Meanwhile Space is a Community Interest Company founded in 2009. The CIC began as the delivery arm of the Department for Communities and Local Government-funded Meanwhile Project which aimed to boost community uses of empty properties and sites. The project has built a 'library' of ideas and information as a resource to make it easier for both the landlord and the project sides to realise Meanwhile opportunities, including the Meanwhile Manual, Lease and Insurance policies. As a result of the project, several British municipalities like Glasgow or London published standardised temporary use contract samples facilitating the agreement between owners and users, by defining terms of purpose, duration, rent and liabilities.

Besides cooperating with central and local administrations to reduce barriers of the temporary use of vacant spaces, Meanwhile Space also works landlords, landowners, developers and local authorities to advise and deliver projects that relieve them temporarily of liabilities (insurance, rates, security

etc.) associated with holding redundant shops, offices, cleared land etc. whilst an appropriate commercial solution is being sought. By advising, training and collaborating with local communities and other stakeholders, temporary uses are deployed to reanimate the space and provide opportunities for community benefit and social enterprise.

One of the flagship projects of Meanwhile Space is the Cottrell House in Wembley, where the lack of local services made it important to open spaces for new initiatives. By inviting local residents to reflect on the new services needed, and initiatives to offer functions for the spaces, Meanwhile Space engaged over 600 people in discussing, redesigning and reusing the former gas station as offices, artist studios, co-working spaces and cafeterias.

The work of Meanwhile Space is helped by property taxes where prospects of exemption of business rates encourages property owners to allow charity organisations to use their properties. In its first 5 years of existence, Meanwhile Space built a network of over 10.000 people who own or are interested in using vacant properties, gave space to over 300 start-up companies and created over 100 jobs.



Figure 5: Cottrell House. Source: [www.meanwhilespace.com](http://www.meanwhilespace.com)



## Coopolis, Berlin

Founded in 2004 as „Zwischennutzungsagentur“, Coopolis is a planning agency for cooperative urban development in Berlin. Mediating between prospective users and property owners in the spirit of sustainable city development, Coopolis organises the temporary use of vacant properties in several Berlin neighbourhoods.

In matching property owners and users, Coopolis relies upon its self-developed database structure that collects information on the empty spaces and the interested people and the informal contacts to politics etc. Matchmaking is not automatic: part of the matchmaking process is to bring down owner expectations to a realistic level, and to organise open door events with the participation of owners and users, who has to be prepared for one another, “so that they talk a similar language and that they can understand each other.” Larger properties need a “Hausmeister”, a groundskeeper who can repair the building’s infrastructures but also understands what the tenants need, someone who creates an attractive and inclusive atmosphere. Coopolis works in close cooperation with Berlin’s Quartiersmanagement offices: the matchmaking process between users and owners of vacant spaces is mostly financed by public subsidies. In this way, Coopolis can maintain a neutral position towards both parties. This is particularly important for temporary users, as they often do not possess the financial means to cover the costs of an estate agent and thus are having problems finding space for their activities within the city. Many Coopolis projects were financed by the Soziale Stadt program, which also served as a basis for further projects like lokal.leben (Aktionsraume Plus) or the KreativNetzNeukölln (BIWAQ). No government subsidies were used for rents or investments into the spaces themselves: the goal was, from the beginning on, to moderate self bearing deals between real estate owner and vendor so that they are independent from subsidies. In the first three years of its operation, Coopolis enabled the temporary use of vacant North-Neukölln shops by 150 new fashion stores, sewing workshops, galleries, cafes, youth facilities, music clubs, and other venues. While helping start-ups and small initiatives access space, Coopolis also enabled an user-driven urban development resulting in diverse, mixed-use zones.



Figure 6: Development of Bürkenstraße. Source: [www.coopolis.de](http://www.coopolis.de)

## Stipo, Rotterdam

Stipo is a Rotterdam-based boutique urban strategy and innovation firm, specialising in co-creation city redevelopment and user-based, organic, and bottom-up urban initiatives, combining spatial planning with economic development, culture, education, welfare, sport, recreation and tourism. Stipo advises, develops, coaches and supplies training. Its operating area consists of combinations of spatial planning and strategy with economic development, culture, welfare, sport, recreation and tourism.

Stipo was founded at the University of Amsterdam in the early 1990s and became independent from the university in 1995. In the following years, Stipo developed its own methodology to tackle spatial and social problems, focusing on value-based regeneration models based on linking physical, social and economic components, and experimenting with networking, temporary events and differentiated rental agreements. Based on their research on the regeneration of streets and ground floors, Stipo published in 2012 “The City at Eye Level”, a selection of good practices across Europe.

Cooperating with housing associations and members of the creative industry, Stipo regenerated 40 buildings in the past years. In the Central-Rotterdam area of „Zoho” (the Summer Hofkwartier) Stipo works with the Havensteder housing association as a public developer to strengthen the area. Through negotiations with property owners and attracting members of the creative sector as well as local entrepreneurs and residents, Stipo approached the neighbourhood as a whole with connecting spatial, social, economic, and cultural components. By integrating content, process, and management, Stipo works on safeguarding real innovation, improvement, and production in the neighbourhood. In Zoho, Stipo focuses on both public space and the neighbouring buildings: by considering them as elements of an integrated development program, Stipo revitalises them in an iterative manner. While cooperating with public authorities, most of Stipo's development programs are

self-financed: by innovative rental agreements and the sustainable reorganisation of rentable space, tenants of reused buildings contribute to the gradual renovation of these properties.



Figure 7: ZOHO, Rotterdam. Source: [www.stipo.nl](http://www.stipo.nl)

### Nt. Areal, Basel

The former railway area was among the last territorial resources of the city of Basel, in the close proximity of socially sensible neighbourhoods. The city intended to demolish the industrial buildings and develop a high-category residential area, but the NGO called K.E.I.M managed to convince the territory's owner to open the area for an alternative type of development. The city planner Matthias Bürgin and Philippe Cabane elaborated a 20-year development plan, aiming at a continuous, gradual evolution of the area, organically connecting to the existing urban fabric. The "non-territorial" (Nt.) plan gave priority to the assessment of needs and the identification of functions over architectural intervention. In the first phase, temporary uses were introduced in the existing buildings. According to the plans, the successful uses would have been established in the territory as long-term functions in the second phase. While the second phase has not been realised and many of the temporary uses have been discontinued in the area, the project is considered as an important experiment in the gradual regeneration of a neighbourhood.



Figure 8: Nt. Areal. Source: Patrik Tschudin

## NDSM, Amsterdam

The NDSM represents the historical remains of the largest shipyard in Amsterdam, on the grounds of which a creative city has been developed on the north side of the IJ. After the Netherlands Dock and Shipbuilding Company's bankruptcy in 1984, the place was commonly squatted. Since 2002, the NDSM Wharf has become an incubator for the creative economy of the city, the Netherlands' largest creative workshop. In 2000, the city of Amsterdam launched the Breeding Places Fund (*Broedplaatsfond Amsterdam - BPA*) initiative, to support start-up companies related to the creative industries. BPA supports these companies in their initial phase with financial subventions and affordable space, in the effort to legally repurpose buildings that have lost their function and were illegally occupied. The BPA's largest project is the incubator complex created at the area of the former NDSM shipyard.

The Kinetisch Noord society is the legal entity and primary tool employed by the constituents (network of artists and users) responsible for transforming the NDSM. The project manager NGO signed a 10-year contract with the Amsterdam Municipality for the area's temporary use after presenting a winning concept for the 20.000 sq.m. hall of the Wharf, receiving 7 million

Euro funding. The organisation's model puts weight on self-support and bottom-up development, being split in 20 clusters of tenants working together in the aim of having maximal engagement and creative potential for the users. Project organisation is a core group of 7 entities. The main partner of Kinetisch Noord is the city district Amsterdam Noord and the owner of the wharf, being in charge of legal development plans, environmental licenses, physical renewal activities, public space, etc. The NGO designed and established a "city in the city" system, leaving the original hangars intact and installing containers inside them, which accommodate artists, design companies, civil organisations and community initiatives. As the temporary use phase proved to be highly successful, the NDSM Wharf became a centre of the Amsterdam cultural life. Following initiatives such as AmsterdamNoord.tmp by Urban catalysts have targeted the development of strategic proposals to enable temporary uses within an urban plan. Within the Masterplan for redevelopment of the northern IJ embankment, temporary use has been integrated as a soft program in the city's development, a flexible and adaptable program capable to transform function and position within the longer-term development of Amsterdam Noord. The NDSM project and its subsequent continuations represent a good example of partnership between the administration and a locally-rooted organisation (or agency), as well as a case of directly funding the urban creative economy and of custom-tailoring temporary use to serve local authority targets in urban development and planning.



Figure 9: NSDM. Source: Jeroen Mirck

## Hotel Neustadt, Berlin

By far the fastest growing sector in the city's economy after 2000, the cultural industry sector numbered over 18.000 small and medium-sized enterprises generating 11% of Berlin's GDP in 2002 and, by 2006, around 21% (Colomb, 2012). In this context, temporary or interim uses for the numerous vacant sites of the city have been allowed, encouraged and marketed by the Senate in the idea of attracting the pool of creative entrepreneurs, creating a critical mass for perpetuating sector growth and setting up tourist attractions.

As a result, as early as 2002, the Department of Economy of the Berlin Senate started integrating the concept of the "creative city" in Berlin's strategies and policies, bringing upon the 2005 designation as a UNESCO "City of Design".

The concept of a coordinating team in charge of matching potential users with temporary-usable vacant site owners has been created in the Marzahn-Hellersdorf district in 2003, being afterwards replicated throughout the city. The model was that of small organisations or agencies acting as brokers between plot and asset owners and potential temporary creative users, while receiving public subsidies from the local state (the *Zwischennutzungsagentur*, the *Liegenschaftsfonds*). Certain areas of East Germany witnessed a considerable decrease in population in the 1990s. In Halle-Neustadt, the intensive out-migration resulted in deserted neighbourhoods and the mass demolition of empty buildings. In 2003, the Berlin-based *Raumlabor* collective, together with the local *Thalie Theater Halle*, created the Hotel Neustadt project, inviting an international artist collective to move into an empty dormitory building for four weeks. The opening two-week festival used the 18-story apartment building as theatre scenery, and with the help of about a hundred local youth, the building was turned into a 92-room temporary hotel. The hotel, working for a year before its demolition started as a peculiar community experiment and ended as an efficient urban rehabilitation project: the succession of events and the participation of the local community attracted considerable attention to the building and its surroundings, thus re-creating the image of the area in the city's inhabitants and visitors.





Figure 10: Hotel Neustadt. Source - [www.raumlabor.net](http://www.raumlabor.net)

## Leerstandsmelder, Hamburg

The German-language Leerstandsmelder platform has been founded in Hamburg in 2010 and represents a good example for the spreading of a theme-based community mapping initiative through a professional and civil network, to become a social movement. The platform expanded in just a few years to 21 cities, of which 2 in Austria (Wien, Salzburg) and one in Switzerland (Basel). Similarly to IG Kultur in Vienna, many organisations in other cities launched their own sub-site, to invite residents of their cities to join the vacancy mapping effort. The existing Leerstandsmelder map is a great facility for the project and it clearly helps spreading the initiative:

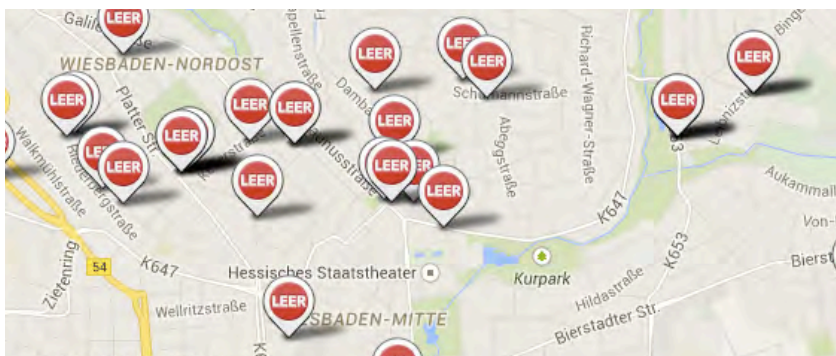


Figure 11: Leerstandsmelder map with city database. Source: [www.leerstandsmelder.de](http://www.leerstandsmelder.de)

*“The good side of Leerstandsmelder is simplicity: after a few minutes, almost everybody understands how it works and is able to use it. It makes it very adaptable by other cities as well.” (Dumpe 2012).*

The vacancy detector has identified about 600 vacant properties in Bremen, through a joint effort of the ZZZ Agency coupled with a crowd-sourcing process in which city users can enter new information by themselves, which accounts for a gradually-created freely accessible database of spaces.

## Vacant Central Europe

The Vacant Central Europe is a joint-effort project of KÉK (Hungarian Contemporary Architecture Centre), Bec Zmiana, Napraw Sobie Miasto, Praguetwatch, Archimera, 4AM and PBlog. The project aims at addressing the rising problem of vacancy in Central and Eastern Europe by mapping empty properties and researching planning instruments, architectural tools and exchanging experiences and strategies of intervention that make the temporary use of empty properties and their re-conversion possible. The project aims at aiding the process of transitioning urban economies in the Centre and Eastern Europe by introducing a more flexible and process-based planning, as well as a real estate management logic potentially resulting in more accessible urban places destined for social and cultural experimentation. So far the only two cities featured on the identifier map are Budapest and Brno, but the input is expected to gain momentum.

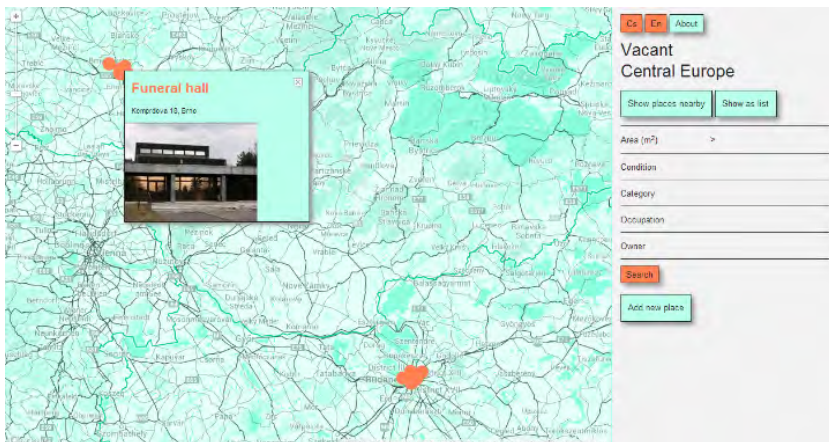


Figure 12: Vacant Central Europe vacancy identifier. Source: [www.vacantcentraleurope.eu](http://www.vacantcentraleurope.eu)



## TUTUR METHODOLOGY IN PRACTICE

THE TUTUR PROJECT HAS DEVELOPED A METHODOLOGY FOR INTEGRATING TEMPORARY USE WITHIN EACH CITY'S URBAN REGENERATION PLANNING TOOLS.

In doing so, it aimed at giving the opportunity to all testers, giver and receivers alike, to pilot temporary use regeneration projects and evaluate the subsequent results, synergies, constraints and possible improvements which could be brought to the methodology. The main project challenge was to find common grounds to transfer Bremen's ZZZ good practice to Rome and Alba Iulia, in light of the heterogeneity of the consortium pilots, effectively covering three very different situations: the metropolis (Rome), the medium-sized city (Bremen) and the smaller town (Alba Iulia). Differences have represented, apart from a challenge, also a "unique selling point" of the project, allowing for experimentation of the temporary use urban policies in very diverse contexts, different grades of competitiveness and different planning systems and local instruments for urban regeneration.

Within the beginning stage and during the Kick-off meeting held in Paris, France in January 2014, the consortium has underlined the **key local preconditions, framework and particularities** to be addressed throughout the pilots, in the aims of setting up a basis for a **transferrable TUTUR toolkit**:

- **Preconditions for transferring the good practice of the Agency**, as a tool to interface between the potential users and the available vacant spaces, but also as a regenerator of currently vacant spaces. Defining

and imparting responsibility for the Agency's constitution and running have been deemed key aspects.

- **Cartography** as an instrument for publicly and interactively displaying an encyclopedia of the vacant spaces in the cities is equally important, and a model of crowdsourcing information from the citizens regarding vacant property has been seen as the most adequate and cost-effective way to provide content to it.
- **Framework for addressing temporary use** needs to be properly set up from the beginning in order to ensure replicability of the Bremen ZZZ's approach to urban regeneration:
  - Inserting temporary uses in the development processes of the cities;
  - A framework for developing successful processes from temporary to permanent;
  - The definition of the type of contract between the user and the owner: compensation, financial or otherwise;
  - A policy of functional mixing between living and working spaces;
  - Incentives towards property owners to join the program;
  - Lobbying, municipal and regional support, etc.
- **The Legal framework** will account for different approaches in setting temporary use into place, and the lack of local regulations or strategies specifically aimed towards this needs to be counteracted by inserting temporary uses into the legal framework. Both a challenge and an opportunity, this can be realistically addressed by designing a simplified application procedure for these practices as an incentive, while also defining the relationship between formal and informal.
- Last, **the business model and financing** are both key aspects to achieving sustainability, and receiving cities should strive for achieving relative independence from the municipality and for benefiting from a diversity of funding sources (even, in more advanced stages, from crowd-funding).

Taking all of the above into account, the development of the TUTUR methodology for cities has been condensed into a roadmap which, after being tested, can afterwards be easily structured into a Toolkit for cities, thus being able to be replicated outside the three-partner consortium.

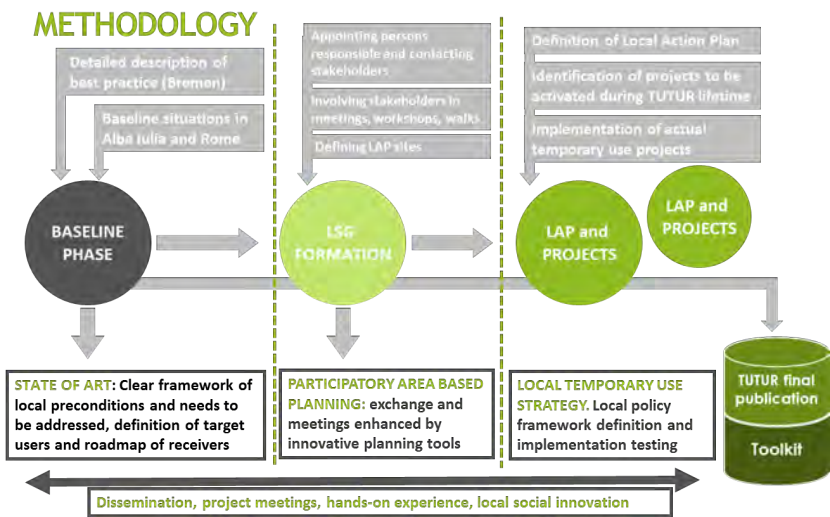


Image 13: TUTUR methodology diagram





## THE PROCESS IN ROME

AN OVERVIEW OF WHAT HAS BEEN ACHIEVED WITHIN TUTUR

### First steps

At the beginning of the TUTUR project, the city of Rome was experiencing a difficult transitional phase, not just from the viewpoint of urban policies and plan related issues, but also from the financial perspective, to the point where at the end of 2013 a special law of the Italian state has been issued ([D.L. Salva Roma](#)) in order to avoid the city's possible bankruptcy.

Since 2013, a newly elected city council sketched an agenda for the many urban issues that the city should face and paid attention to all that practices spontaneously generated at neighbourhood level (as for example through the [URBACT Re-Block](#) initiative in [Morandi-Tor Sapienza](#), where seeds of a good practice are breeding). In the 5 to 10 years beforehand, Roman urban policy has been frozen, with no significant initiative in terms of strategic approach to the city, especially in the realm of regeneration/renewal actions. It is under these conditions that the main motivation of Rome's interest in TUTUR has been that of the city administration's need to significantly increase its capacity to formulate and generalise innovative planning tools and policies aimed at mobilising temporary uses of unused or under-utilised urban spaces and buildings within a more general urban regeneration strategy. The City of Rome had no specific strategy for temporary uses in the city plan; oftentimes, temporary uses were part of the informal realm and policy did not support the short time span of the activities developed. Sometimes, the city administration



has tolerated and eventually formalised through specific agreements and contracts these uses. At the same time, starting with the 1990s, new policies aimed at implementing regeneration processes in peripheral areas have supported the reuse of unused assets for local projects in the fields of economic and social development. However, at the start of the project, the temporary uses were still regarded **as an exception rather than an integral part of planning**. In the context of a pre-existing wide range of publicly-owned decommissioned spaces, the initial steps have consisted of **identifying the Local Action Plan area**, its preconditions for development and the instruments to implement temporary uses. It was apparent from the beginning that there was a **real need to build higher government capacity** in envisioning new uses – on the basis of emerging demand and opportunities – and in putting in place adequate planning devices in order to make them possible. For the TUTUR project in Rome, the third district has been selected for implementation, which is located in the north-east sector of the city and counts 250.000 inhabitants, the equivalent of a medium sized city.

## Creation of the Local Support Group

The actual transfer of the practice relied on some key stakeholders. First, the **city of Rome** is characterised by significant and often under-utilised human capital in the field of urban planning and policy. Over the time, **often-informal associations and networks animated by young planners and designers** focusing on the broad issue of “urban regeneration” have evolved. This informally organised human capital has been considered a very precious resource to fully mobilize in the project. Additionally to these key stakeholders, the project mobilised **local residents** of the area, where the practice will be actually transferred during the duration of the project. It is **non-profit actors** that showed an interest in framing some of their ordinary work in terms of temporary uses of an existing physical capital, and especially **stakeholders from the private sectors** such as **chambers of commerce, potential investors**, etc.

All these actors were invited to form the core of the **Local Support Group** in Rome. In order to involve stakeholders, the main activities planned were:

- Exploring: Social mapping of existing opportunities through interactive methodologies aimed at the implementation of a data-base
- Learning: A city-level workshop involving experts, stakeholders, practitioners, etc. presenting information, the state of the art in the field of regulation reuse practices.

- Planning: an activity co-defined with the Local Stakeholder Group.

The first people invited to join were **associations identified by the District** and people responding to an **open call** of interested channelled via social media and local websites. Since the first meeting there has been a fluctuation of participants because some were interested only in the mapping phase, some were looking for a space the District couldn't provide or were working in a neighbourhood TUTUR wasn't intervening in. The most active people were the ones in charge of the transformation of each site.

A series of workshops were held between **April and June 2014** with neighbourhood associations in order to map the abandoned properties, the local needs, the problematic areas and trace the recent developments. This phase were the "Conferenze Urbanistiche", which were also held in the other 14 districts of Rome by the Planning Department of Rome.



Figure 14: Mapping vacant spaces in the third district. Source: City of Rome

Participants for the two vacant sites identified were selected through an Open Call which was directed via social media and local websites. After the first introductory meetings, participants were grouped according to their interest in developing proposals for certain spaces, this allowed to make everyone responsible for the proceeding of the project. The whole group, which count approximately 100 people met on average every two weeks whilst sub-groups working on specific sites often meet independently, at times even on a daily basis.



Figure 15: One of the first LSG meetings in III District Hall. Source: City of Rome

Sub-groups were organised with two group leaders, possibly with different expertise and age, and would be responsible to gathering the information coming from other participants on one of the buildings and would then take care of compiling the input in a comprehensive manner for the plenary meetings.



Figure 16: LSG meeting at the Viadotto dei Presidenti. Source: City of Rome

The study visits organised by Rome have been a significant component of this intermediate phase. These meetings have been proper catalyser both for the

information exchange and for formation of applicable knowledge generated through the confrontation and debates happened on these occasions. They have been extremely beneficial to partners especially because they could enter the places and meet the people directly operating transformation triggered by temporary uses. They, basically, have been organised through a simple formula:

- At least a whole day organised as an “urban walk”
- A day/half day for meeting institutional actors, decision makers and politicians
- A day/half day for the dialogue and confrontation between the lead expert and the partner’s thematic experts, civil servants, consultants.

This has allowed for meeting and knowing the projects and “temporary uses key situations”, bringing these to the decision makers’ attention and discussing (with continuity) their potentials and implementation strategies with respect to possible coordinated actions, following expert recommendations and URBACT suggestions and resources.

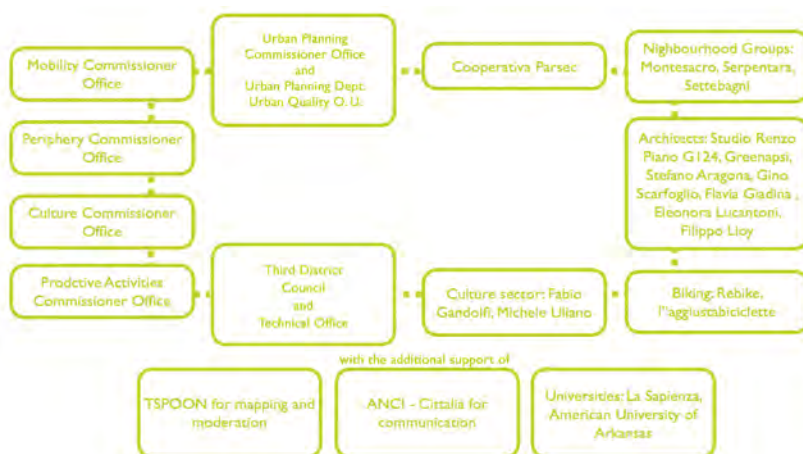


Figure 17: Local Support Group map in Rome. Source: City of Rome

## The selection of the intervention areas

The choice of the Third District for the pilot area of the TUTUR project has been done after various meetings with other district councils, which were not able to deliver suggestions for the temporary strategy on their territory. Once the district was selected, the target beneficiaries have been identified: (informal) associations and networks animated by young planners and

designers, non-profit actors, local residents, stakeholders from the private sectors such as chambers of commerce, potential investors, etc.

During the stakeholder meetings, out of the many potential areas, two main sites were collectively selected because:

- They had local associations/citizens backing up the transformation;
- The transformation of the space could potentially have strong effects on the rehabilitation of the surrounding area;
- They responded to at least part of the identified local needs.

The two identified areas both have the problem of abandoned spaces, but the local socio-economic context is very different. The Viaduct is surrounded by social housing estates built in the 1980s and even though the education and economic level is not very problematic, the neighbourhood is very poor in local services. Montesacro on the other hand is a middle class neighbourhood, with a large part of the garden city housing owned by the social housing company ATER, but currently re-emerging and undergoing a “gentrification” process also partly due to the recently opened subway station of Conca D'Oro.

In the 2 selected areas, the concrete project results are different (Appendix):

**Viadotto dei Presidenti** is a public space with community cultural, sport and recreational activities that will respond to local needs and prepare the ground for the transformation of the infrastructure in a cycling and pedestrian path. Apart from providing a solution to a local need, the value of this project lies in the symbolic power of transforming through a participatory process.

**The Montesacro area** is building a network of reconverted small spaces that provide local services such as culture (through the school theatre), economy (through the reactivation of the market) and information (through the House of the District information point). In particular, the added value of this intervention consists in the easy replicability in other neighbourhoods of the city.

## The Perspective

Many individuals, initiatives and enterprises are in need for cheap space in Rome, therefore a success factor will be allowing them to access temporarily the currently vacant spaces. One of the success factors of Bremen was the openness of the ZZZ, focusing on a broad and diverse target group open to testing new and sometimes unconventional ideas. The sites identified by the Rome Municipality for piloting in TUTUR are similarly diverse and called for a heterogeneous group of stakeholders that, through testing, allowed finding the best functioning solutions for temporary (and possibly permanent) use of these spaces. The transfer conditions were present from the beginning in Rome, but the local adaptation of the policy presented some challenges,



albeit the planning department has had a strong support from civil society, challenges which can be broadly chalked up to the simplification of the legal procedure for the assignment of the public spaces.



Figure 18: Temporary Uses in Rome under the Viadotto dei Presidenti. Source: City of Rome





## THE PROCESS IN BREMEN

AN OVERVIEW OF WHAT HAS BEEN ACHIEVED IN THE CITY  
WITHIN THE TUTUR PROJECT

### Background

Up to the present day, the Hanseatic City of Bremen is properly associated with shipbuilding and foodstuffs, having also a small but high-class shipyard industry. On a much larger and simultaneously more important scale, Bremen is also a center of the food and semi-luxuries industry. Even if Bremen remains among the most competitive areas in Europe (RCI, 2013), there is an evident decline of many of its previous economic functions, among first the port, and it is evident that many areas previously devote to shipping functions now need to find another form of use, most likely offices and residences.

At the starting point of TUTUR, the transition of Bremen was towards a new dimension where the city is not growing and the ageing index is increasing (Bremen im demographischen Wandel, 2008). This change in Bremen can be defined as a late-industrial situation, which defined new economic and financial settings. Under these new conditions, to re-use some of the abandoned spaces was a prerogative in order to consent to a number of small-medium business to be generated, yet regular market conditions did not foster conditions for these enterprises to breed.

The **ZwischenZeitZentrale (ZZZ)** is an agency to support, consult and initiate driver projects to “wake up” vacant buildings and brownfields with new usages and users. The impulse for a temporary use agency in Bremen came from the

Department of Economics, Labour and Ports in 2007. The agency was concentrated on the urban redevelopment area Überseestadt. A survey about temporary uses was prepared as a first step. The **development of the former port area** was a huge challenge for the urban development and their ordinary tools.

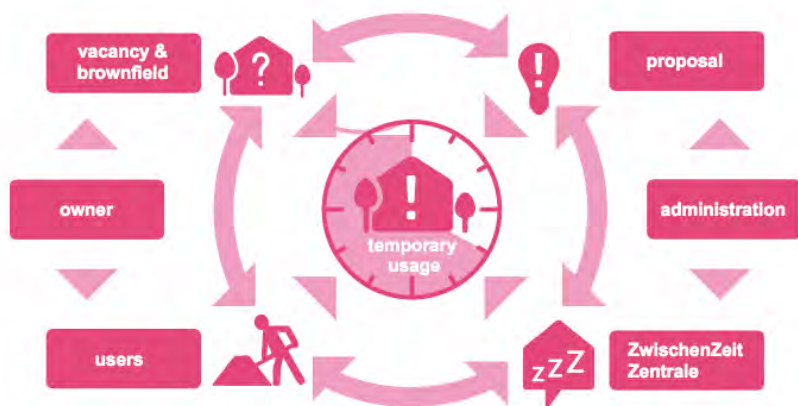


Figure 19: The ZZZ process. Source: ZZZ

At the first glance, the ZZZ is about “waking up” vacant sites in order to give people space to experiment and built up projects for a low budget, to reuse and protect vacant spots and to reduce costs. Yet in a broader understanding, the ZZZ is also focused on urban development, innovation and new approaches in the administration, the activation and participation of people, spatial reuse and the extension of property life cycle, interdepartmental and PPP collaboration, support of the subculture, social projects and start-ups.

As such, the Agency has been a definite driver though good practice of the TUTUR project, and its practice description and methodology have represented the starting point of implementing temporary use policies and projects in Alba Iulia and Rome, following above all a good governance and partnership-oriented approach.



Figure 20: Plantage 9. Source: ZZZ

## First steps

As a best practice transferring partner, the ZwischenZeitZentrale's main scope was to **transmit its experiences, methods and best-practices** to the partner cities. The exchange was bilateral and also helped to **extend, rethink and evaluate the “tool kit” and methods** of the ZZZ.

Specifically within the TUTUR project, the ZZZ has – apart from providing a replicable framework for temporary use – also focused its attention on the **Hemelingen district**, the heart of industrialisation in Bremen located in the city's eastern part. Most jobs in Hemelingen are still in the industrial sector, causing noise and pollution. Moreover, the district is separated by railways and busy streets, making the appropriation of Hemelingen a difficult task. The traffic volume is high, many people just pass by Hemelingen without finding any reason to visit.

The ZZZ intervention in the Hemelingen area has been selected to be a pilot initiative dedicated to solving problems difficult to tackle with other instruments. As such, it aimed at developing pioneer projects aimed at attracting youth in this peripheral area that poses the advantage of a lower price and fewer other initiatives already under development. The main investment of TUTUR will be hence in the periphery of Bremen, an interesting approach that clearly suggested a concrete medium and long-term vision.

The conditions for a vibrant project were considered good:

- the ZZZ was already in contact with neighbourhood initiatives,
- there were many vacant spots in Hemelingen, which was a good starting point for the project,
- living in a deprived area, the residents were open to changes for the better, and there were already many potentials for cultural, social, physical and networking level development;
- there was good support from the local politicians.

## Creation of the Local Support Group

The creation of the Bremen LAP tackled the instructional and organisational challenges present in Hemelingen. As such, it aimed at bringing different partners together, supporting exchange of different organisations (especially cross-divisional), supporting Advisory Councils and local organisations, strengthening participatory culture and collaboration.

The local support group of Bremen Hemelingen is composed of **representatives of social, political, cultural and economic institutions**. Individuals interested in temporary uses from Hemelingen are also part of the group. In particular, members of the LSG are representatives of different **political parties** in the advisory board Hemelingen, the **neighbourhood management**, the **district marketing** and the **local townhouse**. Participants of the TUTUR-workshops were also representatives of **social institutions** (Workers' Samaritan Federation, Institute for Work and Social Pedagogy, etc.) and **members of the Bremen administration** working in Hemelingen (business promotion Bremen, program "Soziale Stadt"). There is no general spokesperson, but several very supporting contact persons: Hans-Peter Hölscher (advisory board), Birgit Benke (district marketing), Jutta Zernikow (business development). They connected the ZZZ with local players and owners of vacant buildings, disseminating information about the project, promoting the project in the district and supporting the public relation work.



Figure 21: First workshop in Hemelingen. Source: ZZZ

The project started with the **evaluation of the general interest in the district Hemelingen to embed projects in a long-term process strategy**. After several talks with local institutions and the administration, the management board, the department for urban development, the department for urban renewal, and the promotion of the economy, it turned out that TUTUR might be a first step to start a process to make a change in Hemelingen.

The subsequent step was to organise an event workshop called “Hemelingen, Recyclingen, Heimelingen” on the 22<sup>nd</sup> July 2014 with the LSG (about 50 participants) in an empty warehouse. The project sites (Meat factory, H. Bahnhofstrasse) turned out to be a challenge due to the sheer size of the proposed spaces. As an outcome of the discussion, it was decided that the plan of Bremen will focus on reactivating these spaces with the help of the Local Support Group, which will offer ideas and needs for the pilot projects. The main challenge was to **bring people to the harbour (periphery)**, in the context of an existing highway that represents a barrier for that.



Figure 22: First workshop in Hemelingen. Source: ZZZ

After this workshop, the LSG continued to have bilateral and group meetings, which were followed by the second workshop “Waikiki Hemelingen – Zwischen den Strecken – Wege in den Hafen” (16<sup>th</sup> of November 2014), which dealt with the opportunities to connect separated neighbourhoods in Hemelingen. The workshop was combined with an urban walk and an urban quiz game.



Figure 23: Second workshop in Hemelingen. Source: ZZZ

In cooperation with the City Marketing Hemelingen an event about “vacancy management” invited private owners and business people on the 18<sup>th</sup> of February 2015. The aim of the project was to sensitise owners with their handling of their vacant space – either to ordinary condition or to much lower rents for temporary uses.

On the 20<sup>th</sup> of March 2015 the temporary use of the Könicke building has become specific. The event “WURST CASE” invited all people interested to a tour in the office-building. Potential users had the opportunity to develop their ideas for a vacant space and to tell the added value for the community and neighbourhoods. Another objective was to develop an utilisation concept all together that includes a high personal initiative and an added value for the district.





Figure 24: Tour with potential users in the former meat factory. Source: ZZZ

From the 1<sup>st</sup> of April 2015, the moving in will start. It will be a process orientated actor compilation. The ZZZ will accompany the whole project intensively as it belongs to the pioneer users in the office building of Könicke.

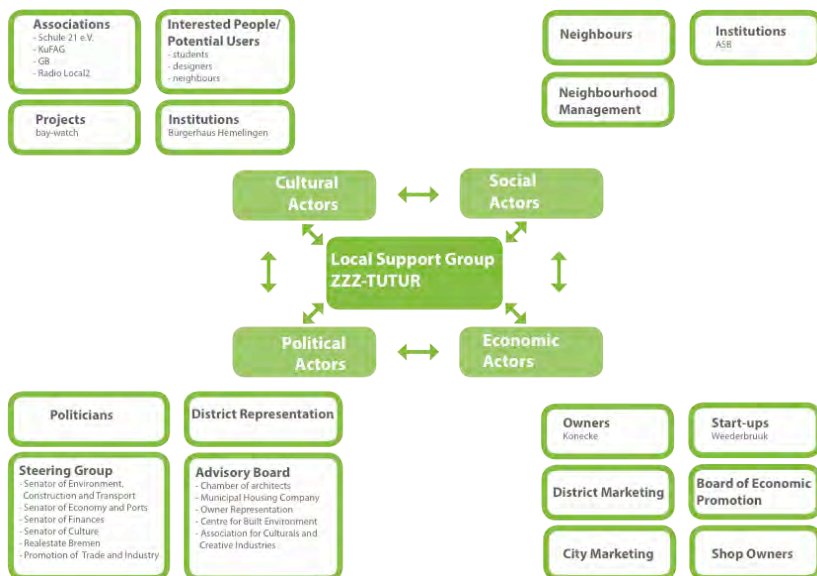


Figure 25: Partners of the LSG in Hemelingen, Bremen. Source: ZZZ

## The selection of the intervention area

The **district Hemelingen** was selected as an intervention area as it is affected by social imbalance above average, with very present vacancy. The

range of vacant spaces is broad: empty stores, commercial buildings, brownfields etc. This variety of options is a potential to push urban development with the instrument of temporary uses. Furthermore, there is a wide range of activists and vivid organisations, a perfect basis for temporary uses. Another plus for Hemelingen was, that it will be the **destination of integrative planning approaches to a strategic urban development**. The management board of the ZZZ and the business promotion Bremen (WFB) selected the district Hemelingen all together as the place for the TUTUR project. The final decision was made after several meetings with local organisations and owners.



Figure 26: Mind map of the LAP in the beginning of the project – designed by fliplance.de

The team identified three main intervention areas in the district Hemelingen. The sites represent the variety in the district. There are huge vacant spaces in the old industrial area and at the harbour site, and there are plenty of empty shops in “down town” Hemelingen.



Figure 27: Selected Hemelingen intervention sites. Source: ZZZ

## The perspective

In its first phase (2005-2007), the team focused on the redefinition of space using a very temporary leisure approach to organizing events, targeted to young urban creative actors and without any support from the administration. The following 2007-2009 phase put the space in focus as Bremen tested temporary use with a very broad target group. The Municipality was just discovering temporary uses as an instrument for city development, and subsequently between 2009 and 2014 four different departments supported the constitution of a temporary use agency, the ZZZ. This was a period in which the actions of the Agency concretised in affordable space as a resource for start-ups, and many young creative people became involved.



Figure 28: The social project Allerort 2011. Source: ZZZ

The next step, within the TUTUR project, gave the possibility for ZZZ to test economic temporary uses in peripheral locations (Hemelingen), and has so far been identified by the economic department of the city as a great chance for the redevelopment of these deprived areas. It is because of TUTUR that, from 2015, the actions of the Agency will move on to focus on providing vacant spaces for start-ups and social concerns, to a broad target group (especially migrants and refugees), with the support of the departments for economics and social affairs.

The TUTUR project has opened a new approach on temporary uses for the Bremen team: So far they usually had the focus on specific projects, but now they tackled a whole district. Another difference is the aspect to make each project or initiative last beyond the TUTUR project and to **embed them in urban strategies**. ZZZ's temporary use projects are usually not a starting point for a whole strategy in a district. The Bremen team will use the approach of the TUTUR project to develop and define as a component of an urban development strategy, as a standard tool in urban renewal areas with vacancy.

Until then, they will work on the ongoing projects and new projects in the district Hemelingen and look forward to the next meeting of the LSG.





## THE PROCESS IN ALBA IULIA

### AN OVERVIEW OF WHAT HAS BEEN ACHIEVED WITHIN TUTUR

#### First steps

As a Romanian small sized town of around 63,000 inhabitants, Alba Iulia is enjoying limited economic opportunities.

Tourism has been the most relevant sector for the local economy, in particular due to the city having the **Alba Carolina Citadel** at its very centre, a 110-hectare Vauban fortification and the biggest such construction in Romania. After years of restoration and valorisation of the Citadel and rehabilitation of the urbanistic networks and the infrastructure of the city, the Citadel became one of the most important cultural assets of Romania's heritage, yet its cultural and social program is still catching up to the large-scale infrastructure investments.

At the beginning of TUTUR, Alba Iulia firstly assessed its initial local situation through the Baseline Report, identifying numerous cultural, economic, institutional, environmental and social challenges which it had to confront and which reflected upon the need of a **change in policy** in regards to the management of vacant properties and the creation of temporary use opportunities:

- *High unemployment rate* – 10.95% within Alba County, 3% (1919 persons) in Alba Iulia (Feb 2014);

- *The effect of a small town competing with larger cities* such Cluj Napoca (100 km away) and Sibiu (70 km), generating outmigration of young people and lack of interest from large investors;
- *Lack of incentives from the government for the potential investors*, as well as subpar promotion of potential for investments and facilities for investors in Alba Iulia Municipality (facilities like fiscal incentives, free land for use, low renting prices, etc.);
- *Low degree of involvement and participation of the citizens* in the decision process and in regard to local policies;
- *Failure of local policies to integrate other stakeholders* in the public decision making process;
- *Albeit the rate of population decrease is low, Alba Iulia is still a medium-sized shrinking city* confronted with loss of young population due to migration and the *existence of now-vacant industrial, commercial and cultural spaces*.

It is also important to mention that among the planning documents of Alba Iulia **at the beginning of the project there was no regulation or strategy specifically geared towards temporary uses**. During the kick-off meeting, the importance of setting temporary use in the local planning context not as an exception but as an integral part has been discussed, as well as the necessity of facilitating temporary use by employing, for example, simplified application procedures.

Consequently, the first step after assessing the local needs has been for Alba Iulia to set its objective, the development and implementation of innovative planning tools and procedures aimed at **mobilising temporary uses of underutilised urban spaces and buildings** within a more general urban regeneration strategy, and transferring the experience and know-how of the Municipalities of Rome and Bremen.

Beyond the short-term development of temporary use, the TUTUR project in Alba Iulia pursued also finding **procedural ways to implement temporary uses in local development processes**, as well as capitalising the opportunity to develop processes from temporary to permanent.

The involvement of relevant stakeholders in identifying the solutions to the aforementioned problems has been considered from the beginning a key instrument to ensure that the solution addressed is responding to the needs of all the stakeholders.



## Creation of the Local Support Group

For Alba Iulia, the **direct beneficiaries** will be the local entrepreneurs open to test the TUTUR approach and willing to invest in a small business, but also local artists such as talented students or young people willing to develop their artistic talent in a temporary use space. The **indirect beneficiaries** will be the inhabitants of the city who will be the final consumers but also the public and private institutions at local level, willing to collaborate for stimulating this kind of activities.

The Local Support Group came together at the initiative of the Municipality and following the **open call**. The organisation of the open call consisted in sending 40 personalised invitations to local stakeholders from different areas of interest, publishing an article in one of the most important local newspaper, setting posters with relevant information at the Alba Iulia City Hall, Department of Programs and Local Taxes Department, publishing an official letter on the website of the Municipality.

The Local Support Group is composed of representatives of different areas of interest, such as:

- Architectural domain (architect Vlad Străjan, representing the architectural design company "Birou Proiectare Străjan". He developed his diploma thesis about re-functioning an old, abandoned mill in Alba Iulia)
- Cultural domain (Viorel Cioflică, the director of the Skepsis theatre group; Gabriel Rustoiu, National Museum of Union Alba Iulia)
- Economic domain (Leontin Petre, administrator of Unirea Shopping Center)
- Tourism (Răzvan Moc and Cristian Kalanyos, touristic guides who organized the volleyball court within the trenches of the Citadel)
- Decision makers (Nicolaie Moldovan, the City Manager of Alba Iulia Municipality)
- Local associations/NGOs (Alba Community Foundation, Speromax Association, Alba Iulia Rotary Club)



Figure 29: Meetings of the LSG in Alba Iulia. Source: City of Alba Iulia

Three meetings with the members of the Local Support Group had been organised so far, but there were many other independent meetings with the management team and the members of the Local Support Group.



Figure 30: LSG Meeting in December 2014. Source: City of Alba Iulia

The Municipality established very good relationships and communication strategies with the local stakeholders. Therefore, establishing a Local Support Group wasn't a difficult task. The Group is composed of persons of all ages, regardless of social class, gender, race, physical status, ethnicity etc. Doubtless all the activities developed within TUTUR are open to wide public irrespective of gender, ethnical and religious affiliation, theme of the project envisaging participation and acceptance of all gender categories.

## The selection of the intervention area

After organising an open call, there were several responses and some winners were selected, while, other proposals for temporary use could not be developed within TUTUR, generally due to unknown identity of the owners of the buildings/spaces or financial and administrative problems.

In the aims having an area-based approach, **the citadel and its surroundings have been selected for the TUTUR project**. One of the main issues of socio-cultural appropriation of the newly-renovated Citadel is the severed connection between it and the rest of the city, both towards the “old city” (to the East) and the newer, high-rise neighbourhoods in the West. Due to this need to reinforce the Citadel’s connection with the city, the intervention area within Alba Iulia Municipality is developed throughout a route. The route/stripe is connecting five points of interest for temporary use on the city’s main central axis: **the small plaza near the House of Culture, the Palace of the Transylvanian Princes, the volleyball court arranged within the trenches of the Alba Carolina Citadel, and the Unirea Shopping centre**.

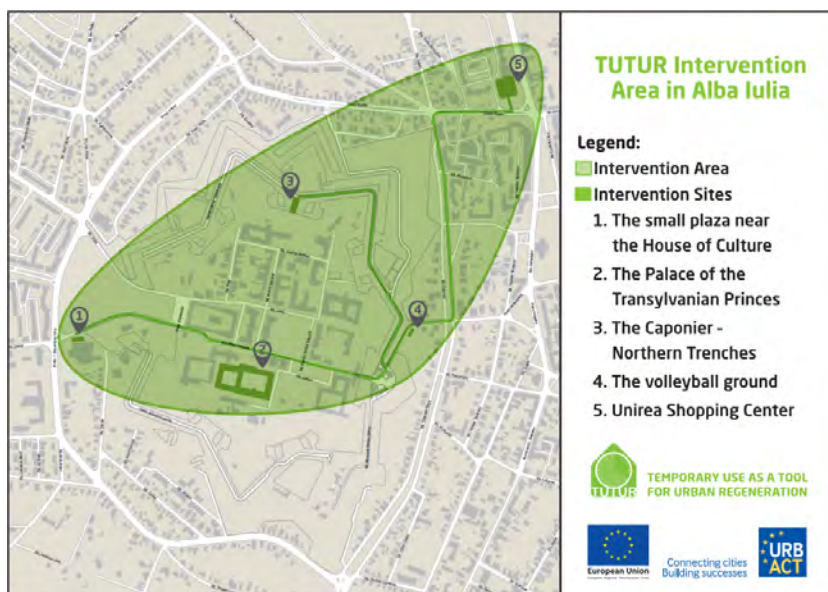


Figure 31: Area based approach in Alba Iulia Municipality (1 – Plaza, 2 – The Palace of the Transylvanian Princes, 3 – The Caponier, 4 – The volleyball ground, 5 – Unirea Shopping Center).  
Source: City of Alba Iulia

By providing temporary use to abandoned buildings and spaces with a strategic location in the Alba Iulia Municipality, the project contributes to the enhancement of the local cultural heritage, having a great impact both on the local community and also for the tourists.

## The perspective

TUTUR is an important tool for the future urban planning of the city, which left a mark on the design and regulation of the uses of the abandoned spaces by focusing on the physical form, economic functions and social impacts of the urban environment. Through the activities planned in the project, the Alba Iulia team had the chance to contribute to the revitalisation of existing parts of the city, thereby involving goal setting, data collection and analysis, forecasting, design, strategic thinking and public consultation and we can contribute as well to the sustainable development of the city.

The Alba Iulia Local Action Plan (Appendix) has been drafted in participation with the LSG and has been an opportunity to integrate Temporary Uses in a coherent vision for Alba Iulia, linked with both the General Urban Plan and Alba Iulia's 2030 Strategy. TUTUR has directly triggered the following new, innovative perspectives and priorities:

- A digital information platform containing underused buildings and unused spaces within Alba Iulia
- An official roadmap for the organisation of cultural temporary use events in Alba Iulia
- An overarching project for the continuation of the already-established temporary use projects in the area of the Alba Carolina Citadel.

Furthermore, the Alba Iulia local team learned that the process of developing the planned activities is involving political will and public participation and it helps to strengthen the liaison between the public authority and the civil society.



## LESSONS LEARNT

### TEMPORARY USE AS A CATALYST FOR INNOVATIVE, WELL THOUGHT URBAN REDEVELOPMENT STRATEGIES

The previous experiences of the partner cities Rome, Bremen and Alba Iulia allow us to crystallise some common lessons learned about the application of the TUTUR toolbox in order to create a local urban regeneration policy and strategic Local Action Plan (LAP). As we postulated in the previous chapters, the TUTUR methodology aims to use the Temporary Use of objects, brownfields, etc. as a catalyser for innovative, well-thought urban redevelopment strategies. In this chapter we are underlining the lessons learned of the Temporary Use as a planning tool, the creation of policies, the role of the planning in general and the local lessons learnt from the local perspective.

#### **Temporary Use as a planning tool**

One of the most important lessons learned is that the Administration is empowering local, bottom-up initiatives as a vital part in the top-down planning process. The LAP is empowered by the construction of a participatory planning-dialogue with the local groups and it creates, most of all, project ownership. This is a win-win situation, because people feel included into the planning process and the Administration gains trust. We consider that the community is key in the decision-making process, especially during the development of the LAP and the project ideas, and during the implementation phase. With the TUTUR methodology, local ideas are framed

into more comprehensive planning strategies that support and foster local development plans of the Administration. But, don't expect the methodology solving your everyday planning tasks, not everything can be solved by temporary uses; there is the legal framework or other financial restrictions that draw a clear limit to the development process. But still, Temporary Uses is a strong tactical component for gaining fresh ideas for the development of neighbourhoods and to test these ideas in small-scale pilots. These pilots help us to try out revitalisation of, for example peripheral and abandoned locations like in the case of Bremen at the industrial site in the district of Hemelingen, the inclusion of the historical Citadel into the historic fabric in Alba Iulia or the revitalisation of the Market in Viale Adriatico in the Third District in Rome. In the short term, these testing areas activate temporarily the districts at low cost, enable economic growth without new construction by recycling of the existing structures, and, in the mid- to long term, convert into permanent interventions and further investments. These investments are well thought and accepted by the people. Framing the actions laid out in the LAP, the abandoned or under-used areas can convert into liveable urban places through a tactical urban development process, led by the Administration and including the community.

### **Development of a local policy and planning methodology**

The one to one transfer of the working organisational structure of given city of Bremen to another city is not applicable. The political situation, financial restrictions among other things set limits to the creation of an Agency. The two receiver cities can evaluate the outcomes of this project and shall adapt to local needs according the size of the city, complexity and budget. Anyhow, it is important that the general methodology should be converted into a local planning policy in order to categorise the planning steps, establish guidelines and planning manuals for the participatory planning tools, for example the organisation of planning *charrettes*, the establishment and organisation of a LSG and the application of the methodology for creating Local Action Plans, including the mapping, the moderation process, etc.

As we learnt during the TUTUR project, the creation of a Temporary Use Agency facilitates the communication and interface with the projects, the LSG and other decision makers and, most of all, build the context to the planning goals of the selected district. Rome and Alba Iulia managed the TUTUR project without creating an Agency, but it was clear that on the long term, this work couldn't be done without a specialised personal. Therefore, the creation of an independent Agency or *sub-group* within the planning administration of the city is depending on the local decision-making framework and the political will. As in the Bremen case, the city contracted ZZZ, an independent local



Agency as concessioners of the Administration to do neighbourhood activation. Due to the size and complexity of Rome, a network of various agencies in different districts could be implemented, similar to the local development agencies, which are implemented in Vienna on the district level, the so-called *Gebietsbetreuung*. The agencies are contracted with defined-term contracts that are renewable. The *Gebietsbetreuung* has to continuously improve their performance that puts them into a competition with other agencies. In any case, with or without outsourcing, the Agency shall be organised as its own entity with a budget, personal and equipped with necessary power.

### **The new role models of planners at the Administration**

As we experienced in all three partner-cities, the dialogue, transparency and participation are the essential elements of the TUTUR methodology. Someone has to be in charge of managing the change in the planning sector and that means, that the municipal planners get new role models as a moderators and facilitators. Rather than making decisions alone in the city hall, the planner sets up an open and transparent planning scenario, using mapping techniques, open calls, organising LSG, and so on. The open calls are crucial elements in this process as they involve constantly new people into the creation of the LAP. The use of the open calls, channelled by social media to people of specific interest in the transformation of the neighbourhood is part of a democratisation process of urban planning, enabling bottom-up for the participation in the LSG, and - of course - generating ideas.

Another important issue is the capacity building for municipality staff. In order to open the Administration to the public and enable the bottom-up within the top-down structures, the local planners have to convert into planning moderators, who facilitate a more open, people-centred planning process. The creation of a vision, strategy and LAP for the neighbourhood is key in the TUTUR methodology. The planners have to develop planning skills to moderate the Local Support Groups in the definition of planning visions, planning goals, etc. The mapping process and the cartography of vacancy is vital part of the methodology and should be also be an integral part of the planners' scope of work.

# Future perspectives

## The follow up in ROME

The experiment carried out during the sixteen months of the TUTUR project allowed the Administration to verify up to what point existing legislation could support current citizens' needs to use and transform the city. On the basis of this test phase, which was regarded upon as being very positive from participants both from the administration and civil society, it has been possible to identify which aspect need to be improved or changed within the current status of things. Going through the steps identifies within the TUTUR methodology there will be four aspects to be taken into consideration:

### **Mapping of abandoned properties**

On the basis of the mapping carried out within the Municipal Conferences and the citizens' data generated information within the City-Hound.org platform, it was recognised as necessary for the City of Rome to be equipped with a regularly up-dated map of vacant properties in the city, which could help both administration and citizens to identify sites for reactivation. On the one hand the City has a cadastre where it is possible to identify owners but not status of occupancy, on the other there are various user generated maps of vacant properties which have proven to be rather reliable. For this reason, the City of Rome could make an agreement with existing online platforms dealing with abandoned properties in Rome in order to develop a reliable up-to-date map of available resources by migrating existing data into the one platform. Currently there has been a feasibility study that verified that with technical and administrative procedures the planned map would be possible and the administration is now considering timing and financial resources necessary for the implementation.

### **Involvement of the community**

In the activation of the spaces has been recognised that the involvement of local community is necessary. For this reason the local branch of the Administration, the District, plays an important role in the moderation of this collaborative planning process. In recent years there has been a formal delegation of powers from the central level to district level, which allows for this level to take decisions over many properties, making them a reliable and competent actor in the process. The experience of the TUTUR project in the III District has allowed to show that many buildings can be reactivated by the District together with local communities. However, the current staff would have

to receive some specific training for capacity-building related to temporary uses, and on the other be supported by additional people that could take care of moderation of collaborative design processes, but also support the verification of spaces in terms of legislation and then in terms of transformation processes. Existing resources through people training for civil servant or similar frameworks that could support the Administration in matching properties and users could provide this additional support, in the form of “urban scouts”.

### **Access to properties**

Within the TUTUR project the City of Rome experimented with public-owned properties, but it was identified as possible to also include private ones. In order to do so an important element to be improved is the current legislation, which currently allows for public properties only short term uses of open spaces or cheap long term uses in case of social activities. Therefore there has been a study to verify how it could be possible to include low-cost temporary interventions as one of the phases for intervention in the rehabilitation of premises. Additionally to its own properties, the Administration could consider including temporary uses as one of tools available in urban transformations to private owners during the construction phases, therefore accompanying the transformation with the involvement of communities. Currently the administration is carrying out a feasibility study with the other competent departments to verify how it could be possible to include temporary uses within the tools for urban regeneration available for the administration.

### **Development of policies**

It could be possible to include the option of temporary uses in the current legislation regarding the access to public properties, green areas and commercial premises through incentives towards socially valuable projects with impact on the surrounding rather than towards the rehabilitation of the spaces themselves. This could be communicated to citizens through a guidebook for temporary uses, which would serve the double purpose of the supporting both the administration and the users.

On the basis of the work carried out in the III District many other Districts have asked to have the possibility of developing temporary use strategies in their territories, which highlights the strong support that the initiative is getting, serving as a fertile ground for a development at city-wide scale.

## The follow up in BREMEN

The TUTUR project left many traces in the ongoing work of the ZZZ. The most visible follow up of the TUTUR project are the launched projects (Könecke and Bay-WATCH) and upcoming projects in *downtown* area of Hemelingen. All projects have a medium-term perspective. Setting up Temporary Uses is usually more difficult than following as the locals are already used to it. The TUTUR project enabled a fast development in Hemelingen. The ZZZ will continue to concentrate on Hemelingen and on other peripheral districts. Especially private owners have to be taken in their responsibility.

Going peripheral: The moving of the ZZZ office to Hemelingen is the best prerequisites for further projects in Hemelingen. Temporary uses cannot be taken for granted, They are depending on a welcome culture for self-made urbanism and an active community. Short distances between the ZZZ and potential uses make the communication and finally future uses easier. The focus of the ZZZ will be on Hemelingen at least till 2016.

Applying methods in new projects: On the basis of the experience background the ZZZ will go on with the new approaches learned in the TUTUR project. The order – district, local support group, concrete objective – was successful. The ZZZ continues with its new methods and tools (world café, role game, urban quiz, urban walk), we developed for the TUTUR-project. Upgrade to the latest concerns: Temporary users can react on new trends very fast as they usually don't invest a lot of money and are very brave in testing new ideas. The ZZZ will focus on socially deprived groups especially on refugees to help them to arrive in Bremen.

Ongoing with the ZZZ-structure: The funding and thereby the future of the ZZZ after 2016 is uncertain, but its structure has proven its worth. It makes sense that a temporary use Agency is connected but not part of the administration. The ZZZ speaks both languages: the language of the users and the municipality. At the ZZZ all information of the different stakeholders come together. The ZZZ is not only about filling vacant space, it is about connecting people and helping them to find affordable space for their career or their leisure time. We started to work on creating new or additional models to fund the ZZZ (commercial, temporary uses as inherent part of public planning with public funding).

## The follow up in ALBA IULIA

For Alba Iulia, a small-sized city having no more than 63 000 inhabitants, the TUTUR project represented a great opportunity to be part of the TUTUR Project together with such experienced cities like Rome and Bremen in the domain of temporary use. Even though Alba Iulia Municipality confronted several important challenges with respect to the implementation of the temporary use projects, by organising events and developing projects in the underused locations, there were many visible results as a consequence of these actions. Considering the positive impact, during the sustainability phase of the project, one of the main objectives is to develop and extend the diversity of the local stakeholders involved in the project and also to actively involve more and more the local community.

During the project implementation phase, the management team considered TUTUR project as an important tool for the present and future urban planning of the city, contributing to the design and regulation of the underused spaces by focusing on the physical form, economic functions and social impacts of the urban environment.

By implementing the temporary use activities, the project contributed to the revitalisation of existing parts of the city, thereby involving goal setting, data collection and analysis, forecasting, design, strategic thinking and public consultation and to the sustainable development of the city. Furthermore, it is essential to keep involving political will and public participation in the process of developing the temporary use activities, thus contributing to the consolidation of the connection between the public authority and the civil society.

After the implementation of the project and after developing the five temporary use projects and events, the Municipality acknowledged the benefits of the project on the local community. Considering the aspects mentioned above, Alba Iulia Municipality decided to assume the sustainability of the TUTUR project for another five years starting with 31 March 2015. It is now very important that the intervention area selected for TUTUR project, which has been a testing area for the Municipality, to continue to be a reference point with respect to urban regeneration, namely to continue to be the target area where temporary use projects and events are organised.



## CONCLUSIONS

FROM THE BEGINNING, THE MAIN CHALLENGE OF THE TUTUR PROJECT HAS BEEN TO FIND COMMON GROUNDS FOR THE TRANSFER OF BREMEN'S ZZZ GOOD PRACTICE TO ROME AND ALBA IULIA AND TO INSERT THE EXPERIENCE OF TEMPORARY USE IN THE RECEIVING CITIES WHILE PERFECTING IT IN THE BEST PRACTICE PROVIDER.

Albeit having a small consortium, the project is by no means a homogenous one, effectively covering three very different situations. During the joint discussions held at the kick-off meeting and subsequently included in the Baseline Report submitted in March 2014, several differences and common challenges have been revealed, issues that are in process of being overcome by a custom-tailoring of the best practice of Bremen.

The difference is a “unique selling point” of this project, as we can experiment temporary uses in diverse and urban contexts. A diversity that is in the size, (a metropolitan area, a medium sized city and a small sized one), in the different grade of competitiveness and in the richness of the available planning instruments for urban regeneration. All three cities have good experiences in citizens' involvement and development based on communities.

It is important to highlight the following essentials shaped out of our experience: Temporary Use as a Tool for Urban Regeneration:

- To operate the knowledge transfer connecting experience and projects (bring partners cities in the project's context),
- To leave a lot of room to local clarification and dialogue (formal and informal) among partner cities representative,
- To continuously create appropriate ice-breaking situations (e.g. starting an urban walk going to the bar) in order to let partners



representative to get the right mood to be open to share their experience, but even to bring their doubts and problems into the discussion

- To put in contact project proposers/initiators with decision makers (urban walk, study visit on the ground facilitate this creativity's short circuit
- To avoid technical language, to use schemes and drawings, to organise short workshops within the project areas, together with their protagonists
- To keep always informed and to invite to events all funds related managing authorities (from EU programmes to local sponsors)
- To keep continuously partner updated on project's evolutions and have in each meeting clear agendas supported by good and easy grasping information material

The above listed prerequisites together with the capability and engagement of involved partners consented to TUTUR to launch in a very short time (less than one year) three Local Action Plans based on Temporary Uses. This is a remarkable result if we consider time usually needed for practices related to urban planning. Finally, Regarding the practice *per se*, the way to go with adapting Bremen's approach for urban regeneration has yet to be defined in Alba Iulia and Rome, based on constant dialogue with the target users (outside audience, but even protagonists of the process). Many of the success stories in reconverting vacant lots in Bremen have been case-by-case situations, and it is evident that an overall approach will prove itself ineffective, mainly because the definition and implementation of "temporary" is inter-linked with the types of uses, the target groups, the physical conditions of places and whether the properties are municipality- or privately-owned.

There are still aspects which will be part of the overarching strategy the cities will employ, and which will define the overall framework for temporary use in Rome and Alba Iulia:

- Inserting temporary uses in the development processes of the cities;
- A framework for developing successful processes from temporary to permanent;
- The definition of the type of contract between the user and the owner: compensation, financial or otherwise;
- A policy of functional mixing between living and working spaces;
- Incentives towards property owners to join the program;
- Lobbying, municipal and regional support, etc.

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## **TUTUR ONLINE**

Facebook: [www.facebook.com/TUTURproject](http://www.facebook.com/TUTURproject)

Blog: [www.tutur.eu](http://www.tutur.eu)

Website: [www.urbact.eu/tutur](http://www.urbact.eu/tutur)

## **GOOD PRACTICES**

Lakatlan: [lakatlan.kek.org.hu](http://lakatlan.kek.org.hu)

Meanwhitespace: [www.meanwhitespace.com](http://www.meanwhitespace.com)

Coopolis: [www.coopolis.de](http://www.coopolis.de)

Stipo: [www.stipo.nl](http://www.stipo.nl)

Nt. Areal: [www.areal.org](http://www.areal.org)

NDSM: [www.ndsm.nl](http://www.ndsm.nl)

Hotel Neustadt: [raumlabor.net/hotel-neustadt](http://raumlabor.net/hotel-neustadt)

Leerstandsmelder: [www.leerstandsmelder.de](http://www.leerstandsmelder.de)

Vacant Europe: [www.vacanteurope.eu](http://www.vacanteurope.eu)

# Appendix

## The Local Action Plan in ROME

### Introduction

The TUTUR project in Rome worked in the Third District which is located in the north-east sector of the city and counts about 250.000 inhabitants, therefore the equivalent of a medium sized city. The district is characterized by the “historical centre” of Montesacro, a neighbourhood built in the 1920s following the garden city model. The rest of the District was built after the 1970s and presents many large social housing estates on the one hand and agricultural areas on the other, counting up for a relative lack of public services, reason why abandoned properties could have the potential to fill this gap.

For this reason the four steps identified for the development of the project have been the mapping of empty properties in order to know what resources are available, the involvement of the community to elaborate projects, the access on a temporary basis to the spaces and last but not least the development of urban policies to accommodate temporary uses.

### Description of the target area and justification for selection

The TUTUR project in Rome focused on two areas, the Montesacro neighbourhood and the Viadotto dei Presidenti, both identified by many citizens as a priorities during the Planning Consultations held in spring 2014 which served as the basis also for the setup of the Local Support Group.

The neighbourhood of Montesacro has various abandoned spaces, such as the swimming pools of the Ex-GIL sports facility, the underused Market, the theatre in the Don Bosco School, the shops owned by the social housing company ATER, the rooms in the District Building, the old cinema Horus, the Ex Linda industrial site and the old Police Station.

The Viadotto dei Presidenti is the result of an unfinished large infrastructure project. In the beginning of the '90s nearly 2 km of the new metropolitan railway system were built but never completed and today it would be not possible to re-insert the trains as it doesn't comply to legal standards. The Administration, with the support of some local NGOs, had in recent years developed a project for the transformation into cycling lane.

Out of the nearly 100 empty properties identified during the consultations it was agreed upon that these two areas, identified also because of public property, were emblematic as common cases around the city and therefore solutions could have been replicable. In fact, the Monte Sacro neighbourhood presented a small scale network of abandoned spaces that could provide local services, whilst the Viadotto dei Presidenti es emblematic as a large unfinished infrastructure, which often require large human and financial resources to be reinvented.

## Identification of existing problems in target area

The selected properties also allowed to test new practices responding to what were identified as the innovative aspects of the Bremen based ZwischenZeitZentrale, which has been the most experience partner on the topic being the “giving partner”. Especially after visiting the Bremen projects some differences were seen with the Rome case, such as:

- Trust between public administration and local NGOs, citizens;
- Possibility of applying only basic security legislation on abandoned spaces when uses are temporary;
- Flexibility in assigning spaces to users without an open call;
- Inter-department cooperation between Planning, Economic Affairs, etc.;
- Possibility of setting up a Temporary Use external NGO to deal with the abandoned spaces
- Financial resources available for the public administration.

At the same time within the City of Rome some valuable assets were identified, namely:

- Consistent amount of Public Properties, especially small-medium scale;
- Lack of large industrial spaces such as brownfields;
- Presence of the District Administrations which are in great contact with the local situations;
- High number of citizen initiatives active at local level;
- Tradition since the 1980s in squatting which has developed some policy precedents in the attempt to regulate the processes.

For these reasons the choice of the LAP areas was validated, as offering the possibility to test some of the main challenges and provide solutions which could be replicable in other parts of the city too.

Within the TUTUR project the City of Rome also used the activities to verify the possibility of replicability and synergies not only with other neighbourhoods in the city but also with other administrations and NGOs in Italy, such as Naples, Milan and Bologna. These moments of exchange, also supported by ANCI - Cittalia, were particularly relevant in the moments of the project meetings in Rome which were the occasion to build moments of exchange around them, such as in the conference that took place in June 2014 at the MACRO Museum or the final conference that took place in March 2015 at the Palazzo Taverna and the III District. These moments allowed also for various international experts on the topic to join the discussion such as Lakatlian, Meanwhitespace, Coopolis and Stipo. The TUTUR meetings therefore allowed to bring exchange of knowledge and experiences from local to international level.





Figure 33: TUTUR conference at the MACRO Museum with the Planning Commissioner of the City of Rome and the City of Milan. Source: City of Rome

### **Establishment and operation the Local Support Group**

A series of workshops were held between April and June 2014 with neighbourhood associations in order to map the abandoned properties, the local needs, the problematic areas and trace the recent developments. This phase were the “Conferenze Urbanistiche”, which were also held in the other 14 districts of Rome by the Planning Department of Rome. Out of the over 100 properties identified, the two sites were collectively selected because they had local associations/citizens backing up the transformation, the transformation of the space could potential have strong effects on the rehabilitation of the surrounding area and it responded to at least part of the identified local needs.

Participants were selected through an Open Call which was channelled via social media and local websites. After the first introductory meetings, participants were grouped according to their interest in developing proposals for certain spaces, this allowed to make everyone responsible for the proceeding of the project. The whole group, which count approximately 100 people met on average every two weeks whilst sub-groups working on specific sites often meet independently, at times even on a daily basis. Sub-groups were organised with two group leaders, possibly with different expertise and age, and would be responsible to gathering the information coming from other participants on one of the buildings and would then take care of compiling the input in a comprehensive manner for the plenary meetings.

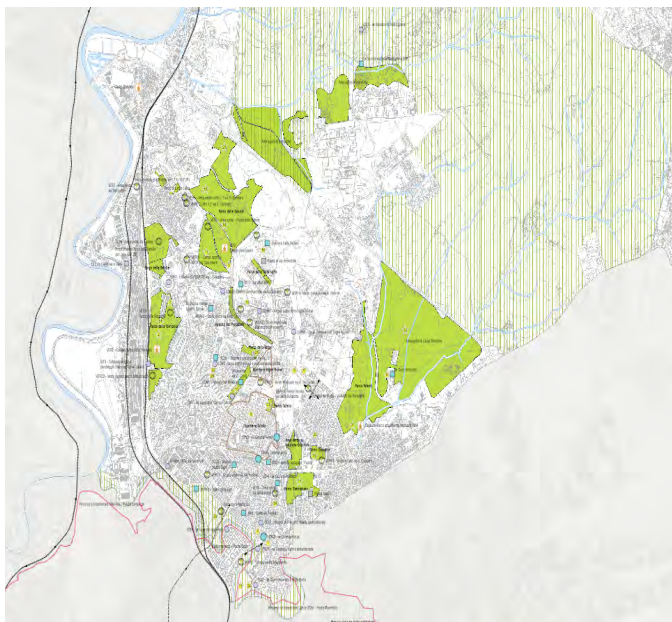


Figure 34: Charter of Values of the Third District. Source: City of Rome

### **Methodology applied in the preparation of the LAP**

A starting assumption within the project was that in develop policy for temporary uses it was necessary to test them practically. The motivation towards developing real transformations geared the entire Local Support Group to elaborate pragmatic yet imaginative plans. When dealing with interim uses the time dimension becomes essential, therefore whilst keeping in mind a long term perspective the short term is a strategic component, a step along the way, which may allow for contextual changes such as economic, political or spatial. In order to have this the methodology for the Local Action Plan development fluctuated between concrete transformations and design exercises. Installed temporary uses were on three sites: a section of the Viadotto dei Presidenti, the public space around the Market and the theatre in the Don Bosco School. Design exercises were done thanks to the involvement of students from Architecture Schools for imagining new ways of using the space rather than from Law and Economy, in order to help thinking of new ways of organizing and financing ongoing activities. The development of the Local Action Plan has been a production phase but also an educational moment, because of the “learning by doing” approach but also thank to all the lectures by local and international experts that have contributed in supporting the process with their knowledge and insights.

All contributions were organised around four main moments, which are at the core of the local TUTUR methodology.

### Mapping of spaces:

The City of Rome did not have an up to date map of abandoned properties are these are a rapidly changing scenario, reason why a collaboration with the City-Hound user generated platform by TSPOON was initiated and accompanied the whole project. As a result of the first mapping exercise it was possible to identify over one hundred abandoned or underused properties falling under varying functions such as housing and office buildings, markets, green spaces, production sites, commercial premises, infrastructures, cinemas and schools.

### Involvement of the community

Thanks to the set-up of the Local Support Group it was possible to have a core ensemble of people involved in the development of ideas and plans for the specific buildings within their spatial and socio-economic context. This group then activated a wider group of people involved only on specific issues and activities taking place within the spaces which then activated an even wider audience that attended the public events.

### Access to properties

Given the resources in terms of time, money and people it was possible to activate the three spaces of the Viadotto dei Presidenti, the Market and the Theatre, which served as a manifesto for the reactivation of public green spaces, commercial premises and cultural hubs.

### Development of Policy

The on-site projects combined with a series of public events and technical meetings allowed for the involvement of political and administrative realms from local to central level in order to consider how temporary uses could be inserted in the existing urban policies.

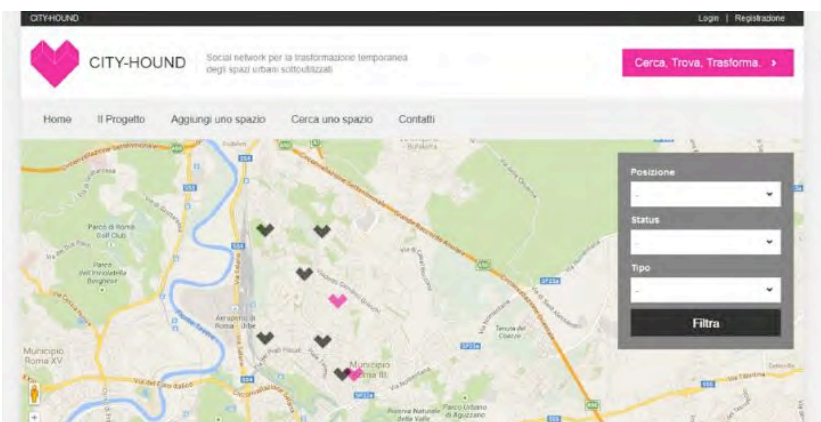


Figure 35: Screenshot of the vacant properties platform city-hound.org

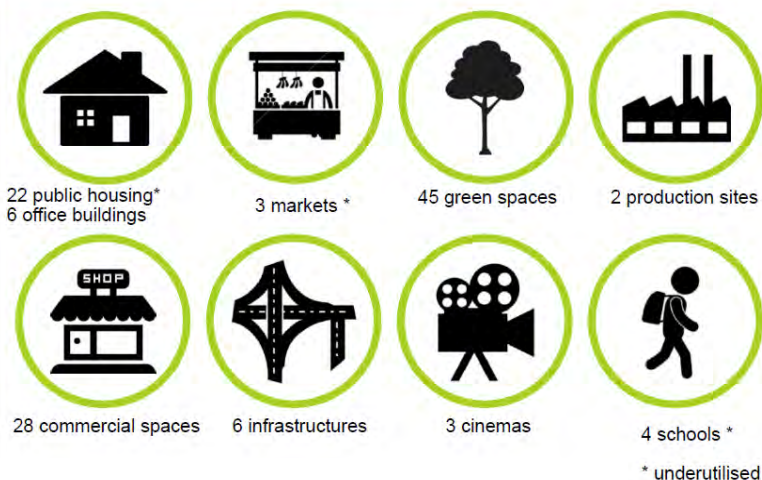


Figure 36: Overview of the vacant typologies in the Third District. Source: City of Rome

## Objectives of the LAP

An important added value of the TUTUR project has been to contribute in bridging the trust gap between administration and citizens in targeted areas. In particular this has been done by supporting inter-department collaboration of political and administrative offices both at central and district level. It has been an on-going learning process from all sides, as it has allowed administration to tackle the challenge of adapting existing regulation to contemporary citizens' needs and at the same time many citizens have understood how problems and potential solutions can be addressed to administration. This subsidiary approach is the basis of the governance scheme that could be implemented within Districts to take the lead in the development of temporary use strategies by mediating between central offices and local inhabitants.

Temporary use transformations have taken place in the Viadotto dei Presidenti. This area has become a public space with a children's' playground, an exhibition and meeting space and bicycle workshop; the heavily underused Market of Viale Adriatico, which experimented new uses of public space connected to the market activities and the Theatre of the Don Bosco school, abandoned for over twenty years, which developed a new temporary management scheme. All this was made thanks to the leading role of the Local Support Group which coordinated activities both in terms of physical interventions and cultural offer, but also supported the fund raising activities by the involvement of important local sponsors and was very inventive in making a high quality space out of a very basic budget and many recycled materials. The Local Support Group also elaborated recommendations and suggestions for the use of many other spaces for which the District is involved in taking care of developing further opportunities.

## The plan

### *Viadotto dei Presidenti*

Given the state of dereliction of the abandoned viaduct, the first step in order to bring it back to the mental map of public spaces in the neighborhood was to make it accessible and safe. For this reasons the starting point was the space beneath the Viaduct, at ground level, which was most immediately accessible. There have been great cleaning campaigns which included the elimination of the illegal waste dump, the relocation of the informal settlement and the radical trimming of the wild vegetation. After this it was possible to create a public pathway that was securely bring from one side to the other of the space beneath the Viaduct, a playground made of toys out of recycled materials, a little podium for performances and two containers with a bicycle workshop and a local laboratory. The space was inaugurated in October 2014 with a three months temporary use permission and gave a chance for the local community to prefigure the long term perspective. After this it was decided to prolong the experience for another three months.



Figure 37: Public event at the Viadotto dei Presidenti. Source: City of Rome



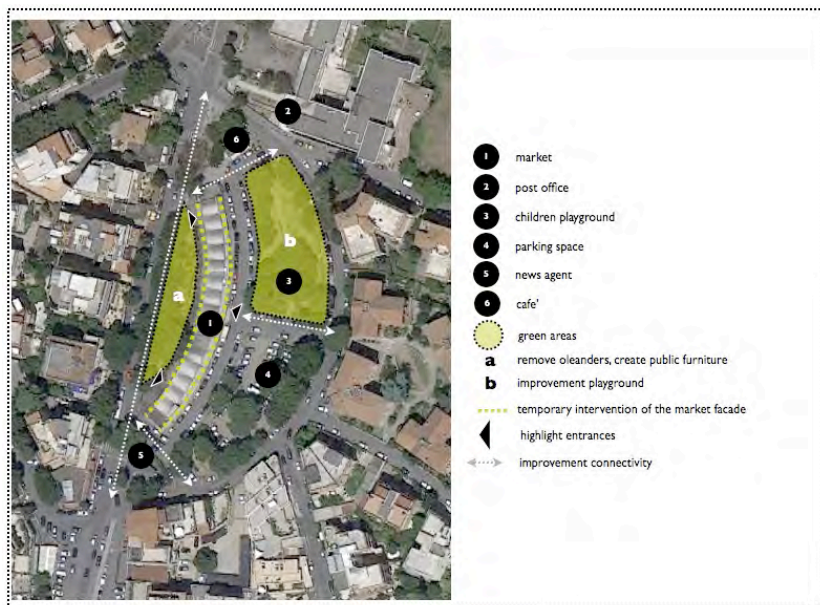


Figure 38: Plan for the market. Source: City of Rome

The Market in Viale Adriatico, like many in Rome, is heavily underused because of mismanagement and complicated procedures for the assignment of the spaces but also because of the increasing presence of large supermarkets. The building could provide space for the increasing presence of local biological food production in the neighbouring agricultural land. Thanks to the collaboration with the University of Arkansas Rome Centre it was possible to have a group of 60 students that developed 8 different projects proposals on how the market could be improved based on the input coming from the neighbourhood association, parents that are adopting the playground nearby, activist promoting the requalification of markets in Rome and obviously the market vendors. The projects were then presented publicly and voted by people. Many ideas arose and served as a basis for the plan of the future market, such as opening it up, improving the lighting and creating a common language with the public space around it.



Figure 39: Flyer for “Vote the project of your market” event. Source: City of Rome

Thanks to all this input it was possible to synthesize some of the main ideas and discuss them with some architects experts on Markets that joined the workshop in Rome thanks to the support of the Dutch Embassy within the project “Il Mercato al Centro”. The workshop consisted of site visits to the market in Viale Adriatico but also to the agricultural farms of the districts and other markets in the City to see how the production and distribution chain could be improved through a better use of markets. The exchange between Italy and the Netherlands was also shared with a wide public during the conference that took place in the Casa della Citta' in Rome.



Figure 40: Flyer of the “Mercato al centro - Market at the centre” event. Source: City of Rome

All this exchange gave many ideas for how to place could be improved, reason why the following weekend over 50 people from around the neighbourhood gathered to start the first transformation of the space through public space temporary use interventions. Thanks to the support of the administration both at central and district level and of the various local associations and private citizens, a first step was made. The intervention consisted first of all of the eradication of the oleanders to make a public open space at the entrance. The cleaning of the entire area surrounding the market. The cleaning of the facade and the application of colourful wallpaper, insertion of low-cost public furniture out of painted cement cubes, signing the entrances of the market with paint on the ground and list of products sold within it and lastly the personalisation of the inside by making notices for each of the market vendors saying their name and what they sell.



Figure 41: Local Support Group working on the market intervention. Source: City of Rome

This is obviously not the end of the story but just the beginning. What has happened since this colourful weekend intervention is that the market vendors have come to an agreement to stay open also in the afternoon twice a week to better cater for the public, as they are usually supposed to be open only in the morning. This was also an important moment for all the different people that gravitate around the market to meet and share their ideas.



Figure 42: The Market before and after the intervention. Source: City of Rome



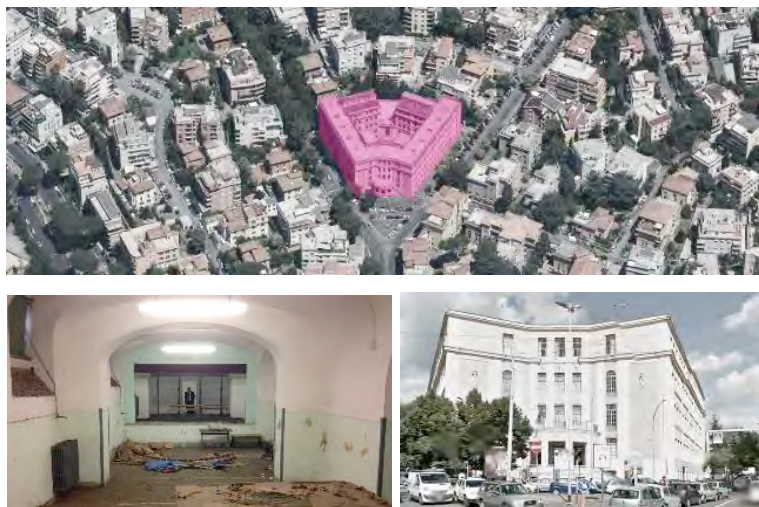


Figure 43 - The Don Bosco School and theatre. Source: City of Rome

The Don Bosco School has a semi-underground floor which has been abandoned for about twenty years. Among the various available spaces there is theatre which could host approximately 80 people and which could be a valuable asset both children of the school but also local inhabitants as there is no public theatre in the area. This space could serve cultural purposes for the neighbourhood but also the whole district given the very good connectivity, reason why a series of workshops for the refurbishment of the space have been carried out. The idea is to make out of the theatre a local cultural hub that could be part of a network with other spaces in the District, therefore serving as a service provider but also a leisure and employment premises. The theatre could be a place for experimentation within the schools, for pupils, parents and teachers, but also for outside, serving as a cheap space for rehearsals but also a stage for upcoming performances. Therefore there has been an agreement between the school and the district to organize a series of events in collaboration with local associations that would have cheap access to the space in exchange for socially valuable activities, especially if targeted towards the school. This use of this space is particularly interesting as it is easily replicable in other schools of the District, especially as school buildings up to secondary level are direct responsibility of the District allowing for a smoother procedure in the decision making which does not require passages through central offices. The easy replicability of these spaces stands also in the fact that in an average state of dereliction, such as was the case of the Don Bosco theatre, the overall costs for the renovation was of 4.500 euro, which covered material costs for paint and basic equipment for light and sound systems. The valuable involvement of parents, children and cultural associations allows for most of the rehabilitation work to be easily made in



collective events that also help the community to take ownership of the space by contributing to its improvement.

All initiatives received a high level attention from local and national media, in particular the temporary intervention on the Viadotto dei Presidenti as this was developed also in collaboration with the architects working in the Gruppo Renzo Piano G124. Here below some of the main links to news papers, videos and radio programs<sup>9</sup>.

The project in Rome comes from the collaboration of the Assessorato alla Trasformazione Urbana, the Dipartimento di Programmazione ed Attuazione Urbanistica U.O. Qualita' Urbana, the Third District, both political and administrative offices, the Dutch Embassy in Italy, the University of Arkansas Rome Centre, The Chamber of Architects of Rome and Province, the Biennale dello Spazio Pubblico, the LabGov of the Luiss Guido Carli University, the Don Bosco School, Cittalia, the associations, companies and private citizens such as TSPOON, Eutropian, Greenapsi, G124, Interazioni Urbane, Rebike, ArredoPallett, Hexavideo, Sotto il Viadotto, il Comitato Attiva Monte Sacro, gli operatori del Mercato di Viale Adriatico, Retake Roma, AICS and many others.



Figure 44: Local partners in Rome. Source: City of Rome

<sup>9</sup> Some of the main articles:

- <http://www.urbanistica.comune.roma.it/attivita/1654-sotto-il-viadotto.html>
- <http://www.ediliziaeterritorio.ilsole24ore.com/art/progetti-e-concorsi/2014-10-09/roma-giovani-progettisti-recuperano-185202.php?uuid=AbTiGqTK>
- [http://roma.repubblica.it/cronaca/2014/10/11/news/nuovo\\_salario\\_da\\_viadotto\\_a\\_green\\_street\\_con\\_gli\\_architetti\\_di\\_renzo\\_piano-97872619/#gallery-slider=97873667](http://roma.repubblica.it/cronaca/2014/10/11/news/nuovo_salario_da_viadotto_a_green_street_con_gli_architetti_di_renzo_piano-97872619/#gallery-slider=97873667)
- [http://roma.corriere.it/notizie/cronaca/14\\_ottobre\\_11/arredi-green-piazza-temporanea-viadotto-sistemato-architetti-02e7a908-5150-11e4-8503-0b64997709c2.shtml](http://roma.corriere.it/notizie/cronaca/14_ottobre_11/arredi-green-piazza-temporanea-viadotto-sistemato-architetti-02e7a908-5150-11e4-8503-0b64997709c2.shtml)
- <http://www.lastampa.it/2014/10/11/scienza/ambiente/arte-e-recupero/high-line-a-roma-ci-prova-il-viadotto-dei-presidenti-F4h9z7qsxs67NTaWLXLA0O/pagina.html>

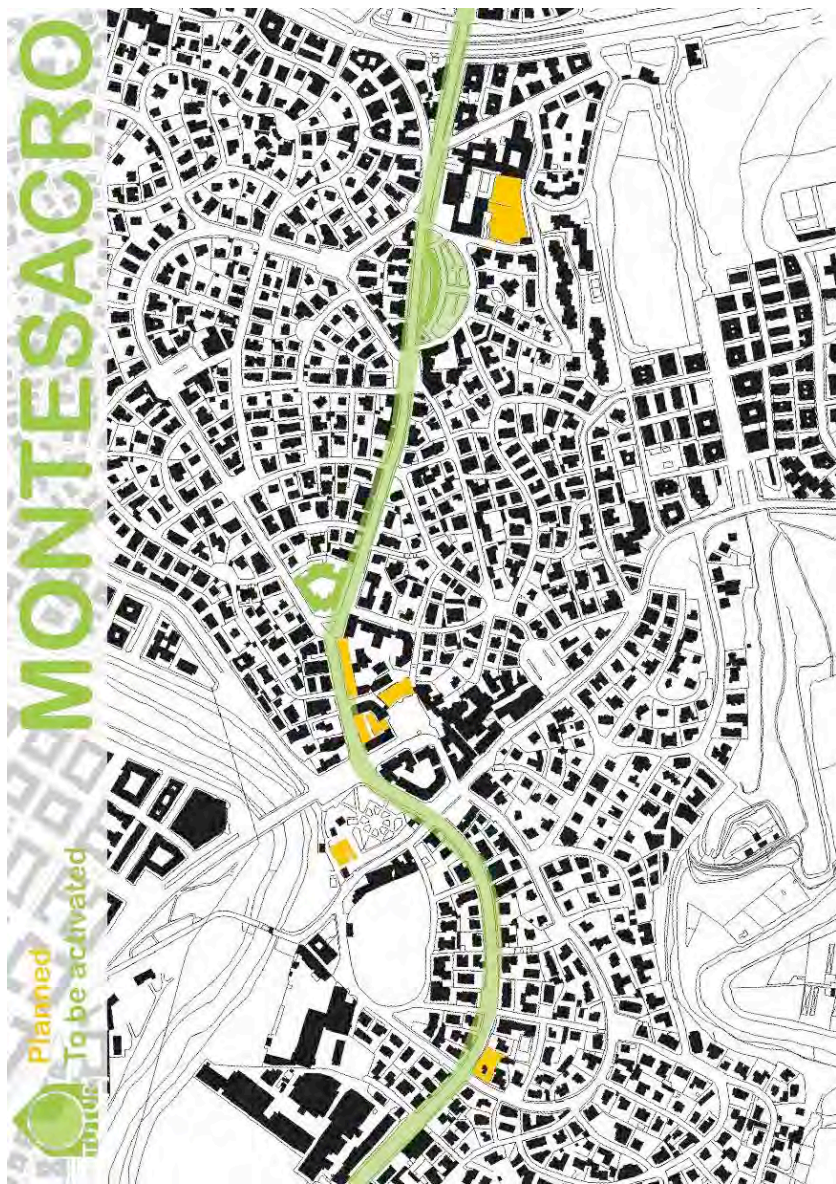


Figure 45: Local Action Plan of Montesacro. Source: City of Rome

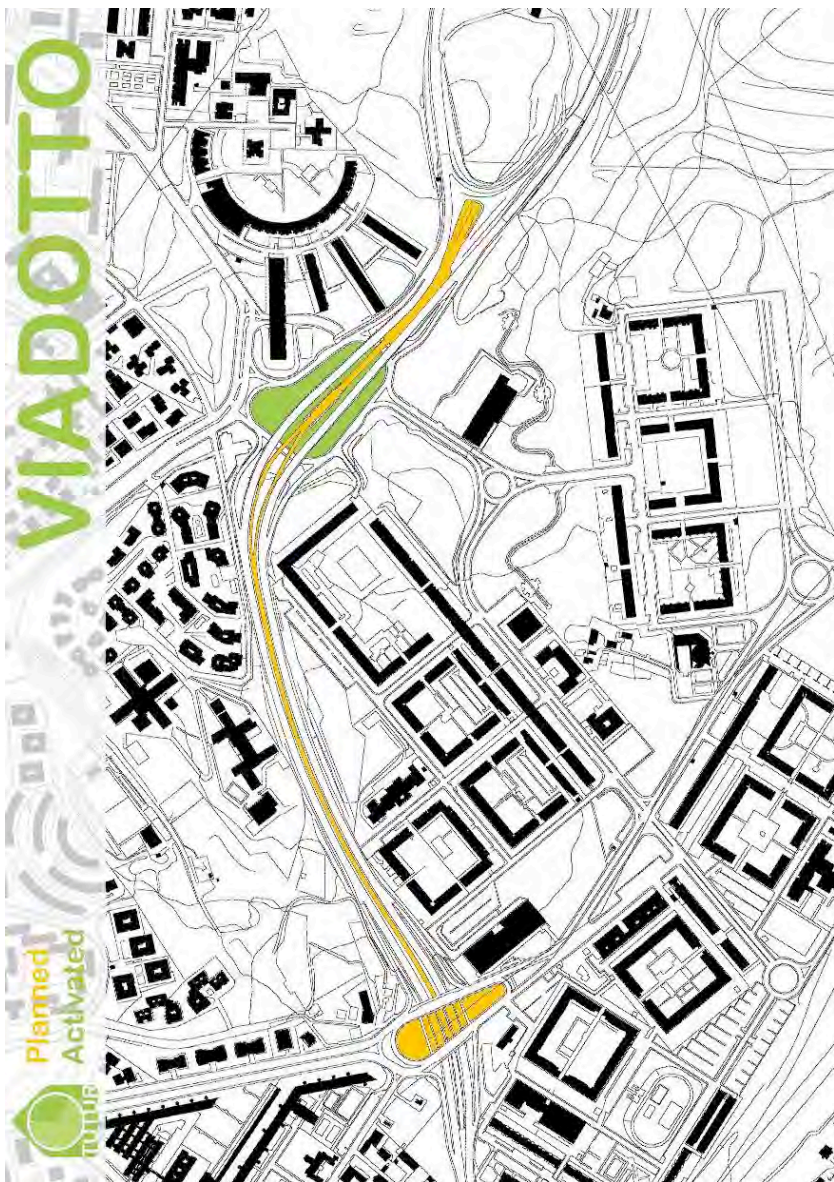


Figure 46: Local Action Plan of Viadotto dei Presidenti. Source: City of Rome



# The Local Action Plan in BREMEN

## Introduction

Over the last years, temporary uses have become an important instrument for the city development in Bremen: they raised from a tolerated action to a tool to reactivate vacant sites and supply financially weak users with space. The positive effects for multiple partners – users, owners, municipality and economy – are their strength. Temporary uses enables a participative approach and the testing of new ideas. The first temporary uses in Bremen were initiated by citizen. Eventually the municipality discovered this approach of bottom-up urbanism and identified it as an instrument to fill and redefine vacant space and to keep young people in the city. This way, Bremen has combined its lack of financial resources and the abundance of vacant sites. The ZZZ started in 2010 as a National Urban Development Policy pilot project with a co-funding from the state and the municipality. Since 2012 the ZZZ is financed just by four departments. The project is also a novelty in communication: four different departments work together. In regard to the financial situation of Bremen, the free city in North-Western Germany had to test new approaches. Economic crisis and consequent unemployment made a big potential of space that was left unused, while especially in the outskirts brownfields were seen as a problem to image and further development. Until the beginning of the 1990s vacancies could immediately reused with similar uses. Afterwards the city was seeking for new tools like temporary uses to reuse voids as the old strategy didn't work out any longer. Temporary uses mirror new demands of citizen. They are much faster than other uses, especially those with high investments. Setting up a temporary use agency was a statement for temporary and self-made look alike projects. The funding of a temporary use agency created a welcome culture for temporary uses. It helped to convince owners and to encourage potential users.

## Description of the target area

The ZZZ wanted to set up the TUTUR-projects in a peripheral district and with a long-term perspective. We also wanted to choose a district that hasn't been in the focus of many interventions so far.

Finally, the choice of the steering group, the business promotion Bremen (WFB) and the ZZZ fell on the district Hemelingen in the East of Bremen. The final decision was made after several meetings with local organisations and owners. The district is the perfect destination for a temporary use project because it has to cope with social, spatial and economic challenges: The district has been the heart of industrialization of the Hanseatic city. Therefore, it was strongly affected by the structural change. Hemelingen has to cope with social imbalance above average. Vacancy is relevant. The range of vacant spaces is very wide: empty stores, commercial buildings, brownfields etc. Furthermore, there is a wide range of activists and vivid organisations, a perfect basis for temporary uses. Another plus for Hemelingen was, that it will be the destination of integrative planning approaches to a strategic urban development.

## Identification of existing problems in the target area

The TUTUR-project in Bremen focuses on spatial, social and economic problems.

**Social imbalance:** The population structure changed over the years. Many people from Turkey and southern Europe immigrated to Hemelingen to work in the industry. Due to the changes in work and the exchange of the residents in recent years parts of the district have to deal with social imbalance. The unemployment rate, as well as the rate of people receiving supportive payments grew above average. As part of the "Soziale Stadt" program a neighbourhood management has been set up to reduce problems and in particular to support projects in education, work and culture that will toughen up for participation in social life. Today progress has been achieved as a result of the commitment of the neighbours and the local politicians.

**Vacancy:** The transformation is also visible in vacancy. In the historic shopping street, Hemelinger Bahnhofstraße, many shops have been abandoned for several years. Also many industries and fabrics are vacant (for example Nordmende and recently Könecke meat products).

**No connection to the river bank:** Another problem is the traffic. The four-lane motorway feeder built in between the centre and the harbour splits the district in two parts and separates the attractive river bank from the residential area.

**Bad reputation:** All this contributed to the bad image of Hemelingen: Hemelingen is perceived as a district located in the outskirts of Bremen, that is formed by industry and hasn't much more to offer. Finally, two themes are in the focus of the project: to redefine an abandoned space and to make the people in Hemelingen aware of their riverside.

## Establishment of the Local Support Group

The project started with the evaluation of the generally interest in the district Hemelingen to embed the project in a long-term process strategy. After several talks with local institutions and the administration, the management board, the department for urban development, the department for urban renewal, and the promotion of the economy it turned out that TUTUR might be a first step to start a process to make a change in Hemelingen. Furthermore the advisory board, district marketing and the neighbourhood management took the project forward with valuable information. At the same time the ZZZ persuaded owners to open their properties for temporary uses. The first workshop "Hemelingen, Recyclingen, Heimelingen" was the starting point for the communication with potential users. It took place on the 22<sup>nd</sup> July 2014 in the former meat factory "Könecke". About 50 people participated on the presentation about potentials for temporary uses in Hemelingen. After the workshop regular consultations with different local players have been taken place: bilateral and in large rounds. On the 16<sup>th</sup> of November 2014 the second workshop "Waikiki Hemelingen – Zwischen den Strecken – Wege in den Hafen" dealt with the opportunities to connect separated neighbourhoods in Hemelingen. The workshop was combined with an urban walk and an urban quiz game. In cooperation with the City Marketing Hemelingen an event about "vacancy management" invited private owners and business people on the 18<sup>th</sup> of February 2015. The aim of the project was to sensitise owners with their handling of their vacant space – either to ordinary condition or to much lower rents for temporary uses. On the 20<sup>th</sup> of March 2015 the temporary use of the Könicke building has become

specific. The event “WURST CASE” invited all people interested to a tour in the office-building. Potential users had the opportunity to develop their ideas for a vacant space and to tell the added value for the community and neighbourhood. Another objective was to develop a utilization concept all together that includes a high personal initiative and an added value for the district. From the 1<sup>st</sup> of April the moving in will start. It will be a process orientated actor compilation. The ZZZ will accompany the whole project intensively as it belongs to the pioneer users in the office building of Könicke.

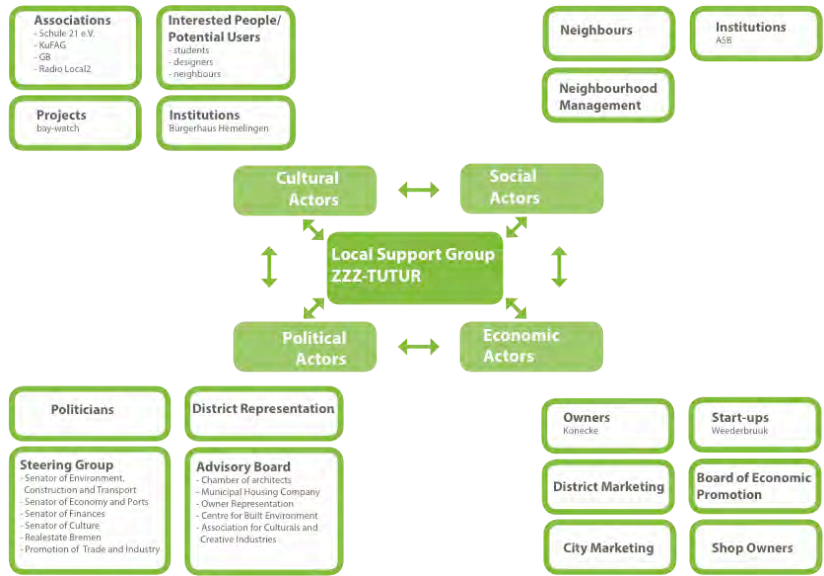


Figure 47: Partners of the local support group. Source: ZZZ





Figure 48: Meetings with the local support group. Source: ZZZ

## Methodology applied in the preparation of the LAP

The ZZZ worked in the TUTUR project with a bunch of methodologies and tools. The aim was to connect, inform and inspire people for temporary uses in Hemelingen. The idea was to concentrate just on 2-3 projects and to trust on further spill over effects.

**Multiple forms of communication:** According to the target group we selected the form of communication. The ZZZ decided to use two communication formats in the consultation process: face-to-face communication for local players, institutions and the administration in the district; events and workshops to awake the interest of potential temporary users and the neighbourhood.

**New approach:** To define a district first, to build a local support group as a second step and finally identify an empty space was a new approach for the ZZZ. Usually we start with a vacant premise and eventually we find the fitting users.

**Intense PR:** To inform a bright target group, the ZZZ designed and printed flyers for almost every workshop. Also via social media many interested people got inspired.

The ZZZ always has the local media and local TV on its side.



Figure 49: Flyers of two events. Source: ZZZ

**Colourful events:** The first event in July 2014 was a mixture of different formats: introduction of the project, expert presentation, workshop and finger food. The event had passive and active moments for the participants. The aim was to create a joyful and communicative atmosphere and give them as much information as possible.

**On-site:** The events always took place on the place of interest even it implied additional expenditure: For instance, the ZZZ had to rent a mobile toilet, chairs and cables for the first workshop.

**Consisting material:** The ZZZ and temporary users usually use consisting materials what they find in their space. Often they redefine the items. It saves money and makes a special atmosphere.

**New methodologies:** On the first workshop we used the *world café* method with four topics (space, people, ideas, wishes) to involve all participants and to gain as many ideas as possible.



Figure 50: World café method at Könicke. Source: ZZZ

The second event was an *urban walk* combined with an *urban quiz game*. This method helped to connect the participants, to made them think of their district and to make them see the challenges of the district.



Figure 51: Urban walk and quiz game method. Source: ZZZ

On our tour through the office building in March 2015 we invited the network to participate on a *role-playing*. In a staged sales talk the local support group was invited to empathize in another character and to see the building and the district with the view of somebody else.

**Networking:** One main task of the ZZZ is the permanent exchange between different stakeholders especially with potential users. The ZZZ is also very often present in the advisory board and meetings in the district it is operating in.

## Objectives of the LAP

We pursued different targets in the TUTUR project.

**Implementing projects:** We wanted to start projects on three defined areas within the local action plan as examples and starting points for further activities in Hemelingen.

**Broad target group:** We were aware that the project is just successful with a broad and great local support group. So we tried hard to involve as many local supporters with different backgrounds as possible.

**Information:** As the economic motivation for owners is low, the ZZZ had to convince them individually. Also neighbours and institutions needed information about temporary uses, because they are dependent on strong networks and very often on the good will and openness of the neighbours, because they are frequently off the beaten path.

**Model character:** The initiated projects were an experimental field for further urban development on other brownfields.

**Fair conditions:** Temporary users often live very precarious, because many of them are not established in their career. Fair conditions in terms of time and rent was the basis for our projects.

## The plan

The team identified three main intervention areas in the district Hemelingen. The areas represent the variety of vacancy in the district. There are huge empty spaces in the old industrial area, at the harbour site and there are plenty of empty shops in “down town” Hemelingen. The first project Bay-WATCH started on the river port on a public premise. The second project will start in April 2015 in a former meat production. The way for temporary uses in the centre is already paved. Properties are already identified and owners informed.

## Ongoing project: The Harbour

The river port has only been partly used and especially not as a port facility but as an industrial area. The bay-WATCH project already started in autumn 2014 as an initial for the re-use of the whole area. Bay-WATCH is a project that experiments with art, permaculture and architecture. Beside self-made buildings out of old materials (wood residues, findings), there are events like open-air cinema, concerts etc.

Situated close to the river Weser as well as the Werra harbour, this area can be a first step of connecting Hemelingen to its riverside. Railways and busy streets divide the district and cut the neighbourhoods off. The riverside in the centre of Bremen has become a busy area for leisure activities and regeneration. The riverside in Hemelingen has been rarely visited. Bay-Watch goes on till autumn 2016.



Figure 52: Bay-WATCH project (2014-at least 2016). Source: ZZZ

## Immediate future project: Office building of Könecke meat production

The meat factory of Könecke was a significant employee in Hemelingen and one of the last great companies in the core of Hemelingen. Situated very close to the rail tracks, the factory consists various buildings, offices, storages and workshops. A re-use of the area for living is forbidden and the use as a commercial area is not allowed by the municipality either. The ZZZ already persuaded the private owners to open the office building for temporary uses as a testing tool for the re-use of the whole factory. The office building has a size of 1.200 sq on five floors with 75 rooms in total. The top floor is a glass box and it will be a café and the communicative meeting point of the whole building. The factory is very well known in Hemelingen and Bremen. It gives spaces for a bright range of uses and users. About 50 people are already interested. Also the ZZZ itself will move its office in the office-building as it has to leave its recent building in April 2015. Other potential users are a garden wind-mill builder, drone developer, designers, creators of a children musical etc. The tour in March with potential users were very busy and had a positive resonance in the media (TV). The private owner admitted fair conditions (4€/sq) and an indefinite contract. The notice period is just three month – for both sides.



Figure 53: Redefinition of the Könecke office building. Source: ZZZ



Figure 54: Media response to the two workshops. Source: ZZZ



### Planned project: Hemelinger Bahnhofstraße

For many years the Hemelinger Bahnhofstraße has been the shopping street of Hemelingen. It is still the core of the district. But there is a significant number of empty shops. The neighbourhood management tries to reduce the number of vacant shops or at least to conceal the emptiness. The Bahnhofstraße is a good area to make a change in Hemelingen in small steps. The persuasion of owners is still going on.



Figure 55: Vacant shops in the centre of Hemelingen. Source: ZZZ





## The Local Action Plan in ALBA IULIA

### Introduction

Alba Iulia is a small-sized city located in the heart of Transylvania, with a population of 63 536 inhabitants. The Municipality of Alba Iulia is a city of rank II<sup>10</sup>, urban center, seat of Alba County, having an almost central geographical location in the West region of the country. Its geographic location offers the premises of a good access in the Romanian inter-Carpathian area. The Municipality of Alba Iulia represents the administrative-territorial ensemble of the county of Alba with a multiethnic and multilingual community that assures the identity and cultural interferences with a variety of traditions and customs. This community represented and still represents, in time, a model of communitarian cohabitation in a climate of tolerance and respect between its inhabitants. Having a total surface of 110ha, the Alba Carolina Citadel is the most representative Vauban fortification in Romania, the largest citadel in Romania and one of the largest Vauban citadel in the South-Eastern Europe. The urban planning and development of the territory as well as giving a new destination or use to the abandoned spaces within the city is one of the political and administrative priorities of the public authority of Alba Iulia municipality. The strategic concept of urban regeneration and renewal of Alba Iulia will include, first and foremost, space development policies and strategies – defining Alba Iulia as a city of culture and tourism – fundamental elements of the General Urban Plan (GUP). Conservation and reconstruction of historical buildings and of the architectural cultural heritage and improving life and living conditions is a major challenge for the Local Public Administration of Alba Iulia. The priority measures are that of **preserving and rehabilitating the existing architectural cultural heritage** as well as **finding solutions for the integration of abandoned spaces in the urban dynamic**. Awareness raising and mobilization, including financial mobilization, owners and tenant mobilization to invest and develop their own initiatives in the field, have a fundamental role in this process. The urban planning as well as the public space in the municipality of Alba Iulia is considered to be an important factor in creating local identity and a harmonious community environment. It signals the interest of local authorities towards the public values of the city. Public space in Alba Iulia carries elements of representation, it is the place where the community members meet, where events take place; it is the support and the medium which facilitates a connection with tradition, culture and collective memories. It is a place that speaks of identity and values and of the care and investments of the city administrators.

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<sup>10</sup> According to Law 351/2001 concerning the urban land management with the subsequent modifications and completions.



Figure 57: Past events in the inner courtyard of the Principles Palace. Source: City of Alba Iulia



Figure 58: The Palace of the Transylvanian Princes in the Citadel. Source: City of Alba Iulia

### Description of the target area and justification for area selection

In the aims of having an area-based approach, the citadel and its surroundings have been selected for the TUTUR project. One of the main issues of socio-cultural appropriation of the newly-renovated Citadel is the severed connection between it and the rest of the city, both towards the “old city” (to the East) and the newer, high-rise neighborhoods in the West. Due to this need to reinforce the Citadel's connection with the city, the intervention area within Alba Iulia Municipality is developed throughout a route. This stripe is connecting five points of interest for temporary use on the city's main central axis: the small plaza near the House of Culture, the Palace of the Transylvanian Princes, the volleyball court arranged within the trenches of the Alba Carolina Citadel, the Caponier situated within the Northern trenches of the Citadel and the Unirea Shopping center.

The five points of interest for temporary use in Alba Iulia are abandoned while being situated in different parts of the city with different socio-economic context. Therefore, three of five points of interest are located inside the Citadel, respectively the Palace of the Transylvanian Princes, the volleyball court arranged within the trenches and the Caponier situated within the Northern trenches of the Citadel.

**The Palace of the Transylvanian Princes** is situated inside the Citadel in the proximity of three important touristic spots The Roman Catholic Cathedral, The Orthodox Cathedral and the National Museum of Unification. Currently, the building is in an accentuated state of degradation. Considering the magnitude of the rehabilitation works, estimated at 20 million euros, the local authorities have initiated the procedures to access funds via the Regional Operational Program 2014-2020, but in the meantime, temporary uses can be developed both in the courtyards and inside the building, in the safe or consolidated areas.

During the Partner Meeting in Alba Iulia, the theatrical representation “Farsa Maestrului Pierre Pathelin” was organized in one of the Palace’s rooms and it was very appreciated at a local level.

**The volleyball court** is located inside the trenches of the Citadel, near the 1st Gate in an area which is connecting the Alba Carolina Citadel with the central part of the City.

**The Caponier situated within the Northern trenches of the Citadel** is an abandoned space proposed for the implementation of temporary use activities such as film screenings, organization of lecture clubs, dance classes, thematic workshops for children and adults, cooking classes.

**Unirea Shopping Center** is situated very close to many other important public institutions such as Alba County Council, Department of Treasury and Public Accounting Alba, Alba Police, Alba Iulia Court and others. The socio-economic situation of the building is now at a low point due to the fact that most of the spaces inside the building are not used at this moment. Though the rehabilitation works carried out by the Municipality in the central part of the city could raise the interest of potential investors or entrepreneurs by creating facilities in the close proximity of the shopping center.

**The small plaza near the House of Culture** was a non-used public space before becoming a bike sharing station. After turning into a functional public space for cycling, the socio-economic situation highly improved, having a great impact on the local community and tourists.

As mentioned earlier, Alba Iulia Municipality identified five abandoned sites from which four are administered by the Municipality and one is owned by a private entrepreneur. By providing four abandoned sites free of charge, which require little investment in order to function properly, Alba Iulia Municipality can contribute to the economic growth of the local community, thus decreasing the incapability of the local inhabitants to start a business.

Therefore' one of the most important strategic objective of the LAP is to bring back to life abandoned buildings and public spaces within the city in order to contribute to the economic development of the city and to improve the urban planning of the city by making Alba Iulia more attractive and more sustainable. Up to attracting non-refundable funds and transforming them into buildings spaces with particular uses and permanent activities, TUTUR project represents the perfect opportunity to turn these buildings and spaces into functional temporary sites, representing an important benefit for the local community.

### **Establishment and operation of the URBACT local support group**

The Local Support Group established within the TUTUR project has always been representing an essential element during the implementation phase. By defining the specific needs and interests of the local community and also by engaging the stakeholders in the process of urban planning, the Local Support Group provides relevant tools which can be used in order to create a local temporary use strategy. Taking into account that the existing local development strategies do not emphasize the importance of the urban temporary use concept, the Local Action Plan represents a strategic document which is very important and relevant for both public and private authorities and companies. Amongst its main tasks, the Local Support Group contributes to the validation of the baseline study which outlines the local state of art of the urban temporary use and also co-produce the Local Action Plan elaborated within the project. Furthermore, by attending the transnational and local meetings organized with the project partners and members of the implementation team, the Local Support Group is able to analyze the good example practices and to adapt and test specific measures at local level. Moreover, the Local Support Group is able to disseminate the acquired knowledge and information throughout the community by means of local events and workshops, such that the temporary use concept is better understood amongst the local stakeholders and inhabitants. Taking into consideration the fact that Alba Iulia is a small-sized city and also the large experience of the local public authorities in implementing projects with European funding in collaboration with different local institutions, the Municipality established very good relationships and communication with the local stakeholders. The Group is composed of persons of all ages, regardless of social class, gender, race, physical status, ethnicity etc.. Doubtless all the activities developed within TUTUR project are open to the wide public, irrespective of gender, ethnical and religious affiliation, theme of the project envisaging participation and acceptance of all gender categories. The Local Support Group was established by taking into consideration the diversity of the specific domains of interest: decision makers, NGOs, local associations, cultural institutions, economical domain, following the open call organized by the Municipality. Alba Iulia Municipality supports and promotes a diverse Local Support Group, to maximize the impact of the transnational know how expertise and good examples transfer between the 'giving city' and the 'receiving cities'. During the implementation process of the project, the members of the Local Support Group gather when local meetings are organized. So far, the management team organized four meetings with the members of the Local Support Group and the decision makers within the Municipality (the head of the Technical

Department, Cadastral and Land Registry Department, Architect Chief and the City Manager of the Municipality etc.). There will be one final meeting which will be organized at the end of the project, when the management team will analyze together with the Local Support Group the impact of the project on the local community.

## Methodology applied in the preparation of the LAP

According to the URBACT program, the general objective of a Local Action Plan is targeting the elaboration of a set of actions which are carried out in order to elaborate a strategy. This process is realized by using the available local resources and other means required to the implementation of the LAP, in order to access the socio-economic opportunities generated by the sustainable development of the city. The Local Action Plan realized within TUTUR is the first strategic document which is to be assumed by the Municipality concerning the urban temporary use and which also contributes to the sustainable development of the community. The LAP was elaborated according to the URBACT methodological framework (the URBACT II Local Support Group Toolkit – a guide on creating Local Action Plans) under the coordination of the lead expert. The output of the Local Action Plan will be propounded to the Local Council of Alba Iulia Municipality for the official enactment of the document and also for the implementation of the LAP, which will be monitored during the period 2015-2020. The results will be evaluated and revised in 2020 according to the monitoring and evaluation report. As a 'receiving city', Alba Iulia Municipality has planned several temporary use activities within the implementation phase of the project, which are based on the transfer of information and knowledge from the other partner cities and in concordance with the local policies.

## Objectives of the LAP

**The general objective** of the Local Action Plan elaborated within TUTUR project is to contribute to the socio-economic development of Alba Iulia Municipality by providing temporary use to the local underused spaces and buildings within the city. One of the most important strategic objectives of the LAP is to animate the abandoned buildings and public spaces within the city in order to contribute to the urban planning of the city by regenerating our city, transforming it into a more attractive and more sustainable city. At the same time, the Local Action Plan use aims to achieve **specific objectives**, such as:

- To identify the relevant problems at local level and to establish the main priorities in order to exploit the underused buildings and spaces and to elaborate specific potential uses. The involvement of the local community in the process of identifying the solutions for the abandoned buildings and spaces is essential during this process.
- To create and develop strategies in order to increase the capacity of the public local authorities, local stakeholders and inhabitants to implement temporary use projects, to help establish business partnerships between private enterprises or public-private partnership for temporary use activities and events with higher impact on the local community;



- To conform with the local and national legislation regarding the urbanistic development of the communities, and also with the existing strategies for sustainable development;
- To raise and promote public awareness amongst the local community concerning the importance of the temporary use concept;
- To propose relevant solutions with measurable indicators, such that the results can be easily monitored and evaluated at the end of the implementation of the LAP.

Practically, the Local Action Plan outlines an official approach which provides a communication and cooperation strategy between three parties: the local public authorities, the local community and the financing sources and programs. The connection between the three parties is essential in order to enhance the impact of urban temporary use at local level.

## Temporary use actions and projects

Digital information platform with underused buildings and unused spaces within Alba Iulia.

### ACTION OBJECTIVES:

**General objective:** developing the local urban regeneration infrastructure existent at local level.

#### Specific objectives:

- to realise an innovative online platform with relevant information of the abandoned and unused buildings and spaces within Alba Iulia; to actively involve the local community and stakeholders in the process of continuously updating the database, by means of crowd-sourcing and crowd-funding, which represents one of the best methods to create and develop a product and/or a business or idea with the help of the local community;
- to organise an awareness campaign which promotes the relevance of using the abandoned spaces and buildings.

Organisation of cultural temporary use events in Alba Iulia municipality

### ACTION OBJECTIVES

- **General objective:** promoting the importance of the temporary use concept and knowledge acquired along the TUTUR project
- **Specific objectives:**
  - Organisation of temporary cultural and contemporary art events in Alba Iulia with important representatives of the local and national cultural domain (such as sculptors, painters, plastic artists etc.) in the underused spaces of Alba Carolina Citadel;
  - Creating and developing a long-term partnership in the field of temporary use and cultural exchange, by strengthening of the relations between the local public authorities, local cultural institutions and participating cultural institutions;

- Improving the tourist and investment attractiveness of Alba Iulia municipality through the valorisation of local cultural heritage, by facilitating the access of the public to the heritage.

Organisation of temporary use events in the intervention area of TUTUR project, in Alba Iulia municipality

### **ACTION OBJECTIVES**

**General objective:** contributing to the urban regeneration of the local community by implementing temporary use projects.

#### **Specific objectives:**

- Organising temporary events inside the Palace of Transylvanian Princes (indoor activities – artistic and cultural activities etc.).
- Organising temporary events inside the Unirea Shopping Centre.
- Organising temporary events inside the Caponier located in the Northern trenches of the Citadel (indoor activities – innovative activities for children and students, workshops, sport activities, educational and recreational activities; exhibitions etc.
- Organising the bicycle sharing centre in the small plaza next to the House of Culture during the spring, summer and autumn seasons and developing the existing working frame of bicycle sharing centre.
- Organising sport activities (volleyball) in the sports ground located in the trenches of the Citadel and adopting the project in the Local Council of Alba Iulia each year, considering the financing opportunities.

### **The plan**

The TUTUR intervention area was established according to the Local Support Group and also to the temporary use principles of the project, in order to highlight a route starting from the interior of Alba Carolina Citadel where public historical buildings and spaces are located, and continuing to the exterior of the Citadel, respectively to the local community. Some of these objectives are located inside of the Citadel, representing a real interest in TUTUR Project, and the other two objectives are situated in the proximity of the Citadel, altogether defining a route established by the Municipality at the beginning of the project. Alba Iulia Municipality is also focusing its attention to non-used buildings and public spaces which are located outside the perimeter of the Citadel, by providing the opportunity of the multilateral development.

The five interest objectives mentioned above implemented within the TUTUR project are:

#### **1. The small plaza near the House of Culture**

It was an abandoned and unused public area which became functional by developing a bicycle-sharing centre. After identifying an unused space in the city, the Municipality made a partnership with Green Revolution Association (which is an NGO focused on environmental issues) concerning the investment in a bicycle sharing centre in

proposed space. The Municipality is providing the space free of charges for the development of the bicycle sharing and the Association is supporting the utilities costs.



Figure 59: Bike rental system in the plaza close to the House of Culture. Source: City of Alba Iulia

## 2. The Palace of the Transylvanian Princes

The Palace of The Transylvanian Princes is an assemblage of buildings dating back from 14th-16th centuries. The building is organised along three inner courtyards, with open galleries on ground and first floors. Currently, the palace is administrated by the local authority and is included in a project of restoration. Up to obtaining the financing for the complete restoration of the building, Alba Iulia Municipality provided some of the abandoned spaces for the temporary activities developed by the local theatre group "Skepsis". They started to perform activities (theatre representations) in one of the halls of the Palace in December 2014 when the management team organised a meeting in Alba Iulia with all project partners.



Figure 60: "Farsa Maestrului Pierre Pathelin" played by Skepsis. Source: City of Alba Iulia

## 3. The volleyball court arranged within the trenches of the Alba Carolina Citadel

The sports ground located near the First Gate of the Alba Carolina Citadel was an abandoned concrete platform where sport activities were organised years ago. Alba Iulia Municipality intends to include this space in a general rehabilitation project of the trenches of the Citadel, by accessing non-refundable funds. During the implementation of TUTUR project, Alba Iulia Municipality managed to arrange a temporary volleyball court.





Figure 61: Volleyball court before and after temporary intervention. Source: City of Alba Iulia

#### 4. The Caponier situated within the Northern trenches of the Citadel

The Caponier is an underground space located within the Northern trenches of the Citadel, in the opposite side of the Palace of Princes. It is an unknown area for the majority of citizens and by means of TUTUR, the Municipality managed to include the space in the intervention area of the project. The space will be administered by a local NGO, who will organise different types of activities, such as cultural, artistic, educational and recreational, addressed to both residents and tourists.



Figure 62: The Caponier close to the Northern Trenches. Source: City of Alba Iulia

#### 5. The Unirea Shopping centre

Unirea Shopping Centre is a private construction having four levels (ground floor and three levels), built in the 1980's. Currently, it houses different types of shops (grocery stores, one jewelry store, stationer's shop, handicraft shops, clothing stores, electronics stores, framework shops, one pharmacy, one stamp shop) at the ground floor and at the first level. The second and third floor are functional spaces which are now abandoned. The owner of the shopping centre is willing to provide some of these spaces with a low rate for renting, in order to develop temporary activities until the total renovation of the building. According to the type of developed activities and the investment level of the persons to whom the project addresses, a tax for rent will be established. As a result of the Local Support Group proposals, Alba Iulia Municipality managed to organise two events during the implementation of the project, in order to highlight the opportunity of renting the underused spaces in the building.





Figure 63: Unirea Shopping Center and activities developed. Source: City of Alba Iulia

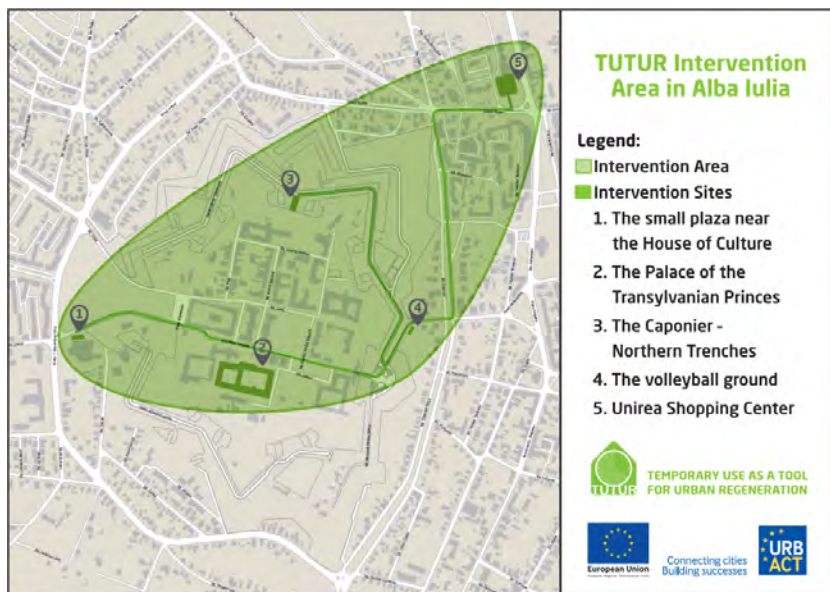


Figure 64: Local Action Plan in Alba Iulia

### Temporary use as a tool for urban regeneration

TUTUR is a Pilot Transfer Network project running from December 2013 to March 2015 financed by the URBACT program which aims at developing a policy instrument to allow and support temporary uses of abandoned and under-used properties by opening up to new models of experimentation. The project foresees the implementation of this practice in Rome (IT) and Alba Iulia (RO) based on the good practice of Bremen; the ZwischenZeitZentrale.

ZZZ has activated on temporary bases many buildings and supports the City Administration in the urban planning long term plans.

Transforming empty properties to allow them adopt new uses offers advantages to all: owners profit with the renovation and preservation of the building, users access affordable work and living spaces, residents enjoy their revitalised neighbourhoods, merchants benefit increasing traffic and sales, and the design professions gain new work opportunities and expanded professional perspectives.

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