

Commissioned by



Federal Ministry
for Economic Cooperation
and Development

Published by



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Connective Cities Dialogue Event

Transforming Cities: From Industrial Centres to Sustainable Urban Areas

5 - 7 December 2016 in the City of Bocholt, Germany

Partners of Connective Cities



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Foreword

The dialogue event on “Transforming Cities: From Industrial Centres to Sustainable Urban Areas” was hosted by the City of Bocholt in North Rhine-Westphalia, Germany. Bocholt is located near the Ruhr area, the former centre of the coal and steel industry in Germany and formerly one of the most important industrial regions in Europe. The region has experienced major changes in its industry structure and gathered an immense amount of knowledge on industrial restructuring at both local and regional levels. Part of this experience was shared with the participants at the dialogue event. Bocholt is also the second-largest German city on the border between Germany and the Netherlands. Therefore, it was possible to include a site visit to the transformation project of the municipality of Oude IJsselstreek in the Netherlands into the programme.

The event took place from 5 to 7 December 2016. The City of Bocholt co-organized the event and provided workshop rooms at the Textilwerk, a former textile factory turned into a museum. Representatives of the city presented an innovative approach to convert this abandoned industrial site into a cultural centre for the whole city, and organized an inspiring tour through the museum and adjacent buildings which have not yet been renovated.

The Connective Cities team and its partners would like to take this opportunity to thank the City of Bocholt for the interesting insights and experiences made available to the participants, their generous hospitality and the exceptional cooperation prior and during the event.

The dialogue event was attended by about 30 urban practitioners from Colombia, Cuba, the Netherlands, Belgium, Bosnia and Herzegovina, Ukraine, China, Brazil and Germany. The organisers wish to thank the participants for presenting their case studies, sharing their expertise and contributing to the lively and meaningful discussions during the event.

About this documentation

The following publication documents the main results of the event. It contains a brief introduction to major aspects of the topic and summarizes local experiences presented at the event. The report also highlights key outcomes of the peer learning and action planning sessions. The action planning activities resulted in the development of four project ideas for reconstruction or upgrading of areas within different cities. These ideas are outlined briefly at the end of this publication.

The documentation also seeks to inform readers about the way Connective Cities works. It describes the approach as well as the methodology used in the event and explains how the initiative supports joint learning, knowledge exchange and municipal cooperation across the world.

We hope you will be inspired by the examples and experiences presented in this report.

Alice Balbo and Alexander Wagner

Connective Cities

International Community of Practice for Sustainable Urban Development

Cities play a crucial role in providing infrastructure and vital services to their residents. Municipal authorities shape the living conditions of tens of millions people globally. Consequently, the 2030 Agenda for Sustainable Development gives a prominent role to urbanization and cities with the inclusion of a stand-alone goal for cities and human settlements (Goal 11 “Make cities and human settlements inclusive, safe, resilient and sustainable”). However the role of municipalities cannot be confined in one single goal. Local authorities have been playing and will continue to have a crucial role in the process to achieve many of the Sustainable Development Goals.

Many cities across the world face enormous challenges, which are further increased by urban growth. These challenges call for effective and innovative multi-stakeholder approaches. Many solutions already exist at the local level, but they are not widely known and there is a lack of systematic access to practical solutions. Connective Cities seeks to close this gap by mobilising knowledge on the ground and practical experiences with sustainable urban development for joint learning across the world. Connective Cities supports access to international know-how and networks for urban stakeholders. The platform assists with capacity building and facilitates the development of innovative projects and solutions according to local requirements.

Connective Cities is a project jointly carried out by the German Association of Cities (Deutscher Städtetag), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Service Agency Communities in One World of Engagement Global. The initiative is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

“Through our support to Connective Cities we seek to encourage innovative learning processes to find local solutions for global problems. German cities benefit from these processes in two ways: They gain knowledge through the exchange of experiences and increase their visibility regarding institutions and companies in Germany and abroad. In addition, we demonstrate our solidarity by sharing our knowledge with the rest of the world.”

Sabine Drees, Senior Advisor, Department of International Affairs, German Association of Cities

Connective Cities’ activities focus on four thematic areas: good urban governance, integrated urban development, municipal services, and local economic development. The platform provides opportunities for local practitioners from cities across the globe to share their expert knowledge and experiences. It identifies examples of good practice and supports peer-to-peer learning as well as partnerships between local actors from different cities.

By organising dialogue events in different parts of the world, Connective Cities facilitates face-to-face exchange and networking opportunities among practitioners from urban administrations, the private sector, academia, and civil society. Topics include urban planning and participation, urban management, location development, and green urban economy, among others. Dialogue events create an environment which stimulates the development of innovative ideas and strategies for the solution of local challenges. In many cases, the discussions lead to longer-term forms of knowledge exchange and cooperation among the participating cities. Longer-term projects are further supported by trainings, study tours, project workshops, and virtual discussion forums. The Connective Cities internet platform provides additional information, e.g. on good practices in different areas, and offers a pool of experts for technical support (<http://www.connective-cities.net/en/>).

OUR APPROACH



“Urban challenges call for an inclusive multi-stakeholder approach. Connective Cities brings together city officials as well as representatives from the business sector, academia and civil society working on municipal projects for networking and joint learning. Bringing people from different backgrounds together often fosters innovative solutions to complex city challenges.”

Alice Balbo, Project Manager, Connective Cities

Background, Objectives and Results

Across the world, cities that have lost their traditional economic base are facing huge challenges in restructuring their urban centres. The spatial implications and the organisation of post-industrial economic change call for innovative strategies to revitalise traditional industrial sites and areas. Integrated urban development schemes are needed to make the restructuring process sustainable, and to introduce new urban functions while preserving the industrial heritage.

The city of Bocholt is just one of many examples. Bocholt's industrialisation started in the second half of the 1800s and was based on a rapid development of the textile industry accompanied by a significant population growth. At least 114 textile companies had been founded by the beginning of World War I. However, in the 1960s Bocholt's textile industry suffered due to less expensive production conditions in other countries. Today, metal and electrical industries shape Bocholt's local economy. Against this background, Bocholt has developed an innovative approach to convert part of the old textile factories into public space for cultural activities.

The dialogue event "Transforming Cities: From Industrial Centres to Sustainable Urban Areas" in Bocholt presented this and other examples and provided a platform for knowledge exchange among practitioners from different spheres of action. The conference pursued the following objectives:

- To facilitate networking between urban actors,
- To support an application-oriented exchange of experience on good practices in urban regeneration of industrial areas based on presentations of the participants,
- To create learning opportunities through peer-to-peer consultations,
- To generate innovative ideas for future urban projects,
- To foster further collaboration among participating practitioners across two or more municipalities.

Presentations of participants demonstrated a broad variety of different aspects and approaches related to the planning and implementation of transformation projects, which were discussed in thematic working groups (see chapter "Local Experiences"). Discussions focused on challenges in implementing different kinds of projects. Participants identified possible solutions to

these challenges and discussed their transferability to other regions. Emphasis was given to the specific conditions of the local context which requires tailor-made solutions rather than "one-size-fits-all" approaches (see chapter "Outcome of Peer-to-Peer sessions"). The event also led to the development of four project ideas which can be further refined and implemented in the respective home communities (see chapter "Action Planning").

The dialogue event in Bocholt was the first workshop organised by Connective Cities that dealt solely with the restructuring of urban spaces affected by industrial decline. However, topics related to the challenges faced by cities undergoing industrial change have been discussed before. The Practitioners' Workshop in Durban on urban upgrading provided valuable lessons on how to apply the urban NEXUS approach in sustainable urban development, for example in the areas of land use and land development. Connective Cities has also collected a wide range of examples on how to promote business start-ups which can be an effective strategy to revitalise old industrial sites. For additional information on these related events check:

Re-thinking Urban Upgrading – The Urban NEXUS approach to Promote Green and Inclusive Settlements, Practitioners' Workshop in Durban, South Africa, June 2016:

www.connective-cities.net/en/media-centre/documentations/re-thinking-urban-upgrading-the-urban-nexus-approach-topromote-green-and-inclusivesettlements

Promoting Innovative and Sustainable Start-Ups, Dialogue Event in Berlin, Germany, December 2014:

www.connective-cities.net/en/media-centre/documentations/smart-cities

How Local Eco Systems Can Support the Creation of Start-Ups, Practitioners' Workshop in Berlin, Germany, May 2015:

www.connective-cities.net/en/media-centre/documentations/start-up-ecosystems

Methodology

Connective Cities – as a community of practice - has developed a methodological approach for dialogue events that is geared towards the needs of participants and supports joint learning. The chosen methodology encourages participation as well as open and practical discussions. This approach also supports the development of ideas for future project activities and cooperation.

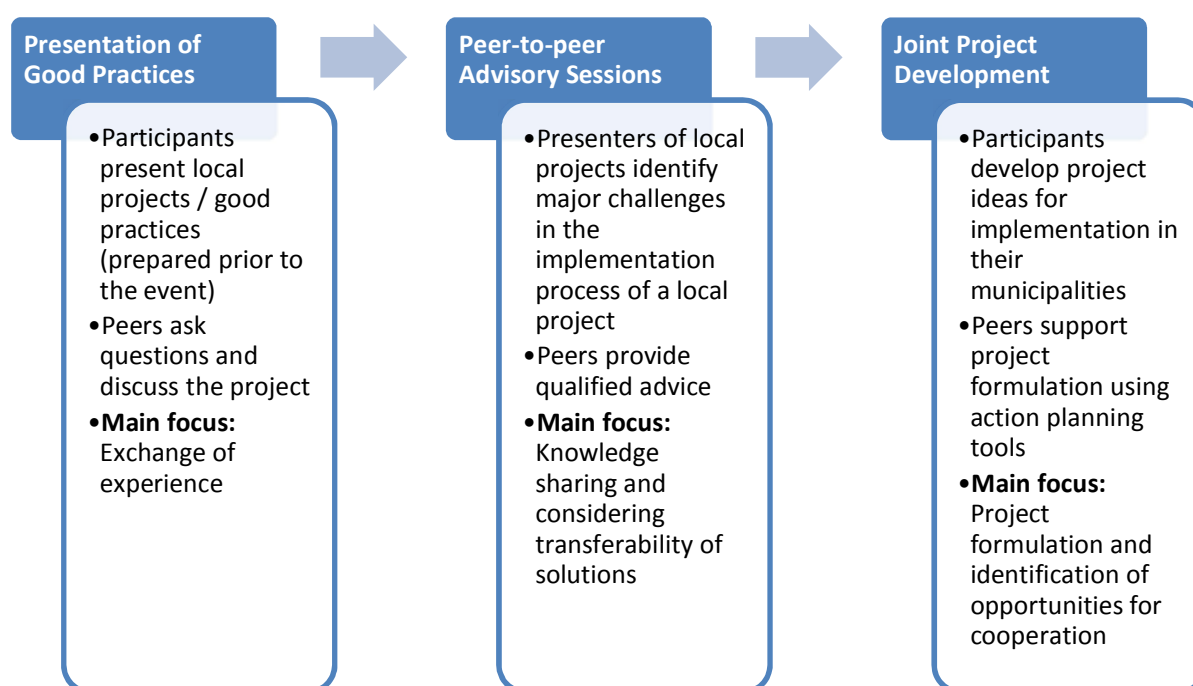
Participants already take an active role in the preparation of the dialogues. Prior to the event, they prepare a presentation with a “good practice” or a concrete problem situation from their work environment. The presentations give answers to key questions regarding the institutional background, the approach, the conclusions, and the transferability of the project. The projects are presented in form of posters at the event. The idea is to give an insight into practical actions and challenges on the ground. Site visits organized by the host town underpin the practical relevance of the dialogue event.

Dialogue events are usually structured along four phases with different objectives. The **first phase** serves to **introduce the topic to the participants**. Thus, Ulrich Paßlick,

former Head of the Department for Construction, Planning, Civil Engineering, Land Use and Environmental Services of the City of Bocholt informed the participants about urban planning and development in Bocholt focusing on the conversion of a group of buildings of the textile industry into a cultural centre. Part of the building complex is developed in cooperation with the ZukunftsLAND Regionale 2016, a regional planning and funding initiative for municipalities financed by the State of North Rhine-Westphalia. Uta Schneider, Managing Director of the ZukunftsLAND Regionale 2016 Agency, gave an overview of the approach, structure and goals of the initiative. Prof. Dr. Karsten Zimmermann of the Technical University of Dortmund explained major aspects and challenges related to post-industrial economic restructuring and presented details of the transformation of the Ruhr area as a case example. The participants were welcomed by Mr. Thomas Waschki, Deputy Mayor of the City of Bocholt.

The **second phase** is dedicated to the **exchange of local experience** in working groups based on the presentations of participants. In Bocholt, presentations from eleven different cities were discussed in three working

Chart: Workshop phases of dialogue events



groups. The presentations displayed a vast variety of approaches applied in the development of industrial sites depending on local preconditions and priorities (see chapter “Local Experiences”).

The **third phase** usually focuses on analysing specific challenges associated with the implementation of the projects that were presented in the previous phase. In several **peer-to-peer advisory sessions** these challenges are discussed with a view to explore options to solve these problems. The main goal of this consultation process is to gather opinions and assessments from practitioners with different professional knowledge and regional expertise thus deepening knowledge exchange and enabling participants to look at a problem from a new angle (see chapter “Outcome of Peer-to-Peer sessions”).

In the **fourth phase**, participants **develop project ideas** to cope and to respond to urban transformations in their municipalities. These project ideas are mapped out in working groups with other colleagues using different action planning tools. Here again, the project formulation benefits from the diverse knowledge of other peers. Additionally, opportunities for future collaboration between participating experts or cities are explored. At the dialogue event in Bocholt, four project ideas were developed in working groups (see chapter “Action Planning”).

After the dialogue event, Connective Cities continues to support participants from municipalities by offering learning programmes, virtual project workshops, and information on funding opportunities for international municipal cooperation. Connective Cities can also support selected expert exchange.

Introduction to the Topic

Urban areas are in constant transformation. They have always been economic centres attracting investment, knowledge and people and as such have been affected by economic change. Notably, globalisation and the delocalisation of production have left spatial and structural gaps to bridge and have often led to a loss of workforce and population. Operating in such a rapidly changing and uncertain context, municipalities face a new set of economic, social, environmental and cultural challenges. Different cities are demonstrating very different capacities to cope with and to respond to such challenges leading to diverse outcomes. Some cities have managed to 'reinvent' themselves and undergo economic revival, while others are facing adaptation challenges. Several dimensions and challenges have to be taken into consideration:

Structural changes within the economy: The post-industrial transformation process

Industrial cities that have relied for decades on a specific industry are suffering from global competition and have to rethink how to reorganise their built environment as well as their skills to take on new activities. Such a post-industrial transformation process should go hand in hand with a new long-term vision for the municipality as well as a careful analysis of stakeholders. Local stakeholders have to be engaged and involved in the development and implementation of such a vision to ensure its sustainability.

Spatial and land use: Revitalising industrial sites in urban centres

Growing housing demand in many cities is making urban space increasingly expensive, in particular around the city centres. Several industrial sites are centrally located in areas where urban space is limited. This makes their conversion and reuse particularly attractive for private investors and businesses, but also for residents. These restructuring processes offer an opportunity to turn abandoned production areas into vibrant parts of inner cities. For this reason, cities want to revitalise the old industrial areas and are finding innovative ways to put them to new use and to incorporate them into a liveable urban vision for their citizens. This often includes a change of land use to make mixed use (residential, commercial and green use) possible.

Rising unemployment or gentrification: Social changes need participation

The transformation of industrial areas goes hand in hand with changes in the local labour market and the social dynamics of an urban area. Often, rising unemployment among former industrial workers is one of the social consequences and thus part of the challenges transforming cities need to tackle. In contrast, the conversion of an industrial area can sometimes lead to its gentrification, a process by which higher income groups take up residence in a traditionally working-class area of a city thus changing its character and its affordability.

Consequently, urban development of post-industrial areas needs to incorporate broad, open and accessible consultation processes and the involvement of the residents of the area as well as other major stakeholders within the municipality. A crucial aspect to ensure the successful implementation of urban development projects is to engage the citizens from the beginning of the planning process. Open consultations serve to prevent social exclusion as a result of a transformation process. They work towards creating an added value for the citizens of the neighbourhood and the municipality at large.

Revitalising industrial wastelands: Turning contaminated sites into attractive urban areas

In many cases, soil contamination of old industrial sites is a serious issue thus making remediation, including negotiations on financial aspects of remediation, an integral part of area development. But even if soil contamination is not a problem, the industrial decline often transformed these areas into polluted and unsafe sites that are avoided or ignored by residents. Therefore, urban transformation projects should always seek to revitalise the environment of former industrial areas. For example, many industrial cities developed along riverbanks. Ports and waterfronts were industrial hubs that helped cities to develop and thrive. Nowadays, many cities are rediscovering their waterfronts as ideal locations for post-industrial urban living.

Keeping the industrial heritage: Linking the past with the future

The conversion of old industrial sites also touches upon cultural and aesthetic aspects. Often, these projects offer the opportunity to reconcile people with structural change and to commemorate former working lives full of hardships and deprivations. Artfully designed reconstruction measures are used to preserve parts of the old structures, surfaces or building materials of the industrial sites thus keeping the memory of the past alive and connecting the residents of an area with their historical roots. Often, the renovated building complexes host museums, cultural centres, artists' studios or small enterprises from newly emerging industries. This way, the historical identity of a space is not ignored, but both acknowledged and transformed. The industrial transformation process is made visible and tangible to visitors and users of the space.

Governing transformation: Multi-stakeholder processes with vertical and horizontal coordination

Transforming brownfield areas into vibrant urban spaces poses significant technical and institutional challenges. Restructuring processes are complex from a governance point of view as well as from a planning perspective. They are multifaceted processes that need to align different aspects and interests, and therefore require a high level of coordination across different thematic areas and city departments (such as industry, city planning, environment, and tourism). Very often, they also involve public administrations at regional or national levels.

Frequently, post-industrial transformation processes in one city are impacting the surrounding areas and neighbouring urban centres, specifically when these planning processes affect natural resources (such as rivers) which are key economic and environmental assets in a region. However, industrial restructuring at the regional level faces particular challenges: a lack of territorial coherence regarding the responsibility for planning processes, difficulties with pooling of administrative, technical and financial resources, and limited possibilities to allow collective action and participation of citizens.

Lessons learned

The local cases presented at the dialogue event demonstrated how differently municipal actors deal with the aspects and challenges mentioned above according to the specific local context they are operating in. Their choice of options is influenced by several main aspects. For example, the level of decentralisation and the scope of state legislation determines the range of action for local administrators, e.g. when dealing with private

investors. Another key factor is the availability and the source of financial means for reconstruction processes. In some countries, the resources have to be provided mainly by private companies; in other countries public subsidies are available from the regional, national or supra-national levels.

However, some important general lessons can be drawn from the experiences provided by the participants of the dialogue event:

1. **Apply an integrated and holistic approach in the implementation process:** It is of utmost importance to involve different departments and technical expertise in the planning and implementation process and to consult with all relevant private and public stakeholders. It is also a good idea to involve NGOs who have expertise and can bring in new ideas and ownership.
2. **Make the project attractive to private investors:** This aspect is particularly important in developing countries where municipalities lack public funding opportunities. However, don't expect private investors to support public policy objectives without additional incentives.
3. **Show flexibility in solving environmental remediation:** Issues related to soil contamination can block the development of an industrial site, if the private owner is not willing to finance remediation or not capable to provide the financial means. Therefore, municipalities have to be prepared to negotiate, to find creative solutions and sometimes even to take some of the risks involved.
4. **Support ownership of the community and the people:** Establish effective, professional and creative ways to communicate with residence and to involve them in decision making. Formal procedures, which exist in many planning regulations, are not sufficient. Participation has to be real to create ownership. In some cases the local community can even be the driving force of upgrading processes.
5. **Develop creative approaches to preserve part of the industrial heritage:** Reflect on how to integrate aspects of the old construction or site into the architecture and design of the new buildings. Get solid professional support when brainstorming and implementing approaches. Preserving the industrial heritage can eventually increase ownership of the people.

“The most important thing in these processes is an integrated approach. The transformation of post-industrial regions is an interdisciplinary challenge. You have to consider economic and social as well as technical and spatial aspects. You need to involve the people of the area, because they are the experts. It is important to bring in the department for planning, environmental department, the department for social affairs, and the department for economic development. Another important aspect is political leadership. Political leaders need to be convinced of the project. And you need a governance form that is able to facilitate an integrated approach.”

Prof. Dr Karsten Zimmermann, Dean, Faculty of Spatial Planning & Head of Department European Planning Cultures, Technical University Dortmund, Germany

Industrial decline and restructuring as a regional challenge - The Ruhr Area and the International Architecture Exhibition / IBA – Emscher Park as a case example

Between the 1960s and the 1990s the Ruhr area lost about 700.000 jobs in the mining and steel industries. Initially, the State of North Rhine-Westphalia reacted to this immense structural transformation process with large-scale approaches. For example, the government implemented large scale structural programmes using a top down approach and tried to attract new industries such as car manufacturing.

In line with new developments in regional and spatial planning this strategy changed in the late 1980s. Regional planning was opened up for stakeholders and bottom up processes. This trend was reflected in the holistic approach of the “International Building Exhibition (IBA) Emscher Park”, a ten-year programme for the transformation of the Northern part of the Ruhr area which was then suffering especially from negative effects of the industrial transition (e.g. long term unemployment, lack of urban qualities, landscape fragmentation, and ecological challenges).

The exhibition implemented a multitude of projects in 120 different locations emphasising the principles of self-help, simplicity, integrated urban and regional development and incremental planning. It aimed at improving the quality of life and housing for citizens as a basis for economic transformation.

Projects focused on landscape reconstruction and ecological regeneration of the Emscher canal system, preservation of industrial monuments as heritage, creation of technology parks, new forms of housing particularly accessible to low income households, and new facilities for social, cultural and sports activities, also through mobilising civic engagement.

The IBA – Emscher Park came to an end 15 years ago. However, this huge state development programme with an overall investment sum of 4 billion Euro has had a major impact on the region which is still highly visible today.

www.iba.nrw.de

“The IBA Emscher Park is also important because it highlighted a change in planning approaches from top down projects to smaller, bottom up projects without using a master plan.”

Prof. Dr Karsten Zimmermann, Dean, Faculty of Spatial Planning & Head of Department European Planning Cultures, Technical University Dortmund, Germany

ZukunftsLAND Regionale 2016: An instrument for inter-municipal planning cooperation

Regionale 2016 is a programme for regional structural development financed by the federal State of North Rhine-Westphalia focusing on the area west of Münster (Westmünsterland). The title “ZukunftsLAND” literally means “Future land” and reflects the main objective of the programme: Making the region “Münsterland” fit for the future.

As a follow-up programme to IBA Emscher Park it supports the development of 43 projects in 35 municipalities situated north of the Ruhr area. Projects in this rural area are implemented in four main themes: a) social services and improving quality of live, b) mobility, c) environmentally friendly spatial development and urban planning, d) local and regional economic development. One aspect is the development of the small river system which is an important geographic feature of the region. Often, these rivers are connected to old industrial sites in the centre of cities as in the case of Bocholt.

The Regionale is implemented by a public agency formed under private law which coordinates the process. It is governed by a steering committee that comprises mainly

representatives from municipalities, business associations, and ministries. A key success of the Regionale is increased cooperation between municipalities and districts regarding planning and spatial development beyond administrative planning areas. This is particularly important in larger areas that span the boundaries of several municipalities.

www.regionale2016.de

“We were able to support and to strengthen municipal networks with regards to thematic knowhow and administrative capacities. New ways of cooperation, planning and participation have emerged. Although one cannot measure these achievements, they are extremely valuable for future development processes.”

Mrs Uta Schneider, Managing Director, ZukunftsLAND
Regionale 2016 Agency, Germany

Implementing Regionale 2016 in Bocholt: The kubaai Project

Bocholt was the centre of the Westphalian textile industry for almost a century. As a result of its decline, starting in the 1960s, many industrial sites had to be used for different purposes. Some were turned into shopping malls or residential areas, other buildings were abandoned or used as storage buildings. The kubaai project intends to revitalise some of these buildings located on an industrial site of approximately 25 hectares. The area is situated along the River Aa between the city centre and the lake Aa. One of the buildings has already been converted into a textile museum. The remaining structures and dilapidated buildings will be turned into urban residencies and a cultural centre as well as space for enterprises. The cultural and community centre will be used for multiple purposes, e.g. musical and adult education, artists' workshops and intercultural dialogue. In addition, the riverside will be upgraded and a cycle track will connect the city centre with the local recreational area around the lake (see also the chapter “Local Experiences” and the first site visit).

The **rationale** behind the project development is spelled out in the guidelines of the city's strategic plan. The city aims to create attractive urban residential areas as well as recreational facilities and to support cultural activities and domestic industries. It emphasises brownfield development compared to greenfield projects to preserve the city landscape and soil. Moreover, important urban axes should be kept free for green areas (green loop system).

More specifically, the kubaai project is guided by the following **objectives**:

- Stimulating private investments in housing, restaurants, recreation, culture and service industries by initiating public investment thus supporting development that contributes to the regional economy;
- Securing urban redevelopment subsidies for public investments in Bocholt from the federal state;
- Densification in the industrial area and protection of the rural areas of Bocholt;
- Building new urban residential areas in the middle of the city for people of all ages;
- Urban conversion of the surrounding area of the textile museum in Bocholt;
- Establishing a new cultural and community centre for the region;
- Re-naturalisation of the banks of the river Aa thus making the riverfront more attractive for the whole region.

However, the urban transformation of this large textile production area represents a big urban planning challenge. Many **questions** need to be addressed:

- How does the city finance the development?
- How can the city implement its ideas in cooperation with the owners? Are the owners willing to sell their land to the city for public use or willing to develop the area themselves?
- Is the development of residential space and space for businesses economically viable?
- Are the surfaces or the soil contaminated and, if they are, how can remediation be organized and financed?
- How can architectural structures and features of the historical buildings be preserved and integrated into the new urban development concept?

“The kubaai project is a complex one for a city the size of Bocholt. It involves many actors and challenges. During this conference we learned that cities across the world face similar problems when converting old industrial sites into mixed use areas. It is possible to learn about the challenges of other municipalities through the internet or publications. However, the direct contact and knowledge exchange is much more valuable. For example, we got useful advice regarding some of our own problems with project implementation.”

Mr Ulrich Paßlick, Former Head of the Department for Construction, Planning, Civil Engineering, Land Use and Environmental Services, City of Bocholt, Germany



For further reading:

BMZ: Managing Urbanisation – Towards Sustainable Cities, Bonn / Berlin, April 2014:

www.bmz.de/en/publications/type_of_publication/information_flyer/information_brochures/Materialie237_Information_Brochure_3_2014.pdf

GIZ Programme Integrated Urban Development in Ukraine:

<https://www.giz.de/en/worldwide/39427.html>

Beatriz Fernández Agueda: Urban Restructuring in Former Industrial Cities: Urban Planning Strategies (background article focusing on developments in Europe with brief case studies of IBA Emscher Park, Turin, and Nantes, also available in French):

<https://tem.revues.org/2527>

Robert P. Taylor: Case Study - A Review of Industrial Restructuring in the Ruhr Valley and Relevant Points for China, Institute for Industrial Productivity, Washington, July 2015:

www.iipnetwork.org/Industrial%20Restructuring%20in%20the%20Ruhr%20Valley.pdf

Luis Loures et.al: The Effectiveness of Postindustrial Redevelopment Towards Urban Sustainability – the Portuguese Experience, Conference Paper;

www.wseas.us/e-library/conferences/2015/Michigan/LENFI/LENFI-07.pdf

Athanasios Alexandru Gavrilidis et.al.: Urban Regeneration through Industrial Restructuring of Brownsfields in the Local Economies of Post Communist Countries, Case Study: Romania, Conference Paper:

www.isocarp.net/Data/case_studies/2044.pdf

The kubaai Project in Bocholt: A Work in Progress



The kubaai project will revitalise the old industrial site of the Herding Company, a former key player in the textile industry of the City of Bocholt.

A textile museum has already been established in the former Herding spinning mill where visitors can learn about old production techniques as well as historical and modern aspects of the textile culture.

Urban houses and apartments will be built for different user groups. However, structures and features of the old factory buildings will still be recognisable in the new residential construction, e.g. at the facade and in the arrangement of rooms within the apartments.

Another part of the building complex will house a municipal cultural centre, the “Lernwerk” (learning factory), with an adult education centre, a music school, the city archive with a public reading area for visitors as well as space for artists’ studios and intercultural associations.

While under construction, the empty factory halls are temporarily used for art exhibitions and cultural events to introduce the space and the project to the wider public. One room has been turned into the “Umbau-Bar” (“under construction” Pub) for small jazz concerts. The concerts are free, but listeners need to bring their own chairs – which they can donate afterwards. All these activities have enhanced the acceptance of the project.



Local Experiences

Traces of the City: Dahua Cotton Mill Renovation in Xi'an, People's Republic of China

Xi'an is a city in the northwest of China with a metropolitan area counting 8.55 million inhabitants which played an important role in China's history. Today, the city is a centre for research, education and industries. The industrial site (9 ha), that was developed by the project, used to be the biggest textile plant in the northwest of China in the 1930s and is located near a World Heritage site. An important objective of the project was to retain the historical traces of the buildings under the premise of considering seismic reinforcement norms. Renovation also aimed at adjusting the density of buildings to be used for urban blocks and public space through subtraction and addition of architectural elements. Today, the space is used for many urban functions like museums and theatres and attracts many visitors.

"The project is unique because it is the largest textile mill renovation project designed by a group of architects in the Northwest of China. We made an effort to expose the difference and contrast between the past and the present, but we wanted to keep the original layout of the buildings and the most valuable traces of the industrial beauty."

Mrs Zhang Rubing, founder of Zhijian Workshop Studio, People's Republic of China.

Zhijian Workshop Studio is a Chinese architecture and design company that worked for the City of Xi'an in this redevelopment project.

Retain the constitution of the entire plant organization



Generate urban public space in the historical atmosphere



Accommodate various activities of life in city



Living by the Water - The Development of the Passing Port Area in Bocholt, Belgium

Bocholt is a rural municipality: business activities focus mainly on tourism and agriculture. The project aims to transform an old shipyard, warehouses, offices and a large beverage distributor business into a residential area with a marina, space for mobile home parking and a green area that connects the new development with an existing recreational park. This will also close a missing link in cycling paths. The project started in 2009 with the development of a master plan and has not yet been completed. The negotiations with private partners to form a public private partnership proved to be time consuming and the financing of the project also posed a challenge. The development plan was supported by all political groups. With support from a consultancy firm a common vision for the project was formed out of the diverging interests of different public and private stakeholders. Consultations included also residents in the neighbourhood.

“Our main motive was to harness the opportunities of the canal, which is an important feature of our municipality, not only for tourism and the shipping business, but also for residential use. The support from the local population was essential for the success of the project. However, too many actors complicate the process.”

Mr Jan Schrijvers, Member of the City Council of the City of Bocholt, Belgium

The Development of the “Neighbourhood Samtweberei” in Krefeld, Germany

The Montag Stiftung Urbane Räume is a private non-profit foundation focusing on local community-oriented development in combination with real estate development. It is particularly engaged in vulnerable neighbourhoods with social problems. In Krefeld, the foundation renovated an old factory that was not attractive to other investors with the view of giving fresh impetus to the neighbourhood and creating mechanisms for long-term sponsoring of local community work. The community benefits in three ways. The income generated from renting renovated offices and flats is used to finance community projects. Additionally, tenants have to commit themselves to invest a certain amount of working hours into community work. Finally, part of the premises is used as a public space. Communication and participation are essential elements of the activities, also

because the project supports networking and communication among different stakeholders in the community.

“Our approach is to use urban development to improve equal opportunities for residents in deprived neighbourhoods. We buy properties and develop them and the environment. Our activities in Krefeld helped to bring together a diverse neighbourhood and to improve the relationships of different groups and institutions.”

Mr Robert Ambrée, Project Manager, Montag Stiftung Urbane Räume, Germany

www.montag-stiftungen.de/urbane-raeume/stiftung-urbane-raeume.html

www.samtweberviertel.de

Kubaai: Cultural and Educational Neighbourhood Along the River Aa in Bocholt, Germany

The kubaai project will redevelop the building complex of a former textile factory and its environment. The project entails a recreational area along the riverside and the lake Aa including the construction of a cycle track and a bridge. The area is designated for mixed use and will create space for housing, businesses, and cultural activities. Part of the reconstruction is financed by the Regionale 2016, a structural development programme of the federal State of North Rhine-Westphalia. Public support and private ownership of the land are main challenges of the development process. Citizen participation was an important aspect within the planning process.

“It is a main objective of our work to create ways for citizen participation because the project will be used by many different groups in the future. We want people to experience the atmosphere of the buildings and to discuss ideas for the development. We organised open house days and on-site visits. The planning process included a ‘Future Workshop’ that involved a narrow circle of relevant stakeholders as well as public hearings with a thousand participants.”

Mr Udo Geidies, Coordinator of the kubaai project, City of Bocholt, Germany

www.kubaai.de

<https://www.lwl.org/industriemuseum/standorte/textilwerk-bocholt/english>

The Development of the City Arena in Zenica, Bosnia and Herzegovina

The project was developed in a central area of Zenica that was previously not an industrial zone, but an abandoned brownfield area with half completed buildings. The war in the early 1990s had stopped further developments. The planning process included the local community, particularly sports clubs, and was followed by a transparent tendering process. The new construction consists of a multifunctional city arena, which is used for sports events and concerts, a car park, a four-star hotel, and a shopping centre. Revitalisation has turned the area into a popular spot in the city and had positive effects on the surrounding areas. It also enhanced the potential of the city. The project was mainly financed with funds from the municipal budget.

“The city arena has changed the perception of the city. Previously, the city was only known for its steel industry. Now it is viewed as a city that supports sports activities and host a lot of sports events. The city arena also improved the quality of life and added value to the entire area.”

Mrs Amra Mehmedić, Advisor for Economics and Energy Efficiency, City of Zenica, Bosnia and Herzegovina

Wiener Platz Neighborhood – Redevelopment of the Brownfield Site “Schoch” in Stuttgart-Feuerbach, Germany

The City of Stuttgart is characterized by a valley topography which restricts the extension of urban development to the boundaries of the valley. Therefore, the city is specifically focusing on brownfield sites for further development. One of the sites identified was located in an industrial suburb in the north of Stuttgart (1.6 ha). For years, the city had suspected the site of the Schoch galvanisation plant to be highly contaminated. However, comprehensive investigations, which confirmed the contamination, started only in 2011, after the owning company had to declare insolvency and when the city council decided to buy the property. The remediation planned for the area is based on elaborated soil decontamination techniques and standards. The costs are expected to be around 20 Mio Euro and are mainly covered through regional funding. At the same time, the city started to look for private investors. As of now, 50% of the remediation project has been completed, but the entire process will take around eleven years (first planning activities started in 2007, the site is expected to be

ready for construction works in 2018). Lessons learned include that inner urban development requires innovative approaches and takes time. The city took a huge risk when it bought the premises, but was able to initiate a public driven process. Important for the success was also the efficiency of the interdepartmental / interdisciplinary working group within the city administration.

www.schoch-areal.de



“You cannot solve inner urban development problems as complex as this one on your own. You need to find partners in other departments and provide them with information and good reasons why you are doing this project. You need to have a network before you start with the project. It is a question of confidence and trusting each other.”

Mr Hermann-Josef Kirchholtes, Deputy Head of the Department for Soil, Groundwater, Waste and Emissions, City of Stuttgart, Germany

The Puente Aranda Industrial Zone: An Abandoned Area is Flourishing in Bogotá, Colombia

Against the background of growing urbanization in the City of Bogota in Colombia the demand for housing is constantly increasing. For this reason, the city administration is interested in developing new residential areas while keeping this development within the city boundaries. Several industrial zones centrally located have been identified as interesting sites for residential development, in particular the large Puente Aranda industrial zone (300 ha) situated in the western part of the city. The site is privately owned and used to be occupied by textile industries, breweries and companies trading with

oil and gas, among others. Today, it is mostly abandoned and not very attractive to investors. The priority of the city government is to develop this site for mixed uses (residential, business and recreation) and use part of the space for public purposes, e.g. green areas and urban services.

However, it is assumed that the soil of the area is contaminated and the current owner does not want to be responsible for the remediation measures as the land was contaminated before he purchased it. There is a lack of regulation regarding the treatment of contaminated soil. The city government has initiated a series of round-table discussions bringing together private and public sector representatives to address soil remediation. The redevelopment process will start in a pilot area (20 ha) to show private investors how the site can improve thus attracting other investors to finance further restructuring. The development of public space and infrastructure will be privately financed using a charge and benefit scheme. The scheme enables investors to build additional floors or square meters than usually allowed according to the regulatory framework. The extra profit is used to finance infrastructure thus speeding up the development process.

“The involvement of the private sector is crucial, because they have to have the will and have to undertake actions to develop the land. However, the public administration has to give them the security and the regulations so that they can start investing successfully.”

Mrs Natalia Silva Mora, Advisor to the Planning Secretary, City of Bogotá, Colombia

Lake Phoenix – Urban Resilience by Transition in Dortmund, Germany

The city of Dortmund is located in the Ruhr area of West Germany. During the industrial age, Dortmund was an important city for coal and steel production, with over 15 coal mines located within its city limits. Since the 1970s the city suffered from the effects of massive structural change due to the decline of its major industries. Today, the City of Dortmund is actively pursuing inclusive development strategies to help mitigate socio-economic inequalities, while exploring synergies between ambitious climate and development goals. In the Dortmund District of Hoerde, the city reacted with a sustainable redevelopment by acquiring 200 hectares of land from the steel mill Phoenix to build a technology park including old industrial structures, an artificial lake with residential buildings and recreational areas, and an

upgraded water management system. The construction of the lake was linked to flood protection measures and enabled the ecological restoration of the River Emscher. This large scale project (with costs of about 400 Mio Euro) was financed through subsidies of the federal State of North Rhine-Westphalia and the European Union and also through revenues generated from the sale of waterfront land, used for villas and offices buildings. The many challenges which had to be tackled by the project implementers included environmental problems caused by soil contamination and overall risk management.

www.phoenixdortmund.de/de/home/index.html

www.werkstatt-stadt.de/en/projects/235

www.iclei.org/fileadmin/PUBLICATIONS/Case_Studies/ICLEI_cs_193_Dortmund.pdf

“One very important aspect was the decision of the local council to start the project. To achieve a decision for an operation of this size you need a strategist who develops the design of the plan and keeps the idea and a doer who is keen to push this project through all imponderables and despite of significant resistance. Other important aspects for the implementation of such a large project included the management structure and the high level of publicity and direct stakeholder involvement. In Dortmund, an urban development company that belonged to the local administration implemented the project and organized the participation process. This accelerated the planning and implementation process.”

Mr Michael Leischner, Head of Municipal Climate Protection, City of Dortmund, Germany

Redevelopment of the Former Waste Incinerator Site Sumidouro in São Paulo, Brazil

The City of São Paulo has a high demand for parks and public recreational areas, but space for new developments is scarce. Abandoned industrial areas are available for project development, but the city lacks appropriate instruments for developing these sites, especially when soil and groundwater contaminations are detected. The municipal administration has limited financial resources to develop sites for public use while the building sector is “chasing” brownfield areas for private development for housing and commercial use.

Plans to redevelop the incinerator site date back to the 1990s, but were not put into practice due to a lack of public financial resources, appropriate project proposals

and existing soil and groundwater contamination. In 2006, a private investor manifested interest in contributing to the redevelopment of the incinerator site in order to contribute to the urban and social upgrading of the region in proximity of his headquarters. Approaches applied in the revitalization process included public-private contracts, the support to and the acceleration of environmental and licensing processes, as well as technical and methodological support for remediation provided by GIZ. The project created a municipal cultural and recreation area and an industrial heritage museum and it is considered to be a lighthouse project. Recently, questions arose regarding the future maintenance and sustainability, since the private partner pulled out of the project. However, it was demonstrated that a cooperative culture among stakeholders and the existence of common goals of public and private actors is crucial to the development of public areas. Important instruments are binding planning tools and the development of visibility through public relations measures.

“The contamination created a lot of uncertainties regarding the future use of the site. We were able to remediate and guarantee a situation without risks to the population and without injecting excessive amounts of money into the project. We used a hands-on approach and concentrated on problem solving-strategies including a highly innovative architectural approach. It was the first time, that soil contamination and its adequate remediation was a central point in the development of a public project on a former industrial site in Brazil.”

Mr Andreas Marker, Consultant for the now completed GIZ-Programme for Urban Environmental Management in Brazil ProGAU

The Construction of the Residential Complex in Gvardiytsiv-Shyronintsiv Street in Kharkiv, Ukraine

The current socio-economic situation in Ukraine and the migration of people from the zone of the conflict in the east of the country have led to an increasing demand for housing in Kharkiv. Therefore, the municipality tried to identify effective ways to use vacant land in the city.

The investment project from the private sector for over two thousand residential apartments used a land plot of about 11 ha, which had been previously designated for industrial use only in the city planning documentation of 2004. However, structures on the land consisted of unfinished buildings of a trolley depot stemming from 1986.

Changing the approved urban planning from industrial to residential use was one of the main challenges of the project in 2013-2016. The attraction of private investors also posed a challenge.

“Before making final decisions the city has to assess the situation very carefully and identify social and ecological problems. The municipal administration has to be flexible with the city planning legislation to help investors on the one side but, at the same time, certainly consider the social and ecological situation of residential neighborhoods”

Mr Oleksii Sadovskiy, Director of City Planning, Architecture and Master Plan Department, Kharkiv City Council, Ukraine

Urban and Architectural Rehabilitation Proposal for the Waste Water Treatment Plant in Santa Clara, Cuba

The area of the abandoned waste water treatment in the City of Santa Clara has been occupied by an informal settlement of about 130 inhabitants. Settling in this area poses high risks to the residents due to flooding, contamination and a lack of infrastructure, e.g. water supply. The municipal planning department intends to change the situation in order to enable a sustainable use of the area and to reduce the disaster vulnerability and other negative impacts. It plans to upgrade and develop potentials for the site. The main challenge is to convince stakeholders to accept the new land use and the relocation as well as to find space for an alternative settlement. It is also unclear, how to trigger action in government institutions. Residents have so far been involved with the help of students from a university who interviewed residents and developed proposals based on the interviews.

“In Cuba, it is not possible to expel people because the political system does not allow it, if there is no alternative. The idea is to convert the area into a public park and to improve its environmental conditions. However, taking action is a sensitive issue because vulnerable people are involved. People in the government are aware of the situation, but there is also a lack of funding.”

Mr Javier Gómez Medero, Director of Planning Department, City of Santa Clara, Cuba

Former Iron Factory in Oude IJsselstreek, Netherlands: The Result of Successful Restructuring



The municipality of Oude IJsselstreek in the east of the Netherlands has nearly 40.000 inhabitants. The former ironwork, which is situated at a river, closed down in the mid-1990s. Reconstruction started 15 years ago. Today the ensemble with seven buildings hosts a cultural centre, a museum with an innovation centre, social housing, privately owned apartments, and a regional TV and radio station. All in all, 50 new jobs have been created.

Three multifunctional rooms are used for different purposes, e.g. as a concert hall, a stage for theatre productions or a training space for yoga groups. In one of the rooms the city council holds its meetings. If the council members do not meet, the room can be used for conferences, weddings or other festivities.

The innovation centre enables visitors to learn about their historical roots and opens a space to think about future developments. It includes the Dutch Iron Museum

and offers spaces for artists, workshops and a laboratory to explore old and new technologies. Some programmes are run in cooperation with educational institutions.

The architects tried to keep the historical structure of the buildings. For example, the remains of former walls are still visible on the surface of some buildings. Also details of the interior design connect to the past of the space. For example, the colours used for the production of former products like metal pots and pans are replicated in the design of furniture. Enlarged pictures of former workers decorate some of the inner walls of the buildings.

www.icer.nl/en

www.drucultuurfabriek.nl/home

“It is perhaps the most important space in our town. Most of the people have older family members, who worked in this factory. During the heyday about 1600 to 1700 people went there every day in long lines on the streets. At first, many people resisted the idea of the project. The work in the factory was hard and dangerous and therefore associated with negative memories. However, this perception has changed. I got the most wonderful compliment from an older man who initially said: ‘It will be nothing and it shall be nothing.’ When the first building reopened he admitted that he found it beautiful. He saw that something new had been created out of the old premises.”

Mr Eus Lionarons, Strategic Advisor,
City of Oude IJsselstreek, Netherlands



Focus and Outcome of Peer-to-Peer Sessions

The peer-to-peer working groups focused on analysing specific challenges of projects presented by the participants, and on identifying possible solutions to these issues. As participants are all qualified experts in their field, the level of discussions was generally high, and the peer-to-peer approach enabled participants to include different perspectives in future problem-solving strategies.

Participants were asked to present “real” challenges from their own work context. Discussions were structured along four steps: 1. Participant explains the case / challenge, 2. Peers ask questions for better understanding, 3. Peers present ideas regarding problem-solving strategies, 4. Participant evaluates suggestions and commits himself / herself to implement three selected ideas / strategies in a chosen time frame.

A key aspect of these sessions is confidentiality. The discussions benefit from an open atmosphere where participants are able to talk freely about different issues without fearing negative repercussions. For this reason, this chapter provides only a summary of identified challenges and problem-solving strategies without linking them to a specific local context.

Challenge: How to deal with bad press creating public opposition to a project?

The department of the municipal administration implementing the project is confronted with negative reports in the press that exaggerate existing problems and are sometimes based on false accusations. This has strengthened negative attitudes of citizens and diminished support from leading politicians. Approaches to solve the problem may include:

- Direct information of citizens through public events, social media channels and local magazines;
- Professional communication strategy that increases the variety of communication channels, develops pro-active public relations activities (e.g. publication of success stories) and puts the responsibility for press information within the administration in one hand;
- Conduct a survey among the population.

Challenge: How to find support from the municipality and the residents for the resettlement of an informal settlement?

Many cities in developing countries are faced with the problem of informal settlements in illegal areas. Often, settling in these areas poses risks to the residents, e.g. due to contaminated soil, absence of sanitation or other dangers. However, in many cases cities have no strategies to deal with these informal settlements. Strategies to solve the problem may include:

- Develop a financial structure of the project;
- Disseminate public information about the risks of the illegal settlement;
- Offer alternative land, loans and building material to the people to set up new structures.

Challenge: How to revitalise a historical building in the centre of the city?

- Focus on the structure and make the building safe;
- Consider bringing in private investors under specific conditions, e.g. public use of part of the building;
- Use space for business start-ups (business incubator).

Challenge: How to find a balance between the responsibilities of public and private actors regarding soil remediation?

Contaminated soil can block the development of centrally located industrial areas, if land owners are not willing or capable to clean the soil. Solutions can entail the following measures:

- Mandatory need of legislation on responsibility of soil remediation;
- Establishing a public investment fund to finance land remediation (the municipality takes over costs and risks from private owners);
- Publicly driven compensation mechanism to transfer value from rentable objects (residential) to unrentable issues (land remediation) in the same area.

Challenge: Private investors are not willing to provide the necessary social infrastructure for new residential buildings

New residential areas need social infrastructure like schools, kindergartens, and health centres. However, often municipalities do not have enough financial resources to provide this infrastructure. One option is to get private investors to contribute to setting up the infrastructure. Some countries have legal provisions that oblige the private construction companies to pay a part of the infrastructure. However, legal provisions might not be sufficient to cover the necessary expenses.

- Preparing a report that demonstrates the profits made by construction companies and the lack of social infrastructure in newly constructed areas;
- Lobbying with support from city associations for changes of legal regulations regarding a “construction tax” at the national level;
- Urban development contracts / town planning agreements (a mechanism used by German municipalities to regulate cooperation between the municipality and private investors, particularly in site planning processes).

Challenge: How to get support from decision makers and the public for a design / structural change that seeks to keep part of the industrial heritage of a site instead of complete redevelopment?

Often a complete redevelopment by profit-driven investors is the easiest choice for former industrial sites in attractive central urban locations. Keeping the industrial heritage alive, giving the old spaces a new multi-functional purpose and thus creating an added value for urban life is a more complex but often also a more sustainable choice. Convincing decision-makers not to opt for the easiest approach is therefore a challenge for planners and other urban practitioners. Among the possible measure to take:

- Create a new identity and a new unique selling point: Create an umbrella brand for cultural activities;
- Use the transformation experience of the former Philips factories in Eindhoven.



Challenge: How to reconcile interests of different groups of residents without risking replacement or alienation?

Sometimes busy roads present a challenge, if they divide residential neighbourhoods. In this particular case, the road divides an area with apartment blocks from the 1950s where mainly elderly people live from an area with late nineteenth-century buildings which lately attracts a mostly younger population and artists. The idea of the project initiators is to transform a vacant plot as a space for both communities. It is, however, difficult to develop community buildings and to offer community work attractive to the residents of both sub-areas.

- Identify social activities and services for elderly people; make sure that the voices of the elderly are heard in the neighbourhood development and avoid a too dominant role of young and motivated residents;
- Create semi-public gardens in the more recent housing estates which might attract the younger population to become active “on the other side”;
- Involve CEOs of housing cooperatives of the 1950s housing estates.



Action Planning and Next Steps

On the last day of the dialogue event participants developed four project ideas, which were further discussed in working groups using three action planning tools (problem tree analysis, stakeholder mapping, strategy development). The working groups drew up preliminary action plans by formulating the main objective of the project. They also identified major activities of the project as well as the support needed to implement the project idea.

In this session, participants changed their perspectives and focused on problem solving strategies based on the challenges identified in the previous sessions. The joint development of project ideas together with other colleagues helped to explore fresh ideas and new approaches. Additionally, opportunities for future collaboration between participating experts or cities were explored.

1. Project: Development of an industrial area around an operating steel plant in Zenica, Bosnia & Herzegovina

Objective: To increase land use in an industrial area close to an operating steel plant

Activities: Space for industrial activities in the city of Zenica is scarce. Therefore, the city aims to use as much land as possible for industrial activities, including land close to a steel plant that is still in operation and provides heat to the city. However, ecological challenges exist and it is not clear for how long the steel plant will be operating in the future. Under these difficult circumstances temporary use of the land could be an option. Activities could include the division of the area into small plots for different uses, e.g. agricultural activities without using the land (aquaponics / <https://en.wikipedia.org/wiki/Aquaponics>). Land utilisation for these activities could be given at no cost for one year. Another strategy could focus on increasing energy efficiency thus reducing the dependence on the steel plant. Activities may include establishing a service agency that educates citizens on the topic and financial support to the insulation of private homes and other energy saving measures.

2. Project Title: Puente Aranda Development in Bogotá, Colombia

Objective: To develop a contaminated, privately owned site through a pilot project

Activities: Activities should centre around three aspects: First, it is mandatory to develop a technical, financial and regulatory framework for contaminated soil and remediation. This should include technical guidelines for banks and the business sector and the development of compensation and fiscal mechanisms. Second, the pilot project needs to be planned and implemented. Third, relevant stakeholders (e.g. construction sector, banks, land owners, residents from the neighbourhood) need to be involved.

Necessary support: The project needs political support from the municipal and national levels. It also needs consultancy services regarding consultation and communication processes with stakeholders. Knowledge exchange and international support for the project would help speeding up the process.

3. Project Title: Integrated urban development strategy in Santa Clara, Cuba

Objective: Development of an integrated urban development strategy for a waste water treatment plant area in Santa Clara

Activities: As a first step, planning analyses should be presented to the government with a view to convince it to prioritise the development of an integrated strategy for the area. Then, an interdepartmental working group should be set up within the municipality and stakeholder meetings should be organised to include all relevant actors. Also, trainings in integrated urban development should be offered to local officials.

Necessary support: Expert exchange on integrated urban development processes, on ways to deal with illegal informal settlements and on urban management; the expert exchange should include examples both from Cuba and abroad.

4. Project Title: Rehabilitating and using of a destroyed historical building (Cadet Corp) in the city centre of Poltava, Ukraine

Objective: Rehabilitation and effective utilisation of a historic building

Activities: Activities should start by conducting an international workshop to plan the project and the future design of the building. After that, project costs should be calculated based on low-cost conservation of the building and funding opportunities should be identified. A project manager who puts energy into promoting the project is also important.

Necessary support: Expert advice, pointers to funding opportunities for the development process (workshop, involvement of stakeholders), support from citizens and mayor and deputies



Follow-Up Support from Connective Cities

Connective Cities provides direct follow-up support for project planning and further development of project ideas in the following ways:

- Virtual networking and further knowledge exchange through the website and webinars;
- Linking experts from Connective Cities' expert pool with interested cities (in some cases funding for expert advice can be made available);
- Providing support for moderating stakeholder meetings;
- Sharing information on funding opportunities for collaborations between cities and facilitating contact to funding institutions.

The Service Agency Communities in One World of Engagement Global provides different funding opportunities for the implementation of municipal cooperation projects between German and international municipalities. Under the 'Partnership Projects for Sustainable Local Development' (Nakopa¹) programme German municipalities can apply for financial support for development projects. Small scale projects and first encounter to establish municipal cooperation can be supported through a fund for small projects.² Get in touch with the Service Agency for further information.

Register to receive Connectives Cities' newsletter with more information on major aspects of municipal management and planning:

www.connective-cities.net/en/media-centre/newsletter

1 For further information: <https://skew.engagement-global.de/unterstuetzung-durch-nakopa.html> (information in German only).

2 For further information: <https://skew.engagement-global.de/kleinprojektfonds.html> (information in German only).

List of Participating Institutions

City of Bocholt, Germany

City of Bocholt, Belgium

City of Bogota, Colombia

City of Dortmund, Germany

City of Kharkiv, Ukraine

City of Oude IJsselstreek, Netherlands

City of Poltava, Ukraine

City of Santa Clara, Cuba

City of Stuttgart, Germany

City of Zenica, Bosnia and Herzegovina

German Association of Cities

GIZ Programme for Urban Environmental Management, Brazil (now completed)

Montag Stiftung Urbane Räume, Germany (Foundation that supports urban development in disadvantaged neighbourhoods and participation in several German cities)

Technical University (TU) Dortmund, Germany

Zhijian Workshop, China

ZukunftsLAND Regionale 2016, Germany (initiative of the State of North-Rhine Westphalia to support regional development in the region Münsterland, Germany)



Published by

Connective Cities
International Community of Practice for Sustainable Urban Development
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Design and Layout

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Photo credits

Connective Cities

March 2017

Commissioned by

German Federal Ministry for Economic Cooperation and Development (BMZ)

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