

* Editorial by
2nd Chance Lead Partner

* Introduction by
2nd Chance Lead Partner

*** Focus on the CITIES:
CAEN
DUBROVNIK/DURA
PORTO/Porto Vivo SRU

> Interview to the City of Caen
2nd Chance project Partner

> Interview to the City of Dubrovnik/DURA
2nd Chance project Partner

> Interview to the City of Porto/Porto Vivo
2nd Chance project Partner

> WHO WE ARE
City of Caen
City of Porto/ Porto Vivo
City of Dubrovnik/ DURA
2nd Chance Team

URBACT

Who are the
Sleeping Giants?

CAEN / PORTO
DUBROVNIK

2nd Chance Insider #3

PORTO

CAEN

DUBROVNIK





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Editorial

Maria Luna Nobile

2nd Chance Network Communication officer



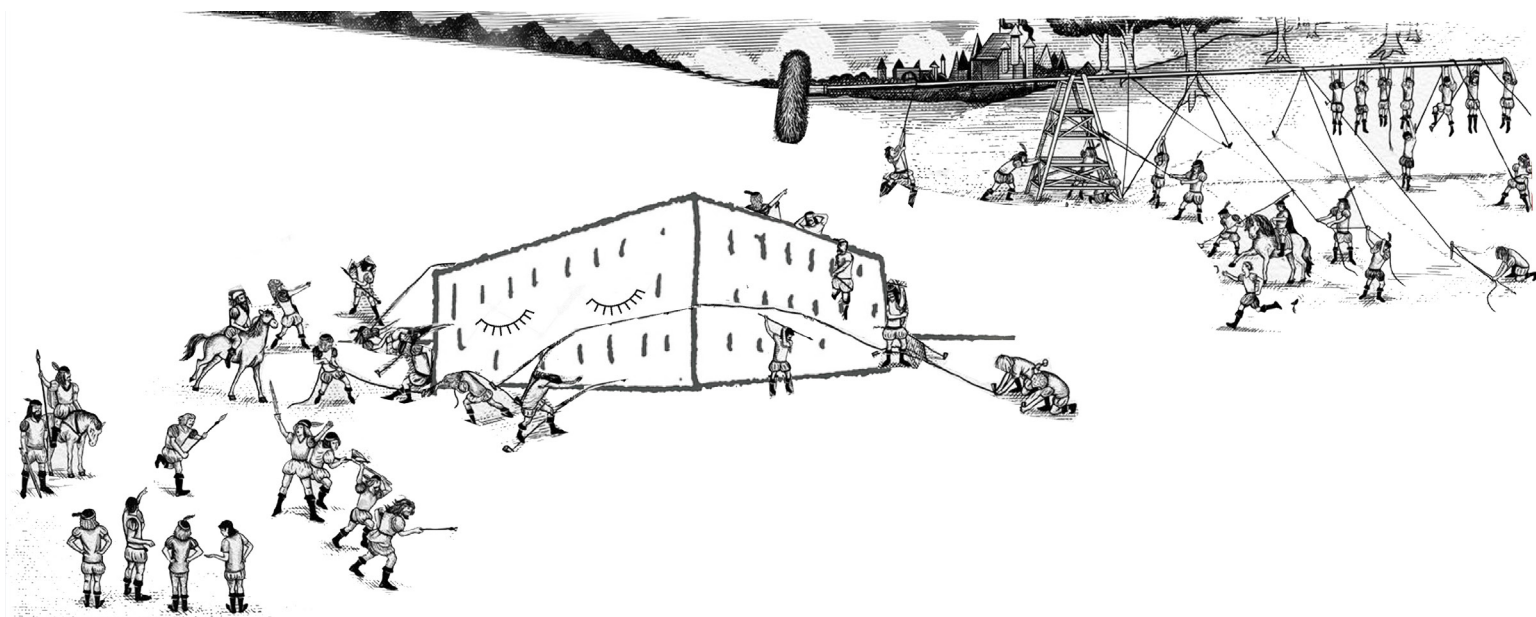
The third number of the 2nd Chance INSIDER focused on three of the eleven strategies for the Integrated Action Plans. Those three target areas have in common the strong relation between the buildings and the neighborhoods in which they are included. In each case the reactivation of the buildings can develop a general strategy for the reactivation of the entire area.

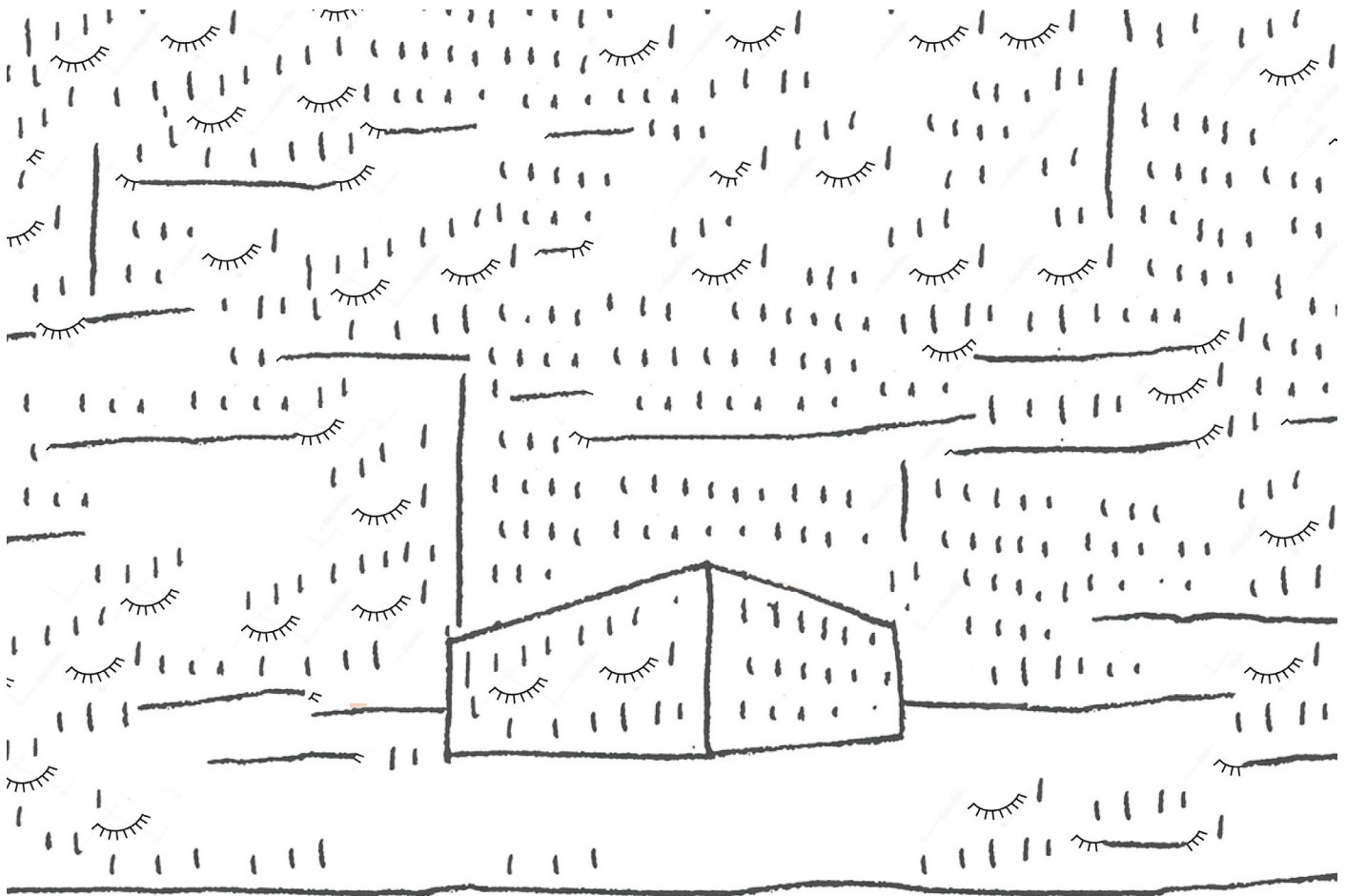
The two buildings the TUNNEL and the BARRELS are located on the Caen portion of the Peninsula. These two huge vacant buildings were chosen by the UR-BACT Local Group, among 5 shortlisted and listed in the master plan as traces from the past.

«Awakening» the barrels and the tunnel is the aim of the Integrated Action Plan recently presented by the city of Caen and it will contribute to the Pe-

ninsula centre conversion which aims to turn the area into a new centre of interest for a territory that is still in transition, where an interesting masterplan has been developed by the city of Caen.

The reactivation of the Gučetić complex as a new tourist attraction (focusing not only on cultural heritage, but also on creative industries and living culture), could have positive economic benefits for the neighborhood and the city. The city has the intention to develop a cultural – community center inspired by famous scientist and inventor of the 18th century, Ruđer Bošković (Roger Joseph Bosovich; 1711-1787). Main challenges of reactivation are high financial resources needed for renovation and sustainable use after the renovation that seeks dynamic users.





The main Objective of the Integrated Action Plan in Porto is to bring relevant public and private stakeholders together developing a strong partnership through the development of a strong joint strategy and actions that will attract new investors and most of all, new users. One of the main focus points of this strategy is the Local Technical Team, a part of the solution, an offer for the owners and the investors in Santa Clara, working as a low cost team.

In this number of the INSIDER the interviews to the main actors involved in each city were collected and presented in order to give a more concrete idea of what it means to be part of an URBACT Network! Enjoy your reading!



Porto, walking to Santa Clara, March 2018 MLN

Introduction

Nicola Masella

2nd Chance Network Project coordinator



Hello everyone and welcome at the third halt of our journey! As you already know, 2nd Chance INSIDER is here to let you discover the eleven European cities which are dealing with the URBACT 2nd Chance network topic: bringing back in use large vacant buildings, or building complexes, not only from a physical point of view but trying to turn a problem into an opportunity for the sustainable urban development of the neighborhoods.

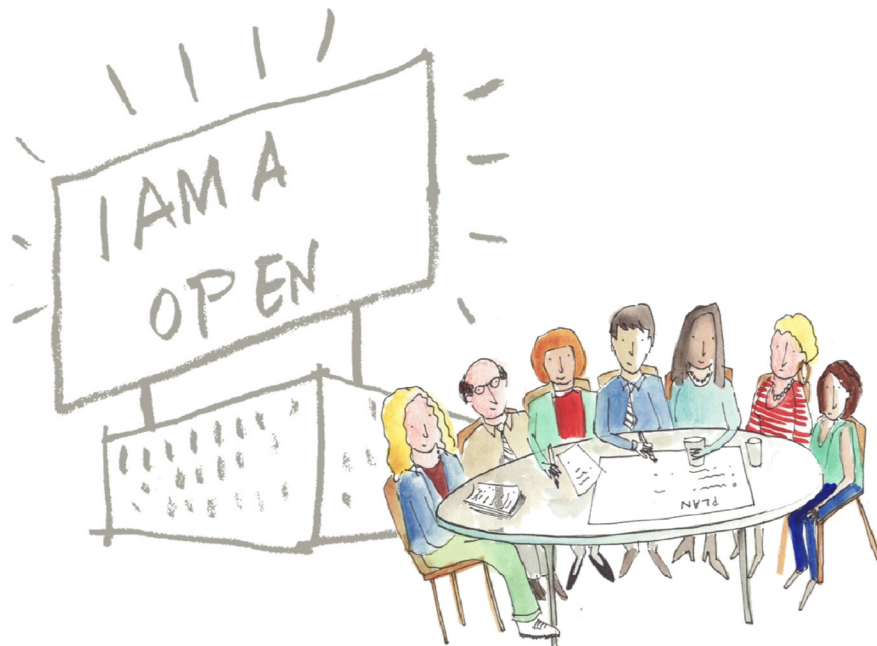
This, in our common understanding, can be only possible by involving citizens, key stakeholders and framing the reactivation strategy in the wider city development plans.

With the first two issues of 2nd Chance INSIDER, we've met the sleeping giants based in Brussels (Belgium), Chemnitz (Germany), Maribor (Slovenia), Liverpool (United Kingdom) and Lublin (Poland) and we've heard the voices of the people working to bring them back in use.

With this publication you'll meet three more sleeping giants, the target sites based in the cities of Caen (France), Dubrovnik (Croatia) and Porto (Portugal) and you'll discover what are the respective goals, the problems that they've been facing during the project's lifetime and the successful actions put in practice to tackle the challenge.

Caen Team will introduce you "The Barrels", a 1.200 m² building located in the centre of the Peninsula, along the future Railway Park. Built in the early 1950's and abandoned in 2004, the barrels may contribute to the Peninsula - presqu'île - centre conversion by becoming the main gate to the park and the link between the north and south banks of the Peninsula. One of the main City of Caen's objective is to turn this building into a dedicated urban com-





munity garden and implement community garden trainings, local products direct sale, apiaries, hen-houses, etc. To tackle this challenge, the city has set a timeline that foresees to agree a partnership with the owner of the site and kick-start the diagnostic and initial rehabilitation phase already in 2018, with the financial support of the State and the Normandy region. So, just go further to know what are the other steps and activities designed for the reactivation.

Dubrovnik Development Agency Team (D.U.R.A.) will tell you more about the “Summer Villa Gučetić” and its second life as Community-Cultural Center and Memorial Center of Ruđer Bošković: built in the sixteenth century and abandoned in 1945, this villa stands right by the sea and is a protected heritage complex consisting of a main building and a surrounding garden. It is based in Mokosica, a suburb of Dubrovnik which has very little social and cultural activities and that represents the perfect place where to implement such a community center. But how to ensure the necessary financial sustainability of the reuse? During the project lifetime the city

has tested some non-commercial temporary uses, agreed by the ULG, that may help to tackle this challenge such as concerts, exhibitions, workshops.

Porto Vivo S.R.U. Team has been instead engaged with the revitalization of “Santa Clara” and its neighborhood, a medieval axis, occupied since the XIVth century and whose declination process started at half of the XXth century. The area consists of 3 blocks, 8.360 m², 38 plots and 33 buildings: nowadays 50% of the buildings are completely vacant and represent an incredible opportunity to transform this site into a multi-functional area, enhancing the quality of life of the residents, attracting new inhabitants, entrepreneurs, visitors and tourists. So, the priorities set by the local team, and that you might discover by reading the following pages, are aiming to foster new and diverse social-cultural-economic activities, to improve the housing and green stock and to provide qualified accessibility and mobility. We hope you’ll enjoy reading this third issue and we give you all an appointment to the next edition: 2nd Chance INSIDER #4 will head to Gijon (Spain) and Genoa (Italy).

City of Caen



Name: The Barrels

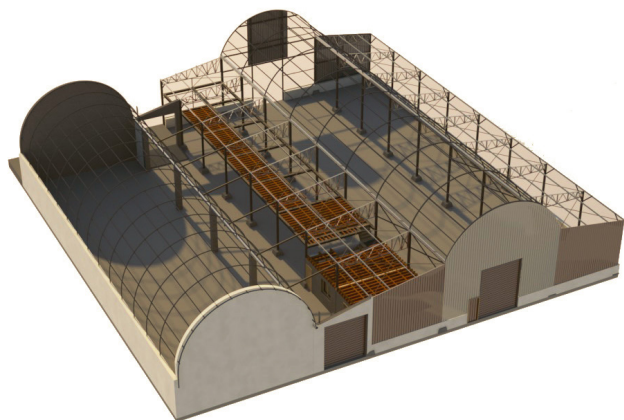
Location: Caen Peninsula

Dimension : 1 400 m²

Built in the 1950's, extended in 1960's

Void since 2016





Perspective view of the building Produced by Quentin DUNY, Aucame

« Awakening » the barrels contributes to the Peninsula centre conversion which aims to turn the area into a new centre of interest for a territory that is still in transition.

Located in the centre of the Peninsula along the future Railway Park (public park), the barrels will be considered the main gate to the park and the link between the north and south banks of the Peninsula.

The objective is to reinforce the importance of nature in the Peninsula project by making this building a dedicated urban community garden: community garden training, local products, direct sale, apiaries, henhouses...

The building is very derelict. The first steps will be to start a partnership with the owner of the site to transfer its occupation and maintenance, then to secure and clean the site. The technical diagnostic and initial rehabilitation phase will begin in 2018, with the financial support (innovative action) of the State and the Normandy region.

The parallel initial construction of the Railway park initiated by the public association for Peninsula planning (SPLA) will redouble the attractiveness of the area.

The selection and management of the projects will be made bearing in mind the need to support local food networks with economic, environmental and social concerns, as promoted by Caen la mer.



A gateway to nature in the city. Produced by Quentin DUNY, Aucame



The Railway Park: Enhancement of spontaneous green space ©MVRDV

10 City of Caen



Name: The Tunnel

Location: Caen Peninsula

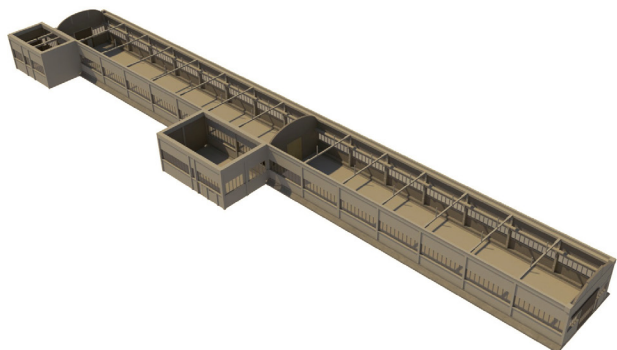
Dimension : 1 200 m²

Built in the early 1950's

Void since 2004



The Sleeping Giants' Identity Card



Coupe en perspective. Produced by Quentin DUNY, Aucame

«Awakening» the tunnel contributes to the Peninsula centre conversion which aims to turn the area into a new centre of interest for a territory that is still in transition.

Rehabilitating the tunnel will allow the city to accommodate artistic creation organisations and artistic communities. It will become a centre for shared and multi disciplinary workspaces, which can include art exhibitions, a community workshop, and introductory art courses for the public. This objective meets the needs of Caen City Council to relocate artistic workshops for artists and performers whose current spaces will be soon no longer suitable for occupation.

This action continues a tradition of pioneering artistic activities preceding further Peninsula development.

In the short term, above all it is about preserving the building and making it available to welcome the public. The technical diagnostic and initial rehabilitation phase will begin in 2018, with the financial support (innovative action) of the State and the Normandy region.

An initial proposal with the Greater Caen District Council Culture Department is underway to integrate the needs of the future occupants.

In the mid-term, the building will be reorganised to comply with activities as described in the ERDF bid.

Two artistic workshops will be progressively set up in these buildings starting in 2019.

Their installation will be carried out by the Greater Caen District Council, Caen la Mer.



Some ideas of what it could become. Produced by Quentin DUNY, Aucame



Priority: secure and preserve the building ©MVRDV

Five questions to Ludwig Willaume, *Caen City Councillor*

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

The reactivation of our two vacant buildings will be a great occasion to make this new and priority district more attractive. This opportunity will benefit inhabitants as well as other stakeholders which were involved in the project and will promote it. As a consequence, the project will increase the City of Caen's visibility and renown in European networks.

From your personal perspective: what kind of uses should the building host in the future and for whom? What would be your idea for the reactivation of "The Barrels" and "The Tunnel"?

I am part of the Caen Urbact Local Group and, together with the other group members, we worked on determining the types of use of our two buildings. The ideas that we proposed were presented to the transnational network during our thematic meeting in Caen, and also to the Mayor on the occasion of an official meeting concerning the development of the project "Presqu'île de Caen".

- Potential use for "the Tunnel": facilities related to cultural and artistic creation, to urban culture.
- Potential use for "the Barrels": participatory urban farm + place for relaxation and snacks, with direct connection to the Park

Regarding the intended audience, the ULG and I have identified uses towards a rather young and also family audience, for the Caen inhabitants of today who will find here facilities which are not or little developed elsewhere in the city. We also mostly target future inhabitants of the new Peninsula district, which will provide 300 housings in 3 years, and nearly 3,000 at the end of the redevelopment project

Are you regularly informed about the progress, the strategy for the reactivation of "The Barrels" and "The Tunnel"? Are you even directly involved in the development of the strategy? How would you like that you / politicians are involved in the development of such reactivation strategies?

Yes indeed. I am in regular contact with our UR-BACT project manager C. JOUBEL. Moreover, I am a member of the ULG and try to participate as much as possible in the Urbact meetings. Finally, as an elected member myself, I have the opportunity to explain and promote the project to other elected representatives in the City.

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

It is true that the URBACT project was the opportunity to try a new approach of collaborative work with very diverse stakeholders (real estate developers, associations, inhabitants, artists...).

This innovative methodology, following URBACT's principles and tools, enabled the implementation of a true project which was rational, evaluated, thought by citizens and users of the City of Caen and the peninsula in particular.

The City of Caen already has forums for dialogue between our institutions and the inhabitants, entitled "Citizen Neighbourhood Councils". Nevertheless, the functioning of these bodies could benefit positively from the URBACT experience in its mode of work!

<<**The City of Caen already has forums for dialogue between our institutions and the inhabitants, entitled "Citizen Neighbourhood Councils". Nevertheless, the functioning of these bodies could benefit positively from the URBACT experience in its mode of work!**>>

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

The great added value brought by this experience, beyond putting people with different backgrounds around the table, is to have a MODERATOR/LEADER in charge of managing the ULG, TOOLS enhancing participation, involvement, selection/choice, which were familiar to us thanks to the URBACT program. All these assets really motivate the participants and also enable us to moderate and organize their work, to report on the progress made so far thanks to the ULG regularly (reports, next steps, meeting agendas, etc.). It would be interesting to further develop / transfer this added value to our local bodies, especially in the citizen neighbourhood councils, in order to enable the development of really participative projects.



Six questions to: Catherine Joubel

Project coordinator, City of Caen

<<The experimented URBACT methods were very helpful, and above all, they functioned admirably with the work group. In fact, these methods allowed people from diverse horizons to get genuinely involved in the project, whatever their level of expertise or 'position' in society. >>



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

Firstly, my goal is that the Caen City Council furthers its commitment and participation in European level projects, but also to give Caen a transnational profile thanks to the exchanges that took place during the URBACT project. Lastly, I want Caen to learn from the experiences of other countries on subjects that concern us collectively, and thusly to find new solutions.

Why did you choose as Target building the peninsula area and specifically the 2 buildings “the Tunnel” and “the Barrels”?

The Caen Peninsula represents a ‘revival’ for the city. It is the only sector ‘in the city centre’ that is under total conversion. It represents a project of major interest for the territory and the Greater Caen District Council, which is the “wider scale territory”. Concerning out 2 buildings, the choice was based first and foremost on their location: situated in the Phase 2 conversion zone of the Peninsula, the object is for them to accompany the new phase of renovation that is beginning presently.

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

The toughest challenge it transforming these two buildings into attractive sites that offer innovative services for:

- Initially, all of Caen’s citizens
- But also in about 2 years, The first new inhabitants of the new neighbourhood “Caen Peninsula”

Moreover, these buildings will respond to needs identified by the City:

- New premises to host ‘urban culture factories’
- Space dedicated to promoting urban agriculture and selling local products. This project will be carried out under the framework of the ‘local food networks’ initiative put in place by the District of Greater Caen Council

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

Yes, I think that it is an added value in our work style; usually this type of project is piloted solely by the experts and technicians. The stakeholders are often only consulted at the end of the process, however not always!

Would you replicate this approach to other similar cases?

We put a large amount of energy into this method and we learned a lot by testing the URBACT method of participative action planning, thus yes, we wish reproduce this method with other projects carried out by the public community when the opportunity arises.

What would you do differently?

We underestimated the amount of time dedicated to pilot this type of project, because this method, which involves many stakeholders and so much energy to motivate the work group, demands a much larger amount of work for the Project Coordinator than the classic method of project management. Thus, we would attempt to anticipate this problem by consequently reorganizing the Project coordinators assignments.

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

Yes, the experimented URBACT methods were very helpful, and above all, they functioned admirably with the work group. In fact, these methods allowed people from diverse horizons to get genuinely involved in the project, whatever their level of expertise or ‘position’ in society.

In particular, the works tools such as “the problem tree”, “the OPERA schedule”, etc... allowed for team building around the URBACT project.

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

Yes, in fact, we succeeded for our two buildings:

- Registering our expenses for the initial studies and diagnostics, in a “regional fund” finance request, for the sum of 140 000€, financeable upto 100%. This was possible because our buildings were included in the Peninsula renovation operation Phase 2, called “ZAC du nouveau basin”
- Pre-registering the preliminary rehabilitation work of our two buildings in the requests for ERDF funds, under the title of wastelands-fund made for the re-conversion of industrial wastelands. This work will involve rehabilitating the buildings physical structures as well as the environment around the buildings. The ERDF funds will include 40% of the works expenses undertaken by the Greater Caen District Council.

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

Presently, we haven’t researched alternative funds to reactive the target buildings, because it seems much too uncertain/unpredictable/random, and this kind of job needs to ask for a particular expertise that we don’t have at our disposal. Nevertheless, we will propose to the future occupants to think about this system to finance the initial planning of the premises: Purchase of artistic material, specialized equipment (hydroponics) and furniture to welcome the public.

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

Social opportunity:

- People coming together, who without this project, would never have met. (interpersonal growth)
- Changing the peoples impression of these two specific derelict buildings and of the city in general
- Offering two new spaces for Exchange and Knowledge for all citizens.

Ecological opportunity:

- Obviously for the urban farm project because of its promotion of short supply chain natural products. This project is clearly focused on the production of biological and moral natural products.
- Otherwise, the purpose of converting the two buildings (work and future functioning) is to have a low carbon footprint and a positive impact on the immediate environment.

Economic opportunity:

- Economic and culture development concerning the “Tunnel” project
- Moreover, the “Barrels” project integrates the creation of a Food Outlet where one can tastes products grown on site or by local producers. This space will be an open towards future “Railway Park”, the peninsula’s green lung.



City of Caen



Five questions to: *Daniela De Felice*

ULG member, City of Caen

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

My workplace is on Peninsula and I've been working there for nearly 10 years. I thought it was interesting to know and see its reconversion, step by step. Moreover, even if I'm not born in Caen it's my adoptive city and I therefore find important to get involved in the city transformation, to bring new ideas and energy.

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

I'm convinced that these buildings may be venues for creativity and craft activities, complying with cooperative, ecological and creative values.

As far as I'm concerned, I'm a film editor and maker and I truly believe that Caen's proximity from Paris may encourage many film companies to settle in Caen, really close to the train station, in a region that invests much money in cinema industry (films and documentaries). We could therefore develop in our sleeping giants editing, calibrating, mixing and broadcasting activities... a dedicated place to film activities would enable this sector to be more visible and attract more artists and technicians.

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

If the idea of cinema activities was chosen, I could easily liaise with public & private investors in this sector, associations and film schools (I teach cinema at university). I could also speak about my own experience and brainstorm about stakes and needs linked to this profession.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

I think it is very enriching to meet with people with different jobs and backgrounds whom would usually not encounter. Brainstorming on various subjects such as urban planning, politics, geography, ecology and economic development enabled me to learn much. Besides, the European & cosmopolitan aspects of this adventure is essential. I feel as if I have been part of a huge citizenship workshop at the European scale.

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

I cannot answer these questions I'm afraid, I think it worked really well in joint effort and intelligence.

<<Brainstorming on various subjects such as urban planning, politics, geography, ecology and economic development enabled me to learn much. Besides, the European & cosmopolitan aspects of this adventure is essential. I feel as if I have been part of a huge citizenship workshop at the European scale.>>



Five questions to: *Dominique Fontaine*

ULG member, City of Caen

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

I believe it is essential to take part in the liveliness of the city I live in, in its rise and bring a citizen perspective to the city projects, with a new and free eye. I like this feeling of freedom of speech and being listened, which enables one to create, as well as the feeling to have brought something innovative to the project. I was fully committed to the URBACT Local Group process.

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

When one is involved in a project, they wish it to be long-lasting. Caen peninsula is in full reconversion, there is a lot to do and we therefore have to find very good ideas to provide the area's future inhabitants with services/premises they need. Some derelict buildings on the peninsula still lack understanding of their potential uses, we want to make them as interesting as possible.

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

Bring ideas, make contacts with useful people and get advice, help as much as possible to enable the

project completion. This work as a team is dependent on one's goodwill.

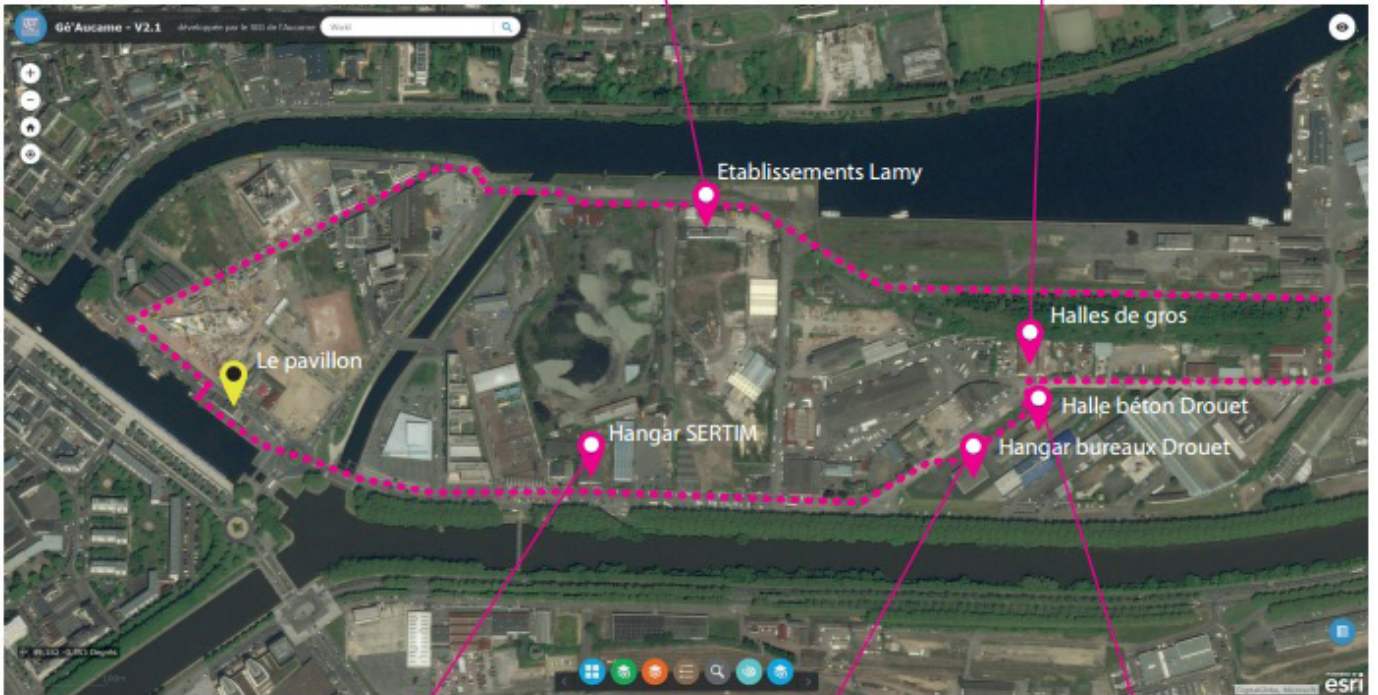
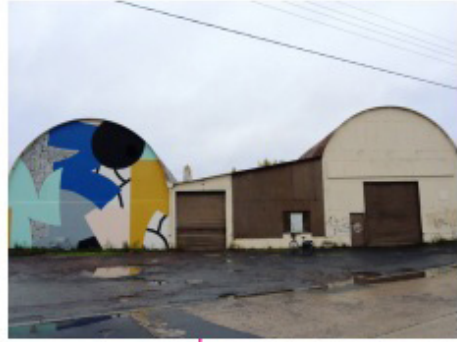
What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

I really enjoyed making contacts and sharing ideas, which are very interesting. We must ensure we don't consider too complex solutions, stay clear-headed and therefore try to see the big picture. As the project goes along, some ideas seem more obvious than others.

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

Caen City Council and Greater Caen District Council's members of staff involved in the project were very attentive to our ideas. However, they depend on the buildings' owners' wishes, as well as the area's masterplan. Our work – even if as constructive as possible - is in grey area. Is it still matching with the city's urban projects? Sometimes we missed certainties.

<<I really enjoyed making contacts and sharing ideas, which are very interesting. We must ensure we don't consider too complex solutions, stay clear-headed and therefore try to see the big picture. As the project goes along, some ideas seem more obvious than others.>>



City of Caen



Who we are?

The 2nd Chance Team in Caen

I have been working for 8 years as a city planner for the City of Caen. I am responsible for the strategic urban development department, in charge of Caen's masterplans: urban development Masterplan, Heritage Masterplan, advertisement Masterplan.

Before working as a civil servant, I was as a project-manager engineer for many years in the private sector, mostly for city planning agencies or real estate/development agencies.

About a year ago, my position has been widely enlarged and I now work for the Greater Caen District Council, which includes Caen and 50 cities nearby

I chose to take part of the Urbact Network "waking up the sleeping giants" because I wanted to experiment new ways of working on urban projects with different stakeholders, a way that is really little developed here in France. We mostly use top-down methods, including specialists essentially, rarely citizen or other interested stakeholders, or only at the end of the project.

My main ambition is to present to the political team an operational strategy to reactivate 2 empty buildings which will contribute to the renewal of the large Peninsula area. And of course, my purpose is to use the lessons learnt in this project to apply them to many more empty buildings on site!

Catherine JOUBEL
Project Coordinator
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I work as a town planner, in the town planning agency (AUCAME), which is a non-profit organisation, working for the local authorities. I accompany the city of Caen to moderate and coordinate the work of the Urbact local group. To me and to the AUCAME, this Urbact project is a great opportunity to develop a new collaborative approach and to be involved in the Peninsula project.

Thomas BOUREAU

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I am responsible for European Affairs for Caen City Council and the Greater Caen City Council. I provide advice and support to our Departments participating in EU projects, on administrative, financial and logistical matters.

I believe the Urbact experience is a great opportunity for us to discover new approaches that will be replicable and benefit from transnational good practice and peer review to develop our new district: the Peninsula!

Camille VARIN

Support to City Departments participating in European projects

Greater Caen District Council,
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**Name: Community-Cultural Center In SUMMER VILLA GUČETIĆ
and MEMORIAL CENTER OF RUĐER BOŠKOVIĆ**

Location: Donje Obuljeno 16, 20236, Nova Mokošica

Dimension: 3.800 m²

Built into 16th century

Void since 1945





The future community-cultural center is envisaged to become the center of the community - cultural programs and a place where active citizenships grows, also honoring one of the greatest minds of 18th century, Ruđer Bošković. Relationship between community activities, activities related to Ruđer Bošković and other cultural activities is recommended to be implemented equally.



Given the proposed use of the summer villa Gučetić, which combines memorial and socio-cultural elements, and bearing in mind the need for its financial sustainability, it is necessary to ensure that the types of activities that will take place in the premises of the villa, whether commercial or non-commercial, satisfy the criteria mentioned below that are in accordance with its basic purpose and which can assist in its revitalization. Foreign examples of practice have shown what kind of activities in such spaces relate to the organization of cultural and social events with a memorable post. This includes exhibitions, film projections, workshop organization, theatrical and musical performances, various entertaining events, meetings and gatherings, seminars; conferences and discussions, possible sports activities. The memorial character of this center will imply the exhibition space, while its socio-cultural use can be associated with its memorial role.



Functions and uses that are proposed by this action plan are a result of a need detected within the neighborhood for community and cultural activities in specified through interaction with the citizens. Citizens have expressed the need for a quality place for leisure for their children primarily, a place that offers both education and entertainment.

Five questions to the Deputy Major Jelka Tepšić

Deputy Major, City of Dubrovnik

<<The dialogue is extremely important, but as learned it plays important role in this project. Also sharing experiences is of biggest interest for our city, because participating in this and similar projects both the government and the community can benefit a lot.>>



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

The importance of reactivating vacant buildings has biggest impact on inhabitants, since all these venues and sites are potential community centres where people of all generations are enjoying new possibilities, cultural and artistic challenges, gatherings, partying experiencing new quality of social life in their neighborhood

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

Finding the new role of former summer residences in the city of Dubrovnik is the biggest challenge, since the local government would like to avoid pure commercialization, but to offer both to tourists and the population new contents which should be based on the rich local history, art and culture. Modern presentation should involve the visitor to spend some time there and to enjoy all the new possibilities.

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

Since local government is the one who has the re-

sponsibility for the strategical future development I find it logical to take part in reactivation strategy, since we are ones obligated to offer the best model of the reactivation, so inhabitants can benefit out of it.

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

The local government has to listen the voice of the citizens because only in accordance with general attitudes and opinions the government can make right decisions and give directions to ensure the development.

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

The dialogue is extremely important, but as learned it plays important role in this project. Also sharing experiences is of biggest interest for our city, because participating in this and similar projects both the government and the community can benefit a lot.



Five questions to the Project coordinator

Svjetlana Šimunović

City of Dubrovnik, Development Agency DURA

Why have you decided to take part to the 2nd Chance Action Planning Network? Why did you choose as Target building the Gucetic summer villa?

It was opportunity to responses to urban challenges and encouraging cooperation through transnational exchange networks and to make connection between local authorities, NGOs and the inhabitants. Gucetic summer villa situated in Mokošicaneighborhood, a new part of Dubrovnik (built in 1970s) with around 12000 inhabitants and a very high percentage of young population. It is the most densely populated community in Croatia and so called sleeping-neighborhood - lacking good social infrastructure (no community/ cultural center or programs e.g.).

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

Gucetic summer villa is a protected heritage complex (consisting of a main building and a surrounding garden). Strict national legislation on reconstruction and redevelopment of protected heritage sites complicates the process of conservation and/or reconstruction. Current reconstruction methods of heritage buildings allow a limited type of programs to be implemented in them: cultural (representative culture and arts), educational and institutional programs. Exclusive programming followed by a costly conservation, reconstruction and adaptation results in physically and socially exclusive buildings, which

are detached from the community. Gucetic complex is owned by the city (which is very rarely the case with summer villas). Neighboring sites are privately owned and it is very complicated to get the permission from the owners to document the complex surrounding walls (which are very important part of the architectural and urban typology).

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

Participatory methods is something that we do not have a lot of experience in, so we believe that by introducing those through this project, we could trigger a set of changes in the way the policy documents are conceived and implemented.

The tools, examples, method and approaches you got to know through the 2nd Chance network, have they been helpful for you and your institutions? Which are in particular helpful for the reactivation of your target building? 5. Do you try to finance (some) actions related to the reactivation of your Sleeping Giant with ERDF, national or regional funds? If, how do you do so?

Example of best practice, exchange of experience and toolkit have been helpful for our institution. In-

stitute for restoration of Dubrovnik is in charge for preparation of documentation for the renovation of Gucetic summer villa and the institute will apply the project on ESI and national funds in cooperation with DURA.

Do you try to acquire alternative funding for the reactivation of your target building?7. What kind of (social, ecological, economic, etc.) opportunities do you see in general through the reactivation of the vacant buildings in your city?

Crowdfunding is one of the possibilities. Re-activation of the Gucetic complex would be crucial in terms of providing the much needed inclusive socio-cultural platform; it could trigger the urban development of certain neighborhoods; it could be an important factor in economy of the city .



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<<It was opportunity to responses to urban challenges and encouraging cooperation though transnational exchange networks and to make connection between local authorities, NGOs and the inhabitants. >>



Four questions to the URBACT Local Group Coordinator Jelena Brbora

City of Dubrovnik, Development Agency DURA

<<My job is giving direction to discussions and producing IAP according to ULG working outputs. Personally, and professionally I am interested in action plan making and participatory approaches to development.>>





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

I am positioned within the ULG group as a ULG coordinator and as such I intervene in the process of content making of ULG members, as little as possible. My job is giving direction to discussions and producing IAP according to ULG working outputs. Personally, and professionally I am interested in action plan making and participatory approaches to development.

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

As a community-cultural center, I expect it to be a vibrant place where new ideas emerge.

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

Good practice knowledge on participatory processes, working group coordination and action plan methodology.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

Seeing things getting planned in the future for the target building, project documentation process being started, small interventions in the space, cultural gatherings, people talking about it, people coming to the site.

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

More resources for staff since the project requires a bigger team and more time to work on it, time that is underlined with staff costs, in order to live up to its potential under URBACT programme.

34 Five questions to the URBACT Local Group Member: Ana Hilje

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

As a member of the City of Dubrovnik, the owner of Summer Villa Gucetic, my interest is to find the best model of managing this cultural heritage building with the purpose of becoming the social-cultural center.

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

I expect it to become a meeting point for the citizens of Mokosica, suburb of Dubrovnik, which has very little social and cultural activities

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

Some ideas, help in organizational activities, finances etc.

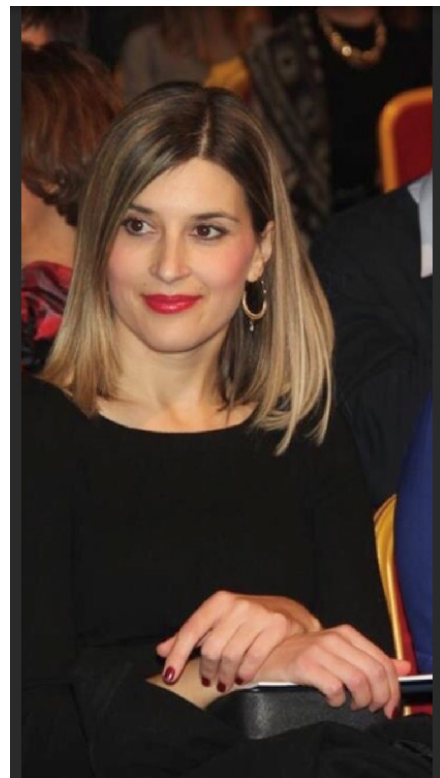
What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

Communication between different stakeholders

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

Giving the exact directions of the purpose of the venue and activities which can be implemented into the Action plan

<<my interest is to find the best model of managing this cultural heritage building with the purpose of becoming the social-cultural center. >>



Five questions to the URBACT Local Group Member: Katarina Palinic

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

I find it important to support any project or idea that adds additional value to the life of local community.

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

I expect it to be a place where locals can come and enjoy their free time or do something creative. It should be a place with programs and activities for all generations.

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

My organization can participate in manifestations that take place at the site.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

I enjoyed learning new things. It is very interesting for me to see how an old and neglected building can become a place people can use and enjoy again

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

I feel that more NGOs should be included in this process. In the future they should be involved from the very beginning so that their needs could be taken into consideration from the start.

<<I enjoyed learning new things. It is very interesting for me to see how an old and neglected building can become a place people can use and enjoy again>>



36 Five questions to the URBACT Local Group Member: Sanja Sentic

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

Attracting and involving potential investors and users.

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

Attracting and involving potential investors and users.

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

Renovation of the building, do some activities through social media (web sites, twitter, facebook).

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

Talking with local residents, making plans together, listening to experts (power point presentations etc.)

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

It is very important to deal with ownership problems, then everything will be easier.

<<It is very important to deal with ownership problems, then everything will be easier. >>



Five questions to the URBACT Local Group Member: Marija Skocko

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

Employee of the City Administration

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

To become a vibrant social meeting point of the neighborhood

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

Promoting the site, attending events on the site

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

Hearing other similar examples,taking part of making something new

<<I enjoyed hearing other similar examples,taking part of making something new.>>



Who we are?

The 2nd Chance Team in Dubrovnik

I'm Svjetlana and for the last 6 years I've been working on different EU projects. My job is to prepare and implement projects financed by EU and national funds and programs. As a 2nd Chance network project coordinator I felt both encouraged and challenged since it was an opportunity for me to learn more and to contribute to dealing with urban challenges on a transnational level and also establishing cooperation between local authorities, NGO's and citizens.

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I'm Jelena and I've been working for the last 3 years as a EU project expert, implementing different EU projects, primarily in the field of civil society and culture. I consider this project of great interest for our city and we definitely have achieved a lot in tackling the revitalization of our vacant building that is intended to become a community-cultural centre. As a ULG coordinator I've learned a lot about participatory processes on the local level and also through knowledge exchange within the 2nd Chance network.



Being a part of the team as a consultant on this project and passionately involved in the process from the beginning I am strongly convicted in the positive outcome both on the national and transnational level. As an architect and urbanist my task is to professionally support the process and advise the team whereas from the perspective of the NGO sector we are (as an ULG group) steering the project in terms of programming, budgeting, organization etc.

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City of Porto

Porto Viro SRU



Name: Santa Clara neighbourhood

Location: Historic Centre of Porto, Portugal

Dimension: 3 blocks - 8.360 m²- 38 plots- 33 buildings- 41 persons

Builtin: Santa Clara is a medieval axis, occupied since the XIVth century when the main wall of the city was built.

The declination process started at half of the XXth century. Nowadays 50% of the buildings are completely vacant.





Santa Clara, as part of the historical centre, should be a multi-functional area, enhancing the quality of life of the residents, and attractive for new inhabitants, entrepreneurs, visitors and tourists. Aiming an area rich in new and diverse activities, social, cultural and economics, leisure and socialization of residents with visitors, with qualified accessibility and mobility. Santa Clara will be firstly a place to live, secondly to work and third to visit.

The vision support itself in the strategy LRE-Living in Santa Clara, Revitalize Santa Clara, Experiment Santa Clara

Main Actions and Next Steps

- Constitute a technical team
- Promote low cost rehabilitation of the buildings
- Improve alternative funding
- Rehabilitate Recolhimento do Ferro transforming it into a medium and short-term housing unit, mixing residence and tourism
- Improve local infrastructures
- Qualify accesses
- Create a mechanical access system
- Build a Green Public Park
- Create a space offering for tertiary activities and support entrepreneurship.

Next Steps

- Create a Urban Area Management Cabinet
- Encourage a creation of a local association
- Promote a systematic cultural and urban animation
- Develop cultural and artistic activities, as well as workshops in the vacant storages.



City of Porto

Porto Viro SRU



Five questions to Mr Rui Loza

Vice-President of the Municipality of Porto, in charge of Urbanism.

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

In the city of Porto we have areas that benefit from positive dynamics and others that are stuck into negative ones. When, in a specific area, it appears that the market is not sufficient to create a positive one, a public urban intervention is necessary.

Santa Clara, due to its bad accessibility and the degradation of its buildings, has been declining for decades and, despite being located near several active centralities, it has become clear that it won't get dynamic spontaneously. Thus, its reactivation, through this multi-stakeholders and integrated project, will allow the reintegration of Santa Clara to the city, as well as the valorization of its historical patrimony.

More generally, implementing reactivation projects of the vacant and abandoned sites of the city will allow them to participate to the urban life and dynamics.

From your personal perspective: what kind of uses should the site host in the future and for whom? What would be your idea for the reactivation of Santa Clara?

In my opinion, most of the areas of the city should be multi-functional and that applies to Santa Clara. Firstly, it should of course maintain its residential use, which is essential and our priority. I think that,

<<I think it is important to hear what the citizens have to say and to mobilize them, it is one key of the success of reactivation projects. Nevertheless, it is also necessary to keep their expectations realistic. In order to do so I believe that it is important to mobilize experts, like architects and engineers, and the stakeholders in the consultative process, allowing the dialogue between citizens and institutions to be well-informed and constructive>>



in addition, new activities should be installed in Santa Clara: shops, services to tourists for instance.

Moreover, its patrimonial value, in particular the Convent and the Medieval Wall, should be valorized and made visible and accessible, in order to attract other external visitors.

Lastly, the qualification and opening of the Laranjal Garden, located just between Santa Clara and the Medieval Wall, will turn Santa Clara into a new interesting circuit to walk by in the city center, connecting the Ribeira, the Cathedral Sé, the Wall and the Laranjal Garden.

To conclude, beyond the residential daily of this urban site, those assets should allow the creation of other dynamics.

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

I was named councilman in charge of urbanism only a few months ago, thus it is hard for me to evaluate the process of the strategy elaboration from the beginning. However, it seems to me that politicians could be informed more frequently about the project's advances.

The URBACT Programme thinks that the involvement of citizens and stakeholders is a key to tackle successfully the urban challenges, to develop solutions that reflect best the citizens and city needs. What do

you think could be the best way to support such participative processes and to help the dialogue between citizens and institutions ensuring the Right to the City?

I think it is important to hear what the citizens have to say and to mobilize them, it is one key of the success of reactivation projects. Nevertheless, it is also necessary to keep their expectations realistic. In order to do so I believe that it is important to mobilize experts, like architects and engineers, and the stakeholders in the consultative process, allowing the dialogue between citizens and institutions to be well-informed and constructive. To sum up, citizens should be informed and consulted but they can't be the final decision-maker.

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

I strongly believe that, for such reactivation projects, it is important to work and intervene with a territorial focus, going over sectorial separations. It is thus very important to create local groups of interventions, gathering all the stakeholders and conducted by the project leader, which should be officially named and recognized. In that way, every stakeholder is aware of the others' actions and projects and everyone has to fulfil its commitments. Thus, I would like to see the implementation of the necessary organizational tools to allow this efficient governance.

City of Porto Porto Viro SRU



Five questions to Municipality of Porto *Department of Mobility*

<<We strongly believe that it is necessary to co-build the city and found there very interesting the constitution of a multi-stakeholders working group for Santa Clara's project. >>



What is your interest in participating in the URBACT Local Group for the reactivation of the vacant target site, Santa Clara?

Our department is always highly interested in participating in urban projects, since mobility is essential for the city. Moreover, it is an issue particularly relevant for Santa Clara, whose progressive decline throughout the decades is largely due to its lack of accessibility.

We strongly believe that it is necessary to co-build the city and found there very interesting the constitution of a multi-stakeholders working group for Santa Clara's project. In this particular case, the inclusion of private actors is indeed necessary to come up with a new transport equipment that will facilitate the mobility between the high and the low level of the site.

What do you expect from the reactivation of the target site? What is your idea for it?

We believe that this project as a whole will allow Porto to "gain more city". Indeed Porto has a limited size and we have to reconquer small pieces of it when it is possible. Santa Clara is located in the very center of the city but remains currently isolated from it. Rehabilitating this area will represent an extension of the city inside the city itself.

More specifically, the Department of Mobility's intervention will aim at making Santa Clara permeable, accessible to everyone.

Moreover, in a context of high growth of tourism, we expect this project to be also and permanently oriented to the local population and we believe that our intervention will be crucial to reach this objective. Indeed, Santa Clara will be seen as an interesting place to live in by the locals, only if it is made easily accessible.

What could be your contribution for the reactivation of the vacant target site?

The contribution of our department would consist in:

- The creation, with private actors, of a mechanized transport solution to enable an easy junction between the high and the low level. Thanks to it, Santa Clara will become easily-accessible and will be fully integrated to the city.
- The qualification of the public streets and spaces, making Santa Clara an area to live in and visit, where it is safe and pleasant to walk, bike and stop by.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target site?

We find very positive the fact of being part of a multi-stakeholder working group, which gathers both private and public entities. Discussing with all these stakeholders enabled us to have a good understanding of everyone's needs and expectations and, therefore, to conceive more relevant propositions.

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

Our Department already participated in several projects of the same kind, regarding the multi-stakeholders work and the transversal approach. They are always very interesting, from a theoretical perspective, but it is often difficult to take the plunge and move to the implementation step. This is the challenge of the second stage of these projects.

City of Porto

Porto Viro SRU



Seven questions to: Mr. Paulo de Queiroz Valença *Director Porto Vivo, SRU*

<<The constitution of our UR-BACT Local Group has been extremely positive for our project, as it enabled us to work in partnership and define shared objectives and timetable to transform the area of Santa Clara. >>



Why have you decided to take part to the 2nd Chance Action Planning Network? Why did you choose Santa Clara as the target site?

The company I am working in, Porto Vivo, SRU, is in charge of ensuring the preservation and rehabilitation of the historic centre of Porto. In each part of the historic centre, we develop strategies to rehabilitate the urban systems. Santa Clara is part of our territorial scope and, therefore, our Management Plan, elaborated in 2008, already included a specific urban intervention in this area.

The 2nd Chance Action Planning Network appeared to us as an opportunity to give a decisive impulse to our intervention in Santa Clara, a particularly socially and physically degraded neighbourhood, that has not yet benefited from the current dynamics taking place in our city.

Facing the challenge or reactivating this site, it is clear that private investments are absolutely es-

sential, as it is also obvious that they will not come naturally, without any public intervention. Thus, we embraced the 2nd Chance network's methodology that emphasises the importance of the establishment of a strong partnership between the different public and private stakeholders of the urban regeneration project.

What are the toughest challenges re-activating your target site?

One of our toughest and most decisive challenge is making Santa Clara easily accessible to everyone. Overthrowing this obstacle will allow the maintenance of current inhabitants and the attraction of new inhabitants, activities and visitors.

Our second toughest challenge is to provide the tools and facilities that will support the reactivation of the area, bringing new populations and activities, by attracting new investors, but also preserving its identity, by supporting the owners to rehabilitate their buildings at a low cost.

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

Yes, it is indeed fundamental to bring together the local population and all the different entities that have a role to play in the process of the promotion and implementation of urban renewal projects. In Santa Clara's case the participative approach promoted by 2nd Chance has been essential in the definition of a cohesive and complete urban project, and the results are starting to be visible.

We intend to use this participative model more often in the future, in other similar projects. In doing so we should organize multistakeholders meetings more frequently than we have been doing, as I believe that the contacts between the partners could have more tightness.

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

The constitution of our URBACT Local Group has been extremely positive for our project, as it enabled us to work in partnership and define shared objectives and timetable to transform the area of Santa Clara. The method provided by the 2nd Chance network allowed us to do it efficiently and this is the main lesson we learned in the process, which is still going on.

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

The financing of the actions should be done through

a mix of public and private money. In terms of public financing it seems that a mix of local and ERDF funds would be the most appropriate and efficient. It should, therefore, be one of the objective of the LAP to apply to these funds. Moreover, we think that it would be relevant for URBACT Programs to try to discover financing for the implementation's costs, so as to ensure that the strategies defined do not remain abstract.

Do you try to acquire alternative funding for the reactivation of Santa Clara?

We are trying to develop partnerships with private foundations that operate in the field of social and urban intervention.

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

First of all, reactivating vacant buildings and sites is an alternative to new constructions of buildings and infrastructures, and, as such, is a way to make our urban development more sustainable, providing new services and activities to the inhabitants, without using more lands.

It is also the opportunity to recreate a cohesive, lively and fluid city, without urban barriers or frontiers. Thus, by rehabilitating abandoned space, it is all the city that becomes more accessible, enjoyable and attractive.

Finally, and this is particularly true in the case of the center of Porto, reactivating vacant sites and buildings means rediscovering and enlightening an abandoned heritage, architectural but also cultural and human. The reactivation, if successful, is thus a way to conciliate the past, the present and the future of the city, preserving its heritage but allowing it to evolve, and having an economy-wise as opposed to spending more resources.

Porto Viro SRU

Who we are?

The 2nd Chance Team in Porto

Paulo de Queiroz Valença

is the Project coordinator of the 2nd Chance Team in Porto.

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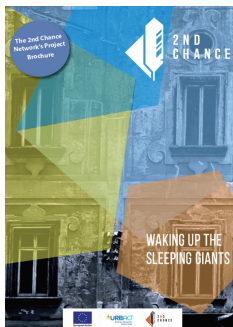
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Online Available Outputs:

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

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

2nd Chance Good Practices Compilation

2nd Chance Papers

2nd Chance INSIDER n.1/n.2/n.3

2nd Chance Good Practices Compilation

Voices from the Sleeping Giants VIDEO

2nd Chance Guidebook

2nd Chance IAP Booklet



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