

Integrating
“urban commons”
in the
reactivation of
vacant buildings

THEMATIC
PAPER
#4



2ND
CHANCE

WAKING UP THE
SLEEPING GIANTS



City of Naples

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Integrating “urban commons” in the reactivation of vacant buildings and sites

Guideline Document for local authorities and stakeholders

The aim of the document is to give useful information and examples about the integration of the “urban commons” in the reactivation of vacant buildings in the framework of the 2ND CHANCE URBACT network. Documents and Good Practices are included in this document with a reference to the thematic meeting held in genoa in January 2017.

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Naples, 31 April 2018

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INTRODUCTION BY CHRISTIAN IAIONE

WORKING TOGETHER IN THE CITY: A PROTOCOL FOR THE URBAN COMMONS AND THE CITY AS A COMMONS¹

Ostrom in the city

The idea of the urban commons captures the ecological view of the city that characterizes Jane Jacobs classic work, *The Death and Life of Great American Cities*. (Foster2006) It also builds on Elinor Ostrom’s finding that common resources are capable of being collectively managed by users in ways that support their needs yet sustains the resource over the long run (Ostrom1990).

The urban commons framework thus raises the question to which Elinor Ostrom’s groundbreaking work provides an intriguing answer. Ostrom demonstrated that there are options for managing shared, common goods which are neither exclusively public nor private. She found examples all over the world of resource users cooperatively managing a range of natural resources—land, fisheries, and forests—using “rich mixtures of public and private instrumentalities.” (Ostrom 1990) Ostrom identified the conditions and “design principles” which increase the likelihood of long-term, collective governance of shared resources (Ostrom 1990). In many of these examples, users work with government agencies and public officials to design, enforce and monitor the rules for using and managing the resource.

Cities and many kinds of urban commons are different from natural resources and more traditional commons in important ways. This is why, starting ten years ago, we both began to explore the governance of the urban commons as a separate body of study first investigating individually how different kinds of urban assets such as community gardens, parks, neighborhoods (Foster 2006, 2011) and urban infrastructure such as urban roads (Iaione 2010) could be reconceived as urban commons, and later jointly to conceive the whole city as a commons (Foster & Iaione 2016). We realized that we needed a different approach to bridge urban studies and commons studies and therefore to pose a slightly different set of questions for the governance of the urban commons (Iaione 2015). We also needed to define a different set of design principles for the management of urban commons in the city and the city itself as a commons. Third, cities do not exist in a pre-political space. Rather, cities are heavily regulated environments and thus any attempt to bring the commons to the city must confront the law and politics of the city.(Foster 2011)

Cities and many kinds of urban resources are different from natural resources and more traditional commons in ways that render necessary adjustments to some of Ostrom’s principles. First, cities are typically not exhaustible nor nonrenewable, although they can become quite fragile over time due to

¹ This essay is an excerpt from S. Foster, C. Iaione, *Ostrom in the city, forthcoming, Routledge Handbook of the Study of the Commons* (Dan Cole, Blake Hudson, Jonathan Rosenbloom eds.) and C. Iaione, *The Co-City Cycle*, available at <http://www.labgov.it/2018/03/11/the-co-city-cycle/>.

internal and external threats. Second, cities and many of their resources are what we might call “constructed” commons, the result of emergent social processes and institutional design. (Madison, Frischmann and Strandburg 2010). Fourth, cities are incredibly complex and socially diverse systems which bring together not only many different types of resources but also many types of people (Portugali 2012).

Design Principles for the City as a Commons

Based on these differences, we began to think anew about design principles for the urban commons, taking into account what Ostrom learned about successful governance of natural resources commons. While many of her principles have clear applicability to constructed urban commons—such as recognition by higher authorities (principle 7), the importance of nestedness for complex resources (principles 8), the existence of collective governance arrangements (principle 3), and resource adaptation to local conditions (principle 2)—others are of limited utility or need to be adapted to the urban context. For instance, communities should drive, manage, and own the process of governing shared urban resources, but we have seen time and time again that they can rarely avoid dealing with the state and the market. While this can be true of natural commons, and rural communities, we think both the state and the market are even more omnipresent in cities, making it difficult to side step them over the long run. As such, we observe that many types of urban commons tend to benefit from cooperation with other than internal community members and resource users. Rather, they need to collaborate and manage resources with other commons-minded actors, such as those constituting knowledge institutions and civil society organizations. We have observed that in contexts where the State is the strongest, and markets are not as strong, local and provincial government actors can lend assistance to, and form a solid alliance with, communities to advance collective governance of urban resources. In this sense, the State generally acts as an enabler of cooperation and pooling of resources with other actors. On the other hand, where the State is weak or weaker, either because of corruption or lack of resources, the market seems to be the only answer to enable the pooling of resources (i.e. human, economic, cognitive, etc.) needed for collective action and collaborative management of urban resources. The market could subsidize the commons if proper legal structures and participatory processes are put in place and there is sufficient social and political capital among resource users to negotiate with market actors. 6 In both cases, the concept of “pooling” seems to capture the true essence of commons-based projects and policies in the urban environment. For these reasons, we have identified in our work two core principles underlying many kinds of urban commons as an enabling state (Foster 2011) and pooling economies (Iaione & De Nictolis 2017). We also observed for instance that technology in cities plays a key role in enabling collaboration and sustainability, as well as pooling users of urban assets, shared infrastructure, and open

data management. Further, urban commons-based governance solutions are cutting-edge prototypes and therefore often require careful research and implementation. In other words, they are experimental: new approaches and new methodologies are constantly being developed and require prototyping, monitoring and evaluation. These basic empirical observations are now the cornerstone of a much larger and scientifically driven research project that we established and call the “Co-Cities Project”. The idea of the “Co-City” (Iaione 2016) is based on five basic design principles, or dimensions, extracted from our practice in the field and the cases that we identified as sharing similar approaches, values and methodologies. While some of these design principles resonate with Ostrom’s principles, they are each adapted to the context of the urban commons and the realities of constructing common resources in the city. We have distilled five key design principles for the urban commons:

- **Principle 1:** Collective governance (or co-governance) refers to the presence of a multistakeholder governance scheme whereby the community emerges as an actor and partners (through sharing, collaboration, cooperation, and coordination) with four other possible categories of urban actors in a loosely coupled system;
- **Principle 2:** Enabling State expresses the role of the State (usually local public authorities) in facilitating the creation of urban commons and supporting collective governance arrangements for the management and sustainability of the urban commons;
- **Principle 3:** Social and Economic Pooling refers to the presence of autonomous institutions (e.g., civic, financial, social, economic, etc.) that are open, participatory, and managed or owned by local communities operating within non-mainstream economic systems (e.g. cooperative, social and solidarity, circular, cultural, or collaborative economies, etc.) that pool resources and stakeholders often resulting in the creation of new opportunities (e.g. jobs, skills, education, etc.) and services (e.g. housing, care, utilities, etc.) in underserved areas of the city or for vulnerable inhabitants;
- **Principle 4:** Experimentalism is the presence of an adaptive, place-based and iterative approach to design legal and policy innovations that enable the urban commons;
- **Principle 5:** Tech Justice highlights access, participation, co-management and/or co-ownership of technological and digital urban infrastructure and data as an enabling driver of cooperation and co-creation of urban commons.

These design principles articulate the types of conditions and factors that we observe are present and that instantiate the city as a cooperative space in which various forms of urban commons not only emerge but are sustainable. These conditions shape and define what we call a “co-city.” The concept of the co-city imagines the city as an infrastructure on which participants can share resources, engage in collective decision-making and co-production of shared urban resources and services, supported by open data and technology, guided by principles of distributive justice. A co-city is based on polycentric governance of a variety of urban resources such as environmental, cultural, knowledge and digital goods that are co- managed through contractual or institutionalized public-community or public-private-community partnerships. Polycentric urban governance involves resource pooling and cooperation between five possible categories of actors social innovators or the unorganized public, public authorities, businesses, civil society organizations, and knowledge institutions--the so-called “quintuple helix governance” approach. (Iaione and Cannavo 2015) These co-governance arrangements have three main aims: fostering social innovation in urban welfare provision, spurring collaborative economies as a driver of local economic development, and promoting inclusive urban regeneration of blighted areas. Public authorities play an important enabling role in creating and sustaining the co-city. The ultimate goal of a co-city, we believe, is the creation of a more just and democratic city, consistent with the Lefebvrian approach of the right to the city (Foster and Iaione 2016, Iaione 2017). In the next section, we will turn to looking at an array of mechanisms, or tools, that constitute the commons based approach to urban resources and that facilitate the transition to a co-city. Few cities have adopted a comprehensive and self-conscious approach to transition from a city in which there are urban commons present to the city itself as a commons. In Europe, three cities exemplify this transition in our view: the City of Barcelona (Ajuntament Barcelona 2017), the City of Turin through the UIA Co-City Turin Project (Iaione 2017c) and the City of Ghent through its commons transition plan (Bauwens & Onzia 2017) The Design Principles in Action Having identified design principles for urban commons, we now turn to some of the recurring institutional, financial, and legal mechanisms or tools that are employed to construct, govern, and sustain a variety of shared urban resources consistent with the principles above. The above design principles can lead to the production of very different urban commons governance devices which need to be adapted to the local context and the needs of local communities. We have grouped these forms of urban commons governance mechanisms and tools into four main categories: institutional, legal, financial and digital. For each, we offer a brief description and an example or two from our case studies and field observations and explain how they manifest different design principles.

A toolkit for the city as a commons

Having identified design principles for urban commons, we now turn to some of the recurring institutional, financial, and legal mechanisms or tools that are employed to construct, govern, and sustain a variety of shared urban resources consistent with the principles above. The above design principles can lead to the production of very different urban commons governance devices which need to be adapted to the local context and the needs of local communities. We have grouped these forms of urban commons governance mechanisms and tools into four main categories: institutional, legal, financial and digital.

From our empirical research as well as our own experience, we observe that the institutional ecosystem of a commons-infused city involves several closely related forms of collective governance at different scales. These include: policy innovation labs, collaborative districts, collaborative working hubs, collaborative housing, among others.

There are a range of legal instruments available to implement an urban co-governance scheme and to support the kinds of institutional mechanisms offered above. Legal tools instantiate forms of urban collective governance and resource pooling. They often result in the formation of partnerships representing the quintuple helix of urban governance mentioned earlier. This set of legal devices is applied across a range of urban resources—ranging from urban heritage to public services—transforming them into shared assets and shared governance between at least three to as many as five different actors in the urban environment. They include specific legal instruments such as land trusts and collaboration pacts that can either be contractual or institutionalized. The tools are also designed to ensure that the resources meet the needs of local communities, and often are focused on making those resources more available, accessible and affordable to a broader range of urban residents.

The most sophisticated examples of national or local regulations that can reflect enabling state and collective governance, as well as experimentalism, include the United Kingdom’s Localism Act which gives local communities the right to keep buildings or other assets that have use value for the community. In a similar vein, the City of Naples in a 2016 Resolution formally recognizes as “civic uses” abandoned or underutilized public properties that are being used and transformed by residents into collective uses or “common goods.” The city allows their use, without transferring ownership or even leases to the residents, and has appointed a multimember advisory body to study, analyze, oversee, and control the management and protection of these collectively utilized spaces and places.

One critical element for the development of the urban co-governance, or polycentric governance at the local or district level, is the development of social project financing for collaborative forms of urban infrastructure and urban services. Commons institutions and co-governance in the urban environment must be financed somehow given the pressures on public financing and the lack of access to private capital by many poor populations. This kind of financing is one example of “pooling economies.” (Iaione and De Nictolis 2017). Pooling economies are instigated or created by the attraction of resources, in this

case funding, from different actors or segments of society. These economies form around the collaborative economy, supporting efforts of residents and others to pool their efforts and cooperate around new forms of infrastructure and services.

Technology can provide crucial tools for communication, and the process of *commoning*. Digital tools are often employed to connect actors and to facilitate their involvement, and collaboration. Communicating the possibility of collaboration is an essential step, as it facilitates the pooling of assets and actors. Communication and connectivity as it relates to commoning is more than the simple transmission of a message from a sender to a recipient, but rather is an act of social participation—something that is connected to the etymological root of the verb communicate (κοινων and κοινωνεο: I make common sense, I join and participate).

As important, digital tools and technology can help to address urban inequality and the inaccessibility of a range of commons goods and services. This is what we refer to when we suggest that “tech justice” is a critical design principle. Without connectivity and the ability to communicate, it is impossible to realize one’s goals, to flourish, and to connect to others and build social capital across economic and cultural lines. In this last section we will focus on some of the more important digital and technological tools that we have observed can enable *commoning* and that also reflect the principle of tech justice.

A project / policy cycle for the city as a commons

The observation and analysis of more than 400 policies and projects enabling co-creation, co- production, and co-governance of urban assets and services in more than 130 cities (www.commoning.city) led us to identify five design principles and a legal and financial toolbox to create partnerships between the urban commons and the public, private, knowledge, social sectors (the so-called quintuple helix). These examples include institutional commons-based arrangements from the scale of the individual resource to the entire city as the resource, and consequently the policies and platforms that enable those experiments become more complex. All in all, our observations and study of the examples show that there are emerging new ways of innovating and supporting new ways to co-create, co-produce and co-manage urban shared resources at various scales.

However, the process used to arrive at some of these experiments and ways that they can be replicated within a particular local context differ greatly. Based on our experiences working in Italian cities and observing work carried out in other cities developing experiments through similar approaches and policies, we codified a project/policy cycle by which interested cities or single actors can collectively undertake to experiment a commons-based approach to face any urban challenge and to apply it to a range of urban assets and services. We call this the Co-City Cycle.

The Co-City Cycle is composed of six phases: knowing, mapping, practicing, prototyping, testing and modeling.

The first phase of the protocol, knowing, is aimed at fostering through cheap talking the identification of potential urban commons and the emerging of an active community through dialogues with key interlocutors in the city (scholars, activists, experts, practitioners). Findings on cheap talk in the study of the commons (Ostrom 2009; Poteete et al. 2010) show that it favors cooperation. The act of listening and acquiring knowledge from local actors through face-to-face, informal and pressures-free communication activity is the key activity of this phase. In the Co-City cycle, the cheap talking is realized through discussions and co-working sessions organized in informal settings with experts, key testimonials of NGOs or social enterprises, activists and practitioners active in the city for the urban commons, experts and scholars of relevant areas (urban planning, service design, communication, economic sustainability, governance). The output is the identification of existing or potential urban commons and communities active in the city to realize an overview/picture of the existing practices and start stressing the attention on specific urban areas that could be potentially object of the experimentation.

Next is the mapping/calling phase which develops in a twofold direction: analogic (or offline) and digital (online or e-mapping). The main tools of this phase include fieldwork activities in the relevant area from which information gleaned in the cheap talking phase is employed to begin to map potential urban commons. Starting from them, the mapping process goes deeply in order to understand the characteristics of the urban context in order to design and prototype appropriate governance tools later on in the process and to select an area of experimentation. This phase might also include the use of tools developed in previous applied and experimental research on the urban commons, such as ethnographic work, as well as active field observation and exploratory interviews or surveys. It can also include the creation of a collaborative digital platform as a tool for disseminating information and engaging the community. The mapping phase provides a visualization of urban commons through relevant civic initiatives and self-organization experiences and the output is the identification of the most appropriate areas where to conduct the experimentation.

The third phase, the practicing phase, is experimental in nature. At the heart of this phase there is a “collaboration camp” where synergies are created between emerging commons projects and local authorities. Collaborative actors are identified from various sectors from the quintuple helix who are willing to participate in co-working sessions organized to identify possible synergies and alignment between projects and relevant actors that might culminate in a “collaboration day” which might take the form of place making events—e.g. micro-regeneration interventions, creation of a neighborhood community garden – as a leverage to make the proactive communities emerge and start test and prepare the actions for start of the co-design process.

The fourth phase, the prototyping phase, focuses on governance innovation. In this phase, participants and policymakers reflect on the mapping and practicing phases to extract the specific characteristics and needs of the community served. This phase also foresees the realization of co- design prototypes to solve the problems identified in the previous phases.

The fifth phase is the testing phase, that also includes evaluation. In this phase, the governance/policy prototype is tested through implementation, monitored and evaluated. The evaluation has both qualitative and quantitative metrics to assess. The evaluation is mainly aimed at measuring whether the implementation of the prototype is consistent with the design principles and objectives identified throughout the process by the different participants, similar to the ex post policy analysis that is aimed at determining to what extent it has performed as expected. (Wu & al. 2018, 124/128). Of course, evaluation methods cannot be copied and pasted uncritically. It is important to adopt the evaluation methods and techniques to the local conditions and the peculiarities of policy tools for urban co-governance. The evaluation was first tested in the Co-Bologna process. The evaluation was focused on the implementation of the Bologna Regulation, that indeed has to be considered a prototype also according to its article 35. The evaluation was carried from October 2016 until May 2017. The unit of analysis are 280 pacts of collaboration signed under the Regulation from March 2014 to December 2016. It was based on both quantitative and qualitative methods and consisted of three steps: 1) qualitative and quantitative coding of the pacts' text 2) Survey for analyzing democratic responsiveness of the Regulation, addressing the civic signatories of the pacts 3) confirmation of the results and deepening of analysis through group interviews/focus groups with a respondents' sample. On the basis of the results of this evaluation the City of Bologna as well as any other city which adopted a similar piece of regulation could transform the 2014 prototype regulation into a model regulation. Therefore, the utilization of the evaluation in the Co City cycle is that of policy learning (Dunlop, 2017) of two types: social learning, involving different types of actors from inside and outside governments and existing policy subsystem, in this case the actors of the quintuple helix of urban governance of innovation) and government learning, that involves reviews of program behavior by government actors and is aimed at improving the means by which certain policies are administered (Wu & al. 2018, 132-135).

Finally, the modeling phase, where the governance output prototyped and evaluated in light of the first implementation adapted to the legal and institutional framework of the city in order to ensure the balance with the institutional and legal urban ecosystem. This phase is realized through the study of urban norms and relevant regulations and administrative acts and through dialogue with civil servants and policy makers. This is an experimental phase involving perhaps the suspension of previous regulatory rules, the altering of bureaucratic processes, and the drafting of new policies which might also have a

sunset clause and then a re-evaluation period. It can also involve the establishment of external or internal offices or support infrastructure in the city to support the policies and the “commoning” across the city.

Conclusions

The above design principles and practice are based on our observation and study of the ways that a variety of resources in cities, both existing and created, are being managed or governed by local communities in a cooperative fashion with other actors and often enabled by government bodies and officials. The five design principles, and some of the mechanisms through which they manifest, together with the co-city policy cycle/process (Iaione 2016), compose the beta version of what we call “the co city protocol.” We interpret such protocol as a language that could guide collaboration among urban communities experimenting with the governance of the urban commons, as well as the exchange of ideas and practices on the commons at the urban level without impairing institutional diversity and adaptiveness. Much like in the digital and open source world, this protocol would allow local communities to build a shared language that could be iteratively updated and could increase shared knowledge around the city, ultimately contributing to the construction of an urban methodological approach to commons in the city and to governing the city itself as a commons.

THE RESULTS OF THE THEMATIC MEETING IN GENOA

Integrating “urban commons” in the reactivation of vacant buildings and sites

Meeting Report
26th-27th January 2017
Genoa, Italy



2nd Chance participating partners

- _City of Naples, Lead Partner (Italy)
- _Development Agency of City of Dubrovnik (Croatia)
- _City of Lublin (Poland)
- _Porto Vivo S.R.U. Porto (Portugal)
- _University of Genoa (Italy)

Meeting: 2nd Chance – Waking up the "sleeping giants"

Integrating “urban commons” in the reactivation of vacant buildings and sites

Date: 26th January - 27th January 2017

Venue: DAD – Dipartimento Architettura e Design

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Objective of the meeting in Genoa

The objective of the 2nd Chance network is the reactivation and reuse of our vacant buildings and building complexes, embedded in the neighbourhood development context. One approach can be the common goods approach. The bi-trilateral meeting serves to bring the knowledge and ideas of the network partners together to learn and exchange

- on using (giant) vacant buildings as common goods and
- on the management, self-governance and financing of “reactivated” vacant buildings, used as common good.

This by collecting and sharing tools, instruments, good-practices and ideas for a common good oriented reactivation process of vacant buildings and sites. In addition the meeting has the goal to get to know the target building and good-practices of Genoa.

The concept of the (urban) commons

Summary by Bettina Bauer and Paola Alfaro d'Alençon

Defining the Commons

David Bollier, <http://bollier.org/>:

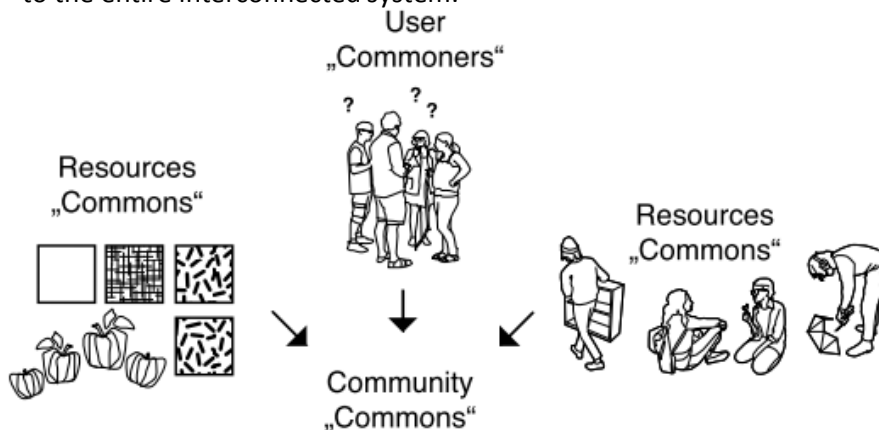
- „[Talking about urban commons] means confronting the monoculture of market-based options with a richer, more vibrant sense of human possibilities than those offered by the producer/consumer dyad.“
- „[Commons are] a paradigm, a discourse, an ethic, and a set of social practices—[...] an active, living process.
- It is less a noun than a verb because it is primarily about the social practices of communing, acts of mutual support, conflict, negotiation, communication and experimentation that are needed to create systems to manage shared resources.
- This process blends production (self provisioning), governance, culture, and personal interests into one integrated system.

Governing the Commos

(according to Ostrom, 1990)

8 Principles for Managing a Commons:

- Define clear group boundaries.
- Match rules governing use of common goods to local needs and conditions.
- Ensure that those affected by the rules can participate in modifying the rules.
- Make sure the rule-making rights of community members are respected by outside authorities.
- Develop a system, carried out by community members, for monitoring members’ behaviour.
- Use graduated sanctions for rule violators.
- Provide accessible, low-cost means for dispute resolution.
- Build responsibility for governing the common resource in nested tiers from the lowest level up to the entire interconnected system.



Practicing the Commons

Conception of the urban commons

The City as a Commons, Sheila R. Foster, Christian Laione, 2016 (excerpt)

Introduction

City space is highly contested space. As rapid urbanization takes hold around much of the world, contestations over city space—how that space is used and for whose benefit—are at the heart of many urban movements and policy debates. Among the most prominent sites of this contestation include efforts to claim vacant or abandoned urban land and structures for affordable housing and community gardening/urban farming in many American cities, the occupation and reclamation of formally public and private cultural institutions as part of the movement for beni comuni (“common goods”) in Italy, and the rise of informal housing settlements on the periphery of many cities around the world.

The City as a Commons

The impetus for much of this contestation is rooted in the neoliberal critique of contemporary urban development; namely the idea that public officials in cities around the world, and in particular “global cities,” are commodifying and selling to the highest bidders the collective resources of the city. As Saskia Sassen recently and provocatively queried, “[W]ho owns the city?” in an era of “corporatizing access and control over urban land” and “corporate buying of whole pieces of cities,” which is transforming the “small and/or public” into the “large and private” across so many cities around the world. As public officials relax local regulations and other rules to accommodate the preferences of powerful economic interests, the poor and socially vulnerable populations are being displaced by an urban development machine largely indifferent to creating cities that are both revitalized and inclusive.

In tandem with the neoliberal critique, there is a powerful intellectual and social movement to reclaim control over decisions about how the city develops and grows and to promote greater access of urban space and resources for all urban inhabitants. First articulated by French philosopher Henri Lefebvre, the “right to the city” movement has manifested in efforts by progressive urban policymakers around the world to give more power to city inhabitants in shaping urban space. While the movement has had some policy successes, some worry that it remains unclear what exactly is the “right” to the city and, specifically, the scale and scope of enhanced participation by urban inhabitants and expanded access to urban resources. Moreover, to the extent that the “right” to the city is dependent on a rights-endowing government, local or national, the odds again are quite low. Our current era is one of rights-retrenching and not rights-enhancing states, especially when it involves the protection of socially and economically vulnerable populations.

Increasingly, progressive urban reformers are looking beyond the state (and for that matter the city) to sublocal forms of resistance, and cooperation, to make claims on urban resources and city space as a “commons.” These claims consist not simply of the assertion of a “right” to a particular resource; rather, they assert the existence of a common stake or common interest in resources shared with other urban inhabitants as a way of resisting the privatization and/or commodification of those resources. In other words, the language of the “commons” is being invoked to lay claim to, and protect against the threat of “enclosure” by economic elites, a host of urban resources and goods which might otherwise be more widely shared by a broader class of city inhabitants.

What we are interested in is the potential for the commons to provide a framework and set of tools to open up the possibility of more inclusive and equitable forms of “city-making.” The commons has the potential to highlight the question of how cities govern or manage resources to which city inhabitants can lay claim to as common goods, without privatizing them or exercising monopolistic public regulatory control over them. Yet, the “urban commons” remains under-theorized, or at least incompletely theorized, despite its appeal to scholars from multiple disciplines. Although the literature on natural resource “commons” and “common pool resources” is voluminous, it remains a challenge to transpose its insights into the urban context in a way that captures the complexity of the “urban”—the way that density of an urban area, the proximity of its inhabitants, and the diversity of users interact with a host of tangible and intangible resources in cities and metropolitan areas. (...)”



Implementing the notion of urban commons in the reactivation of vacant buildings & sites

Summary by Bettina Bauer and Nils Scheffler

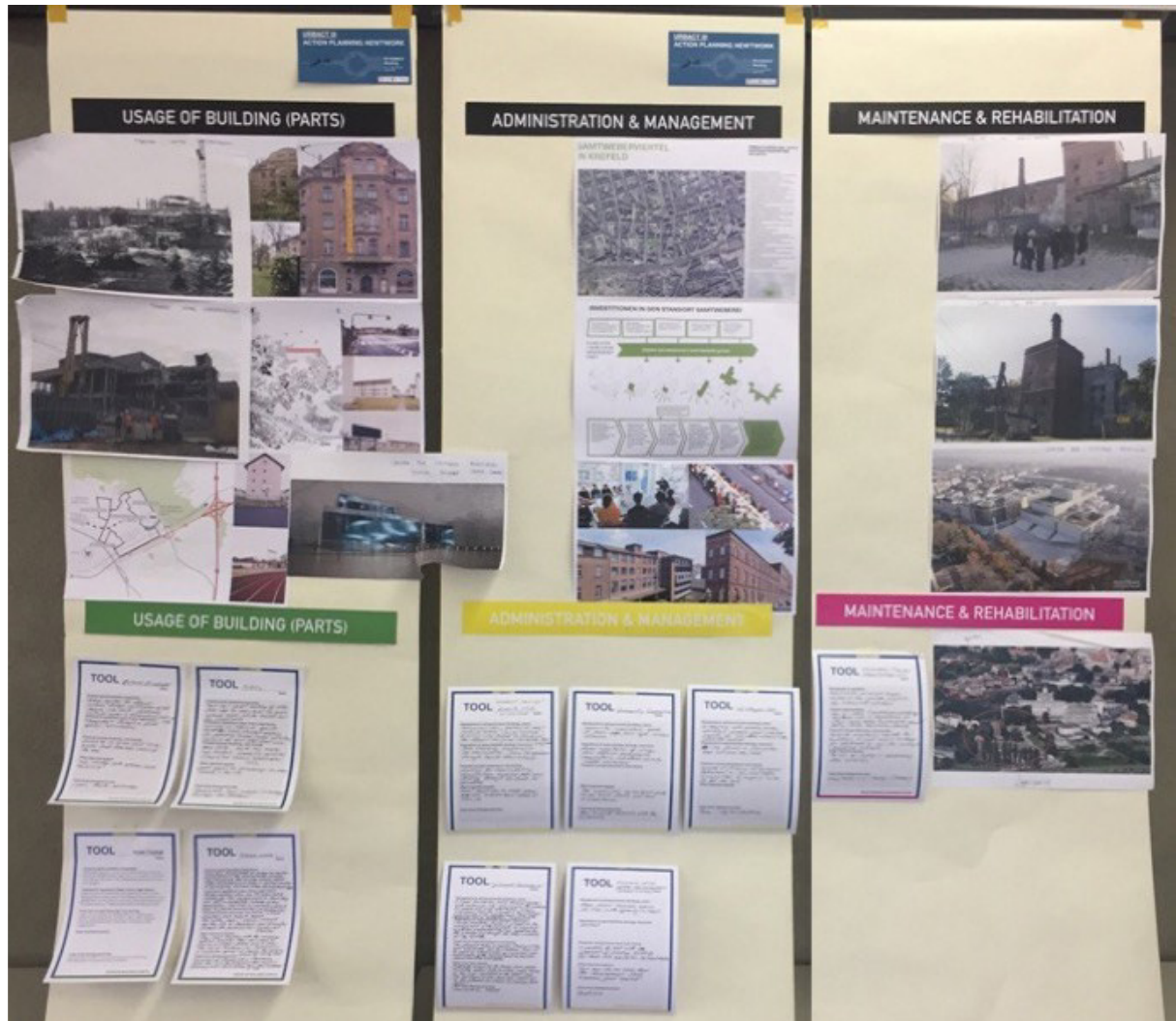
Introduction

To be able to apply a common good oriented reactivation process for vacant buildings and sites it needs approaches on two main levels:

1. **Local – city council – level:** At this level regulations, principles and guidelines for the application of the common goods approach needs to be developed to have both, the necessary legal framework and the framework for the administration to work with the common goods approach. The regulations and principles ought to be adopted by the city council to ensure the political support.
2. **Project level:** At this level practical tools are needed to be able to apply the common goods approach by the persons in charge of the urban common approach. This demands in particular agreements, contracts, regulations and procedures between municipalities/private owners and civic associations/people with regards to
 - a. *Usage of the building (parts)*, to ensure that (agreed) common good oriented uses takes place – also in the long-run; to determine the responsible (contracting) parties/ persons/ organisations and the (needed) legal status to be able to apply the common goods approach.
 - b. *Maintenance & Rehabilitation*, to determine the responsibilities of users regarding the maintenance and rehabilitation of the building, how to finance, how costs will be shared, etc.
 - c. *Administration & management*, to determine the self-management structure and procedures, the sharing of operating and running costs between owner and users, responsibilities for any physical or personal damages, etc.

During the Bi-trilateral meeting the partners collected and exchanged existing tools, instruments and good-practices for the application of the urban commons approach. A selection is presented at the following pages.





Urban Commons Regulation, Bologna

Category: Usage; Administration & Management

Since 2011, the City of Bologna initiated a policy process to introduce collaboration as a methodology for governing the urban commons. After two years of field experimentation in three city neighbourhoods, in the context of the “City as a Commons” project supported by the Fondazione del Monte di Bologna and Ravenna, the City of Bologna adopted a regulatory framework, the Bologna Regulation on civic collaboration for the urban commons. The central regulatory tool of the Bologna Regulation on Public Collaboration for the Urban Commons is the pact of collaboration, through which the city and citizens (informal groups, NGO’s, private entities) agree on an intervention of care and regeneration of an urban commons (green space, abandoned buildings, squares). Since the approval of the Regulation, 280 pacts of collaboration have been signed.

Objective of the tool

Regulatory framework to jointly manage the urban commons of Bologna by the local administration and its citizens for the care of the city.

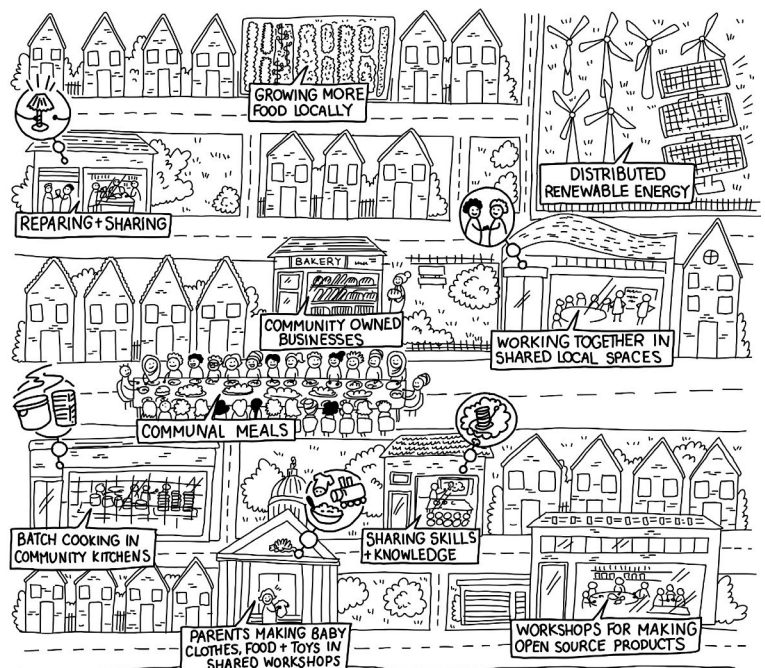
Description of the tool

Management & regulation (Common good orientation (long-term))

The regulation provides a handbook for civic and public collaboration, as well as a new vision for government. Before adopting the regulation, a research unit together with an administrative task force formed a project steering committee. Based on lessons learned (act after understanding) through the experimentation and necessary tests and analysis of the current national, regional and regulatory framework, three city officials and two external experts, received from the Mayor of Bologna the mandate to draft the regulation. The draft was subject to public consultation. In 2014 the results of the project were presented and the regulation approved by the City Council.

(Shared) responsibilities

It allows citizen coalitions to propose improvements to their neighbourhoods, while allowing the city to contract with citizens for assistance. Thus, the municipality functions as an enabler – giving citizens individual and collective autonomy. The regulation demands that all levels of government should enable collective action for the common good and find ways to share their powers and cooperate with citizens willing to carry out activities of general interest. Together they designed experimentations to get to a prototype of a governance/regulatory tool based on the principle of horizontal subsidiarity and on collaborative governance mechanisms. City officials facilitated the birth of experimental partnerships between the City and residents



with regards to the management of a public square and a public building, all assets in need of cooperative place-making.

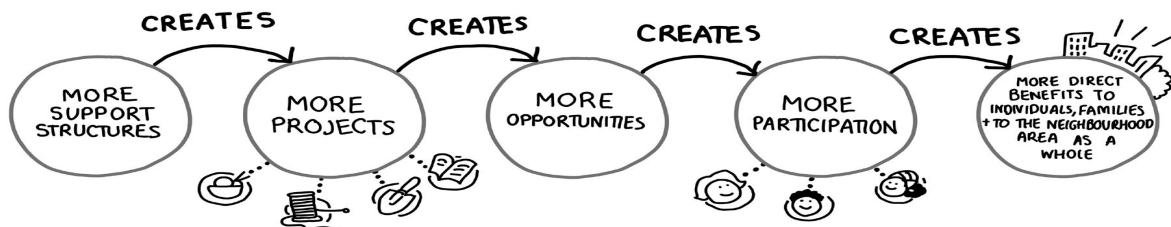
Financial concept (financing, cost sharing)

Sec. 24 (Financial resources in reimbursement of costs)

1. The City contributes, within the limits of available resources, to cover the costs incurred for carrying out the actions of cure or regeneration of urban commons.
2. In defining the form of support, the administration recognizes financial contributions only to the extent that the need for which they are pre-sorted cannot be faced with in-kind support.

Sec. 25 (Self-financing)

1. The City facilitates citizens’ initiatives aimed at raising funds for the care and regeneration of urban commons provided that maximum transparency is ensured regarding the allocations of resources collected and their timely use.



Source: The Illustrated Guide to participatory city. Tessa Britton, Amber Anderson, page 5

Recommendations / to be aware of applying the project/tool

Sufficient administrative personnel must be assigned to the implementation of the regulation. They have been selected among employees who volunteered for this. They were trained to provide them with necessary tools for the successful implementation of the regulation.

In terms of resources, the creation of a network of alliances between stakeholders of civil society and the entrepreneurial world was crucial. In addition, groups of citizens, active in the field of urban liveability, were pinpointed. Supply, community, financial and social service foundations were involved, as well as other stakeholders committed to the care of common assets of Bologna.

Further information

www.labgov.it/governancelabs/bolognalab/ (regulation in Italian and English)

<http://citiscopes.org/story/2015/how-regulation-turned-bolognas-civic-pride-action> (news in English) www.comune.bologna.it/cittadinanzaattiva

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Urban Commons Regulation: Beneficial use regulation of ex Asilo Filangieri, Naples

Category: Administration & Management

Ex-Asilo Filangieri, located at Via Giuseppe Maffei in the heart of the City of Naples’ historic centre, is a complex built in 1572 as an arts and crafts factory belonging to the neighbouring convent of *San Gregorio Armeno* and later transformed into a boarding school for young orphans and poor children (*Asylum*).



Source: <https://www.facebook.com/pages/Ex-Asilo-Filangieri/1798363683724920?fref=ts>

A “pilot regulation” was experimented for the bottom-up management of this building complex. This experience was transferred to further 7 building complexes recognized as “common goods”; all belonging to the

historical heritage of the city and having been occupied in the last years by different citizens’ movements reclaiming space for self-managed socio-cultural activities.

Objective of the tool

Legal framework to regulate the reuse and management of vacant public buildings considered as “common goods” through bottom up initiatives.

Description of the tool

When a vacant building, identified as common good, is or starts being used informally by the local community for social, political or cultural purposes, a regulation is elaborated by the local community through a participatory process and officially adopted by the local government, that officially acknowledge this “common goods” use. The regulation defines the rights, duties and responsibilities for using the particular vacant building as common good.



Management & regulation (Common good orientation (long-term))

The tool is part of the “governance ad hoc” that the city of Naples has been setting up since 2012 to experiment innovative forms of bottom-up management of the urban commons. The City’s statute (art.3) contains and describes the category of “common good” and two administrative acts define the “Principles for the government and management of the Common Goods in the city of Naples”.

They indicate the management of abandoned or underused buildings belonging to the real estate of the city of Naples, which have been identified as “common goods” by the local community. In addition a City Councilor, responsible for the issue of “common goods”, and an administrative body (Permanent Observatory on Common Goods), responsible to build up the list of “common goods” in Naples and to regulate their management and use by the civil society, were appointed. They are supported by: “Laboratory”, “Constituent Assembly”, administrative unit of “Common Goods”.

(Shared) responsibilities

The regulation defines i.e. the self-management structures (i.e. board of trustees, management assemblies or thematic tables for the programming of the building/activities); the involvement process (procedures to call meetings and assemblies, consensus building / decision making mechanisms); guarantees of public access and collective use; principles of cooperation and co-management; financial resources for the management of the site; integration of sustainability principles in the management of the site. Based on this regulation the initiative is officially allowed to use the building complex.

Financial concept (financing, cost sharing)

The administration contributes to the operating expenses and to what is necessary to ensure an adequate accessibility of the property and to ensure general safety conditions (extraordinary maintenance, cleaning, electricity consumption and surveillance). These expenses are normally fully compensated by the significant civic profitability and social income through the common goods use of the building, since the costs that the administration would have incurred for the realization of the activities produced by the citizens would certainly have been far greater than the actual costs incurred.

Although in respect of non-profit principles, donations or voluntary contributions or other forms of social pricing are permitted for the initiatives carried out, the self sustainability of the projects are also pledged through the implementation of public and private funds and with self-financing initiatives promoted by the community – such as crowd funding.

Recommendations / to be aware of applying the project/tool

Each regulation should be officially adopted by the local administration and government.

As each building complex, identified by the community as “common good”, has specific characteristics, each regulation should be unique and strictly connected to the local context and community it belongs to.

The rules to experiment innovative forms of use and management of a building complex should be defined by the local community developing it through a participatory process.

Further information

Regulation of civic use of common goods for the building complex “ex Asilo Filangieri”:

<http://www.exasilofilangieri.it/regolamento-duso-civico/>

<https://drive.google.com/open?id=oB8rEL8g2ueogWDFWMoxVbV81dXM>

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L’Asilo (ex-Asilo Filangieri): info@exasilofilangieri.it

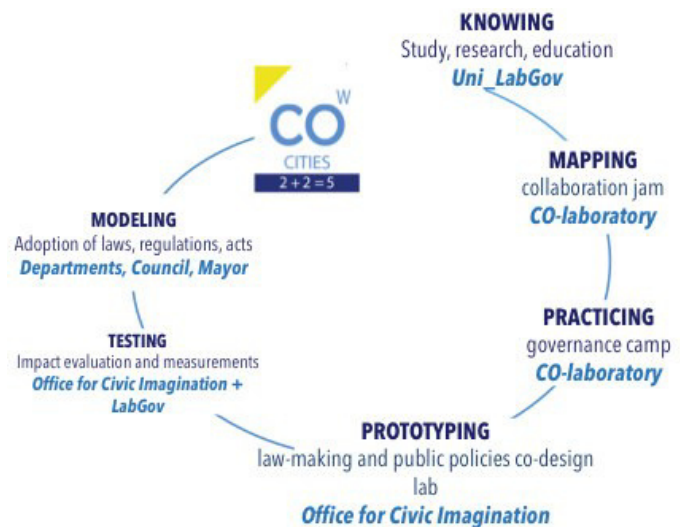
Co-City Protocol Roma (LabGov), Rome

Category: Maintenance & Rehabilitation; Administration & Management

Objective of the tool

CO-Roma is a project developed by LabGov in collaboration with the architecture firm Alvisi Kirimoto and other partners in the Roman area. The aim is to design and experiment a co-governance strategy that allows conceiving the Roman city and territory as common goods. Such strategy is based on the principles outlined in the “Co-city Protocol”, a methodological framework resulting from theoretical and applied research on urban co-governance, based on experimentation processes developed in different Italian cities. The CO-city protocol is constituted by six steps: knowing, mapping/co-design, practicing, prototyping, modelling and evaluating.

Co-city Protocol – the process, source: www.labgov.it/governancelabs/romalab/



A co-city is based on urban co-governance. This implies shared, collaborative, polycentric governance of the urban commons, in which environmental, cultural, knowledge and digital urban resources are co-managed through contractual or institutionalized public-private-community partnerships. Collaborative, polycentric urban governance involves five possible stakeholders

1. social innovators (i.e. active citizens, city makers, digital collaboratives, urban regenerators, community gardeners, etc.),
2. public authorities,
3. businesses organizations,
4. civil society organizations,
5. knowledge institutions (i.e. schools, universities, cultural institutions, museums, academies).

Description of the tool

During the academic year 2015/2016 LabGov, through a process involving university students, local associations, institutions, entrepreneurs and professionals, conducted an experimentation of the CO-city protocol, applying the first four phases (knowing, mapping, practicing, prototyping) in the city of Rome.

In a first phase a series of preparatory meetings and discussions took place, involving scholars, practitioners, experts and activist working on urban co-governance and representatives of collaborative communities active on the Roman territory (**knowing phase**). A **mapping phase** followed, consisting in activities of both analogue and digital mapping. The mapping phase allowed to locate different fields which could be suitable for the activation of an experimental process, and to further test the suitability of these areas a series of micro- experimentations were developed on the ground. The knowing, mapping and **practicing processes** identified the Fifth District (V Municipio) with Centocelle Park as a resource with potential cultural values as urban commons, green commons, archaeological site and cultural heritage (as defined by the Faro Convention).



Plan of the park, source: www.co-roma.it/2017/01/09/mattinata-bonifica-al-parco-centocelle/

The Centocelle Park (PAC) is an enormous green area of 120 hectares of archaeological, historical and environmental importance. The neighbourhoods Centocelle and Torre Spaccata as well as areas adjacent to the Archaeological Park of Centocelle have been protesting and showing their discontent for years and have started to establish a form of collaboration to overcome the deep state of degradation and abandonment, in which the park was in. At the same time they tried to increase the economic and social well-being of the territory. Having identified the experimentation

site, the project entered in the **prototyping phase** and a co-design process. Objective of the prototyping phase was the creation of a local working group, collaboratively managed, committed to working together for the regeneration of the Park. During this phase, through several workshops, it was possible to locate and bring together all the relevant stakeholders and to collectively define the future actions for the recovery of the Archaeological Park.



Activation of the park, planning workshops and events with the neighbourhood, source: www.co-roma.it/2016/10/07/4112/

Management & regulation (Common good orientation (long-term))

Using co-design techniques and instruments, the workshops guided the community in a complex process which, starting from self-reflection and from the identification of the group's strengths and objectives and of the community needs, allowed for the identification of priorities and of possible future actions. The co-design path led to the creation of a community (Comunità per il parco Pubblico di Centocelle) dedicated to the care and regeneration of the area. Since its creation, the community has promoted several actions, ranging from the opening of passages for pedestrians to the planting of trees, with the aim of making the park more accessible and liveable, while at the same time creating the basis for further collaboration within the community and outside of it, with the local stakeholders and the municipality. It manages neighbourhood goods and services, making the territory address self-sufficiency and fly to a more and more smart and collaborative city.

(Shared) responsibilities

The Community Volunteers for the Centocelle Public Park support a territorial network made up of citizens (assembled in committees and associations) for the activation of participatory processes aimed at the protection and enhancement of the Centocelle Public and Archaeological Park.

According to Art. 2 and 118 of the Constitution, the community volunteers and citizens can work for the protection of common goods in a collaborative relationship with institutions. The aims are to realize the opening of new park accesses, events and eco-sustainable initiatives, soil protection against abuses and cementing for the realization of a true Urban Park. LabGov Laboratory for the Management of Common Goods of Luiss acted as a facilitator of the collaboration and participation processes.

Further information

<https://www.labgov.it/governancelabs/romalab/>

www.co-roma.it (only Italian)

www.collaborative.city/portfolio-item/co-roma/ (English version)

www.facebook.com/Comunit%C3%A0o-Parco-Pubblico-di-Centocelle-1115748158466679/?hc_ref=NEWSFEED

Contact person: staff@labgov.it

The architecture office: Alvisi Kirimoto Architects: tel:+39 06 4547 3803, info@alvisikirimoto.it

The Apartment-house Syndicate

Category: Administration & Management

The apartment-house syndicate ('Mietshäuser Syndikat') is the “Limited liability company” (LLC) as the legal basis for the principle of the 'Mietshäuser Syndikat'. It is constituted as a solid network of 121 house projects and 23 project initiatives. The link that holds this alliance together is the 'Mietshäuser Syndikat'. Each of the house projects is autonomous, i.e., a separate enterprise that owns the real estate. Each project has the legal status of a limited liability company (LLC). And the number is increasing. As a matter of principle, the 'Mietshäuser Syndikat' welcomes new, self-organized house projects as well as project initiatives like the above-mentioned 23 that are still to acquire 'their house'.

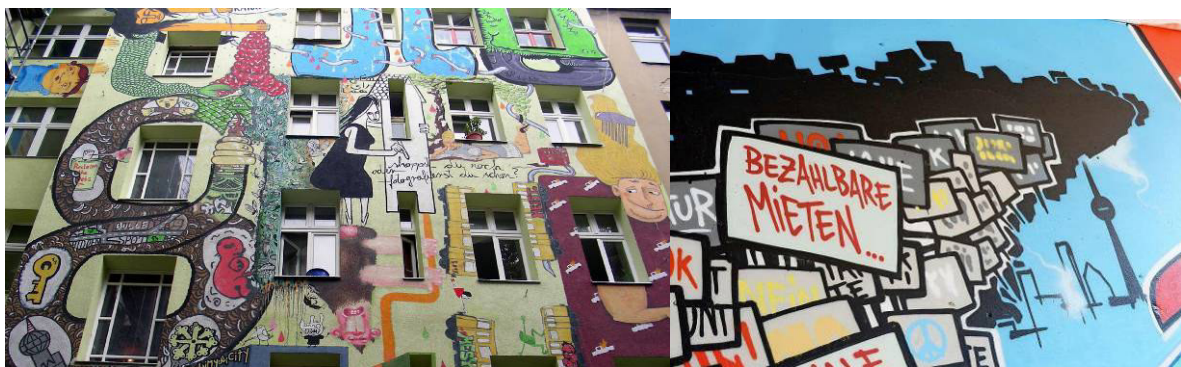
Objective of the tool

The Syndikat's interests in the house LLCs (limited liability companies) have resulted in a network of self-organized house projects committed to the idea of solidarity transfer from old to new projects. The projects' overall autonomy is limited only by the Syndikat's veto right against the disposition of real estate assets, thus preventing any potential reprivatization and commercial exploitation of the houses. The Mietshäuser Syndikat, as the connecting link, is the stable organizational backbone of the network in which a complex mesh of relations, even directly from project to project, is developed, and communication and solidarity transfer made possible.

Description of the tool

All the house projects have a similar point of departure:

- Either a group of enterprising people who localize empty houses: Wanting to live together in the long term, they seek sufficient and, above all, autonomous living space – quite often in combination with rooms for public events, group meetings, projects, and enterprises.
- Or the long-time residents of a house who do not merely resign themselves to the owner's plans to sell the house, but instead develop a vision: the acquisition of 'their house' as a self-organized project.
- Or the occupants of an object slated for demolition who search for a perspective in spite of the emotional roller-coaster ride of eviction threats and negotiations.



Source: (left) <https://kautionsfrei.de/blog/mieten-in-berlin-teil-5-das-mietshaeusersyndikat/>

(right) <http://www.tagesspiegel.de/berlin/mietshaeuser-syndikat-will-guenstigen-wohnraum-erhalten-die-unbestechlichen/9044518.html>

Management & regulation (Common good orientation (long-term))

- Privatization: In view of long-time periods on which our plan is based, negative developments cannot be precluded: what would happen, for example, if house projects with ample economic reserves were to become self-complacent and decide to flout the solidarity transfer and leave the network? It would be particularly fatal if, after years and decades, collective property were to be sold and/or privatized for a profit, against the best intentions and determinations of the founding generation. The history of self-organized projects offers enough such examples. No matter how idealistic and social-minded the statutes of a house project or association might be formulated, with a corresponding majority of the members, decisions could be made to privatize or sell a house and, if necessary, to change the statutes accordingly.
- A Vote against the Sale of a House: To prevent such developments, all house projects of the Mietshäuser Syndikat exhibit a special feature: the title of ownership to the respective property is not in the name of the house association, but in that of a limited liability company (LLC). This house LLC has exactly two partners, the house association on the one hand, and the Mietshäuser Syndikat as a kind of control or monitoring organization on the other: in certain matters—such as the sale of a house, a conversion into condominiums, or similar access to the real estate assets—the Mietshäuser Syndikat has a voting right, namely, exactly one vote, the house association having the other. This ensures that a change in the status quo of such fundamental issues can only be decided with the consent of both partners: neither the house association, nor the Mietshäuser Syndikat can be outvoted.
- Self-Organization: To ensure that the tenants’ right of self-determination cannot be impaired by the “control organization,” the voting right of the Mietshäuser Syndikat is limited to few fundamental questions. In all other issues, the house association has the sole voting right: Who is going to move in? How are loans to be obtained? How and what is to be renovated? How high is the rent going to be? These decisions and their implementations are exclusively the concern of those who live and work in the respective house.

(Shared) responsibilities

- Solidarity contribution: Since 1992, the tenants of the older Syndikat projects have been paying 25 cents per square meter of floor space/month into the Solidarity Fund, all in all some 220,000 €. For more recent projects, however, the form of the contribution has been modified: each project that has successfully purchased its house starts with a contribution of 10 cents per square meter of floor space/month, which increases annually by 0.5% of the previous year’s base rent (exclusive of utilities). If the base rent exceeds 80% of the average rental fee in the immediate area, the increase of the solidarity contribution can be suspended. The Solidarity Fund is a special fund that is administered by the Mietshäuser Syndikat. In previous years, it has been used to finance the Syndikat’s initial contributions in new house LLCs, the costs of infrastructure and joint public relations work, as well as the counselling and development of project initiatives. Moreover, it has sometimes been possible to make loans to close short-term funding gaps.
- Further forms of Solidarity Transfer: Besides the solidarity contribution, there are a number of other forms of solidarity transfer between house projects: for example, an established older project may increase its credit volume or offer a “lending and endowment agreement” in order to bridge funding shortfalls that occasionally occur when a new project purchases a house. Sometimes, older projects also assume individual tasks, for example, the receipt and

management of direct loans or, better yet, even entire project partnerships. The transfer of know-how from old to new projects is invaluable and fundamental. The Solidarity Transfer adds an important new aspect to this concept.

Financial concept (financing, cost sharing)

- **Share Capital:** In order to assume its role as controlling body and connecting link, the Mietshäuser Syndikat has to put up a share of the capital of each house LLC. This usually amounts to 12,400 Euros, with the house association’s share being 12,600 Euros. Together this constitutes the LLC’s so-called share capital of 25,000 Euros. Thus, the Syndikat needs an additional 12,400 Euros for each new house project. (NB: unlike common practice in corporate enterprises, the voting rights are fixed in the LLC contract, and not coupled to the size of the share.)
- **Member Deposits:** A good part of the necessary capital is provided by the members of the Mietshäuser Syndikat association, because they want to support its aims. Like in a cooperative association, they make a one-time capital contribution of 250 Euros, but often more, upon joining the Syndikat. In return, members do not pay any regular dues. Like loans, the deposits are repayable after the agreed period of notice, but do not earn interest. At the end of 2013, the Syndikat had 532 members with deposits of about 315,000 Euros. Each of the 112 house associations is also a member of the Syndikat. In order to acquire interests in new house projects, the Syndikat needs a corresponding number of new members.
- **Direct Loans:** Once a house association and the Syndikat have established a new house LLC, the share capital does not have to be saved for a rainy day; it is of course used for the purchase of the house. However, in most regions of Germany you cannot get very far with 25,000 Euros, which is why a project usually needs loans often amounting to hundreds of thousands of Euros. People who know the project and find it deserving of support, can deposit and park their savings directly in the house LLC – without a detour via a bank that wants to retrieve its costs and return a profit. Although this does not usually eliminate the need for a bank loan, it does bridge the funding gap and keeps the rent at a bearable level.

Recommendations / to be aware of applying the project/tool

The idea behind the Mietshäuser Syndikat resembles that of cooperative projects. Nevertheless, the German legal form of the registered cooperative (eG) was not chosen when the organizational model was being worked out in the early 1990s. There are many reasons for this: individual cooperatives cannot be linked in the same manner as the LLCs in the Syndikat’s model; on the other hand, an umbrella cooperative that owns all the houses would not allow the individual house projects sufficient autonomy. Additionally, the legal form of an eG, with its complicated founding formalities and the monitoring by the German Cooperative Confederation, is difficult to manage.

Further information

<https://www.syndikat.org/en/> (in English)

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Guardian House Principle

Category: Maintenance & Rehabilitation

Like hardly any other German city Leipzig is characterized by its rich architectural heritage which originates from the end of 19th century. Since 1990 approximately 80% of the original buildings dating from this period have been redeveloped ensuring that the architectural heritage of Leipzig's buildings, which are a unique part of its cultural identity are protected against further decay.

Nevertheless, in the same period Leipzig has lost more than 100,000 inhabitants, of this 50,000 due to Sub-Urbanization, which has had serious consequences for the city's development. In view of the rapidly progressing decay of approximately 2,000 of the existing historic buildings in Leipzig, which threatens some parts of the east and west quarters of the city, a new strategy is necessary for managing and rebuilding vacant buildings to preserve and rehabilitate Leipzig's architectural heritage. Wächterhäuser which directly translated means House Guardian, is an initiative of the Leipzig HausHalten association. The scheme was set up with the intention of protecting and maintaining existing building. The goal of the association which was founded in 2004, is to ensure the safety and preservation of endangered buildings and the acquisition of new tenants for these buildings on a non-commercial basis. The background to the initiative is the concentration of listed buildings from the end of the 19th century which are currently empty and are located on major roads and are important for the local urban context. Due to the large number of vacant houses, classical refurbishment is often very impractical and uneconomic from the view of the owners. For the owners, it is very often difficult to find alternative ways of dealing with this problem and this often results in insolvency for the building owners, and the buildings being demolished.

Source: <http://www.haushalten.org/de/>



Objective of the tool

The tool has the objective to ensure the safety and preservation of the endangered buildings in Leipzig, the acquisition of new tenants for these buildings on a non-commercial basis and to bring owners and tenants for the re-use of these buildings together. The basic principle of the Wächterhäuser is the provision of houses through usage. The houses occupants become the guards of the house. Their presence helps prevent vandalism, limits weather damage and insures general maintenance. Since general wear and potentially damaging problems are discovered by the occupants early, they are minimized.

Description of the tool

Haushalten e.V. is a registered private association working for the preservation and rehabilitation of endangered heritage buildings in Leipzig. Their motto is “A lot of space for little money”.

The model of the Guardian houses consists of two main parts:

Management & regulation (Common good orientation (long-term))

Haushalten e.V. arranges an interim tenancy contract with the owner of the building. The building is usually let rent free for the term of the contract. The rights of use and brokerage of the building are

transferred to HausHalten e.V. All ownership rights and property duties remain with the owner. An option to prematurely terminate the contract in well-founded cases is part of the tenancy contract.

(Shared) responsibilities

HausHalten e.V. rents for free the buildings to “house guardians”, agreeing that they pay the occurring operating costs of the building, they do independent repair input in the building interior and control the unused parts of the building. “House guardians” must be paying members of HausHalten e.V.

Thus, the house occupants become guards of the house. Their presence helps prevent vandalism, limits weather damage and insures general maintenance. Since general wear and potentially damaging problems are discovered by the occupants early, they can be minimized. For HausHalten e.V. people who have a special social, cultural, or commercial attraction for the neighbourhood are of special interest as house occupants and guards for the houses. The “house guardians” are free to design and refurbish the houses according to their needs and aesthetics.

Financial concept (financing, cost sharing)

This makes them bring their craft and arts skills to the improvement of the buildings. The labour and maintenance of the apartments and non-used parts of the house become the reimbursement to the owner of the house in lieu of rent. In addition, the owners benefit by being relieved of the running costs and concern of the day-to-day maintenance of the house. The owner’s responsibility rests with arranging for the provision of electrical, heating and water supplies to the houses. In some situations, owners can secure funds for contribution towards making the house basically usable.

Further information

www.haushalten.org/de/english_summary.asp (in English)

http://www.haushalten.org/Papers/hh_satzung_2014.pdf (Regulation only in German)



Contact person: Haus Halten e.V., info@haushalten.org

Source: <http://www.haushalten.org/de/>

Old weaving mill „Alte Samtweberei“, Krefeld

Category: Administration & Management; Maintenance & Rehabilitation

The project is about the reactivation of an old weaving mill „Alte Samtweberei Krefeld“ in cooperation between the municipality and a foundation. The project “Neighbourhood Samtweberei” in Krefeld Südstadt combines the revitalization of a large, vacant property with the targeted promotion of community work and neighbourhood development supported by civil society. The project was launched in 2013. Most of the buildings have been redesigned and the new users currently provide some 1,200 hours of non-profit work for the district each year. A new urban building block with living, working and various public uses is emerging. The inhabitants of the district are closely involved in this redevelopment process and take part in the decision making.

Objective of the tool

The “Neighbourhood Samtweberei” is a model project from the program “Initial capital for an equal opportunities urban development” of the Montag Stiftung Urbane Räume gAG. The tool “Initial Capital” aims through the combination of different instruments to create incubators for the redevelopment of disadvantaged, deprived and/or poor neighbourhoods in Germany.

Description of the tool

Combination of Ground Lease (Erbbaupacht) and non-profit (g) limited liability company (gGmbH)

(Category: Administration & Management)

Management & regulation (Common good orientation (long-term))

Formal cooperation between the municipality (land owner) and the Montag-Stiftung (initial investor). The Montag Stiftung (Monday foundation) founded a local gGmbH (non-profit limited liability company) that runs the project to ensure the common good approach of the implemented uses “Urbane Nachbarschaft Samtweberei gGmbH”.

(Shared) responsibilities

Municipality agreed in a contract not to sell the land but to lease the land via the heritable building right. The city as a landowner waives the lease for the period the project is run common good oriented and for non-profit purposes.

Financial concept (financing, cost sharing)

Plot owned by municipality and given to the foundation via building lease (renouncement of interest rates) € 0, € 1 Mio. was provided by Montag Stiftung as “Initial Capital” plus € 0.7 million as a loan.



Source: <http://www.montag-stiftungen.de/urbane-raeume/initialkapital.html>

Quarter Hours, Neighbourhood Rooms, Mixed Uses

(Category: Maintenance & Rehabilitation)

Management & regulation (Common good orientation (long-term))

A basic principle of the project is the systematic linking of real estate development and management with community work in the district. On the one hand, various rooms for neighbourhood activities are created and opened step by step. Secondly, in the future, the residents and employees of the "Alte Samtweberei" will provide non-profit work for the district every year. And thirdly, the rent for housing, offices and studios in the Alte Samtweberei achieve surpluses for the community.

(Shared) responsibilities

Real estate development is carried out in four stages with different utilization concepts and respectively adapted financing models. In addition to real estate financing, the non-profit project company Urbane Nachbarschaft Samtweberei receives funds from the Montag Stiftung Urban Spaces to finance their work on the ground. In addition to project development and control, UNS gGmbH has assumed the role of the building principal for the entire project.

Coupled with tenancy agreements are so-called “quarter hours” for all tenants (companies, residents, associations, ect.). These hours are to be invested in the further development of the project and the district.

Per one square meter of rented space one hour of voluntary work (community hours) per year must be done by every tenant (companies, residents) for the velvet weaver’s neighbourhood.

Financial concept (financing, cost sharing)

In total the system of the quarter hours translates into about 2500 voluntary hours of work for the further development of the community/neighbourhood.

60 000 € yearly surpluses from the leases (ateliers, offices, housing) will be provided for the further community development of the neighbourhood.

Next to the “Initial Capital” further investments have been realized for the rehabilitation of the project: foreign capital (GLS Bank, Hannoversche Kassen) 2,9 Mio. €, housing subsidies and loans (NRW. Bank) 2,2 Mio. €, Städtebauförderung (Land NRW/ Stadt Krefeld) 1,01 Mio. €.

Further information

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

www.samtweberviertel.de

Contact person: Montag Stiftung: o.bruegge@montag-stiftungen.de; Samtweberei:



beierlorzer@samtweberei.de

Source: <http://www.montag-stiftungen.de/urbane-raeume/initialkapital.html>

Arrebita!Porto

Category: Maintenance & Rehabilitation

The project "Arrebita Porto" was a social entrepreneurship project that had the mission combating the abandonment of central city areas, a project shared by several public and private entities.

Objective of the tool

The project had the objective of allowing deprived owners to rehabilitate their degraded or vacant buildings at zero cost through the help of (architecture) students and their respective universities and the supply of donated material. The project Arrebita! Porto was not successful as there were not enough students for the voluntary work and supply companies to give their materials at zero cost.

Today the municipality created a model to help the poor owners and the poor tenants in partnership with the parishes and with the support of volunteers.

Description of the tool

Arrebita! Porto was a social entrepreneurship project with the mission to fight the abandonment of inner Porto. The project was based on the idea that by creating win-win exchanges between different parties we can refurbish buildings for free! It is aimed for owners without means and works on a collaborative network that involves international architecture and engineering students, supplier companies of construction materials and specialist university professors. The rehabilitation projects were designed and constructed with the help of architecture and engineering students from all over Europe and the materials were donated by supply companies. The supervision of the construction work was ensured by specific courses (practices and knowledge) from local universities.

Management & regulation (Common good orientation (long-term))

Normally the owner is responsible for the works or, through contract, the tenants can do the works



and be reimbursed through the reduction of the rent. They could also agree, the owner made the exterior work of the building and the tenant is responsible for the construction work inside the building, adapting it to the intended function. In the case of public buildings, the options are rental, transfer or, depending on its use, the grant of the space through public calls. In most cases, the users are entrusted with the task of making the construction work just as well the responsibility of maintenance and the respective cost might be deducted from the rental revenues.

source: <https://www.facebook.com/arrebita.porto/>

Shared) responsibilities

Through setting up contracts, the responsibility may be given by the user to a third person that will be reimbursed through rental income.

Financial concept (financing, cost sharing)

Instead of counting on donations the financing could be obtained through a bank loan or another social entity (Foundation). Porto Vivo, SRU (Urban Rehabilitation Society) has a Programme called “Viv’a Baixa” that -through protocols with banking entities and construction companies- offers interesting conditions to the partners who do construction work at the Historic Centre of Porto, World Heritage. (<http://www.portovivosru.pt/pt/incentivos/programa-viva-baixa>)

For example, in the Historic Centre of Porto, World Heritage there are tax benefits for those who renovate/rehabilitate, license fees reduced and use of public rights-of-way related taxes, VAT applicable to construction work is 6% instead of 23%, and the rental income tax rate is 5%.

The owners of buildings with more than 30 years, could access to a governmental programme that calls “Reabilitar para Arrendar” (rehabilitate for renting). This dwellings are intended for lease on a conditional income basis.

Further information

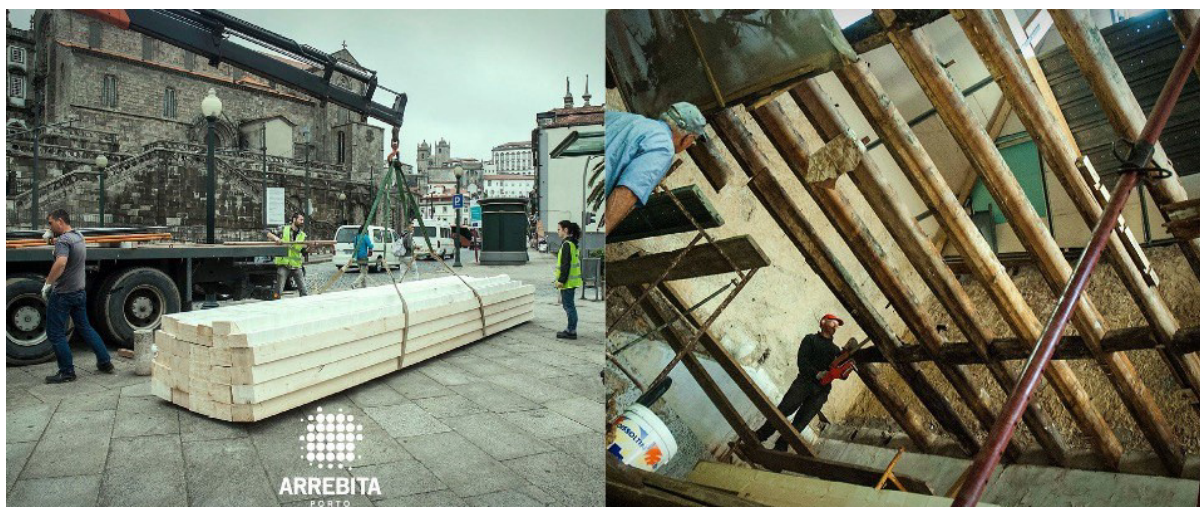
<https://www.facebook.com/arrebta.porto/>

<http://arrebtaporto.blogspot.de/>

To use government programmes like IHRU’s “Reabilitar para arrendar”:
https://www.portaldahabitacao.pt/pt/portal/reabilitacao/reabilitarparaarrendar_ha/reabilitarparaarendar_habitacao_acessivel.html

Contact person

info@arrebta.org; skype: arrebta.porto



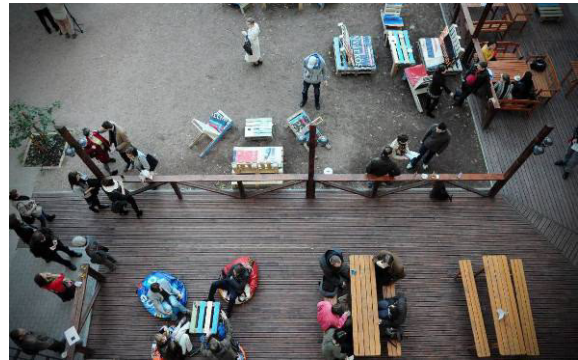
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source: <https://www.facebook.com/arrebta.porto/>

Jurányi Incubator House, Budapest

Category: Usage of building (parts)

The project is about sharing resources under one roof for young performing arts organisations and artists. Jurányi Incubator House was opened in autumn of 2012. The building was renovated by FÜGE Productions and the leader of FÜGE Productions, Viktória Kulcsár. The venue is located on the Buda side, where theatres can be hardly found. The building used to be a school and it is rented from the local government. On nearly 6500 m², on 5 levels more than 11 theatre and dance companies and several other organizations have



found their home. Theatre companies like Viktor Bodó's Szputnyik Shipping Company, Vilmos Vajdai's TÁP Theatre, György Árvai's Collective of Natural Art Disaster, HoppArt Company, Gólem, Open Circle Association; or dance companies like The Symptoms, Duda Éva Dance Company, Zéro Balett, Katlan Group and Workshop Foundation are renting offices and/or rehearsal spaces. These and other groups can show their production in several premises: in a big theatre hall or in a smaller studio. The house includes Hungary's probably first set design and costume rental service, and there will also work a set design workshop and a show room. The Jurányi Incubator House contains a coffee shop and an art gallery, as well.

Objective of the tool

The mission is to help every independent artists' work. Jurányi is a house where a production can be designed and developed from the first step until the avantpremier. The companies can ask for our support or advice in the planning phase. When the production phase starts, they can ask to rehearse in the house and use all its resources (warehouse etc.). The Jurányi Incubator House is supposed to function as a trigger, meaning that there is no standard repertoire venue, instead it works as an event based house that aims to keep inspire and promote new ideas.

Description of the tool

The production organisation Independently Together (FÜGE) was founded and officially registered in 2006. It is dedicated to realizing cultural, artistic – more precisely theatrical and multidisciplinary art – projects and providing the institutional background to them. The new Theatre (Performing Arts) Law coming into force in 2009 particularly accounted for and necessitated the activity of FÜGE and other such organisations, as it requires the independent theatre companies to work within the same bureaucratic framework as the permanent theatre collectives; most of these young independent companies are still unprepared for the administrative and managing tasks implied by the new regulation. The organisation FÜGE aims to provide solutions to the problems of independent theatrical collectives and creators; the production itself is the central point. Currently 22 companies and 32 independent artists belong to the FÜGE.

Management & regulation (Common good orientation (long-term))

The FÜGE is an umbrella organisation and a production organisation at the same time, since one of its basic activities is to help the work of separate theatre foundations and organisations with an efficient joint presence: e.g. search for sponsors (MAsterCard), organisation of independent theatre

festivals (VIP, TeARTrum), tender for theatre of initiation (TÁMOP, Classroom theatre project), or – in order to facilitate the daily work – joint newsletter, distributing flyers, propagation, and providing advertising surfaces. In addition, it provides a lot of productions a complete institutional background by raising funds, performing administrative tasks and the daily production routine. (Strolling Gods, Para(noia) Vaudeville, The Governer of Calligula). As an umbrella organization representing the common interests of the independent theatrical scene, it organises professional forums, seminars, meetings; to enforce rights and responsibilities against the partners; and to support – through joining together – the realization of great national and international projects.

(Shared) responsibilities

Every group has a contract as a company or individual artist who is renting a room in the building and takes care of its maintenance. The renting fee depends on the respective activities: if the rented premises are used as a warehouse, the price is low, if the space is used for rehearsal, the prices are higher. FÜGE is maintaining all the other spaces: the 2 theatre venues, other rehearsal spaces, the gallery, and all the restrooms. It also provides a 24 hour guard. The biggest challenge concerns the necessity to change habits: how to collaborate and help each other more, to be a community with shared responsibilities and values, how to use the art and skills developed and advanced in the house for other purposes than your own production.

Financial concept (financing, cost sharing)

The FÜGE Productions applies every year for funding to the Hungarian Cultural Fund. Also the local city council is helping with refunding ca. 70% of the renting fee. More financial support comes from the Open Society Institute, private partners and sponsors.

Further information

<http://juranyihaz.hu/en/programs/musor/>

<http://juranyihaz.hu/en/juranyi-2/the-house/>

Contact person

Organizer/Initiator: Kulcsár Viktória; e-mail: kulcsarviktorias@fugeprodukcio.hu



Source: (left) <http://www.gettyimages.com.au/photos/juranyi-community-house> (right) <http://juranyihaz.hu/en/juranyi-2/the-house/>

Genoa’s target building site: Ex Caserma Gavoglio

The ex Caserma Gavoglio is a former military base (46.000 m²) with couple of warehouses and one administrative building (total of 27.100 m²). The buildings date from 1835 - 1920. Some of them are listed. The barracks are in the middle of a poor and very densely populated urban neighbourhood called Lagaccio (12.000 people) close to the city centre. The army recently has left the site and the property was taken over from the municipality from the state.



The majority of the buildings are vacant and derelict. The site is still a “forbidden” area, no trespassing allowed, except for the inner courtyard at the entrance of the area (Piazza Italia, approx.



m²). This part was opened to the public, providing a little play ground for children and a small community room (Casa di Quartiere del Lagaccio, ~60 m²).

The city administration has strongly expressed the will to plan the redevelopment of Caserma Gavoglio together with the people of the surrounding neighbourhood. The “dialogue” with citizens begun already in 2011 on the occasion of the presentation of the first draft of the new Municipal Town Plan (PUC). At that time the Plan allowed the increase of surface building in the area of the former barracks. People of the neighbourhood opposed this draft and got organised, demanding green space for the community on the site. At the end they obtained a change of the PUC, following these principles.



- Demolition of industrial building to create public spaces
- Request of green spaces for sports and leisure
- Better connection with the city and with the neighbouring districts
- Inclusion of support activities for the economy and the environment
- Inclusion of district services

After this phase in 2015, at the same time when the change of ownership of the barracks took place



(from the State to the Municipality), the City of Genoa launched a six-month participation process to define the valorisation program.

First information meetings with citizens were followed by a round of three meetings on specific topics of the project aimed at involving different stakeholders interested in the different aspects. Since the area is very large and able to accommodate different functions at different levels, this type of operation has allowed adding complexity to the program.

At the end of 2015, three different workshops were organized at Palazzo Ducale in the city centre: the economic table, the cultural table and the table of sports activities and leisure time, based on a dialogue with citizens, cooperatives, builders' groups, associations, etc.

Within these tables possible solutions were sorted out as well as possible actors of future transformation. At the end of the participatory process in summer 2016 the municipality started to launch the enhancement programme and defined guidelines for the development of the site in order to fulfil the needs expressed during the process with the implementation of green areas, leisure, sport facilities and public parking.

In December 2016, at the end of the institutional process, the final value-added agreement was signed by the Mayor, which marks the passage of the former barracks and the surrounding green space from the Demanio to the Municipality.

Today the aim of the transformation of Gavoglio is the recovery of the abandoned military site to urban uses in order to provide the neighbourhood with open space, public services and new uses for the buildings. This in order to constitute a transitional space in the dense built fabric of the neighbourhood, favouring design solutions that lead to the greatest possible integration of the spaces of the former barracks with the urban context, emphasizing also the historical buildings present on the site.



Good-practices in Genoa

Reclaim the spaces – Agreements between Municipality of Genoa and civic associations about use of abandoned buildings

After the urban planning masterplan was approved, in which large areas of the city as well as vacant building complexes were identified in search of a new identity and use, together with the pressing request from civil society for participation, Genoa decided in 2016 to define a strategic program to enhance the community collaborative governance. The intention of the program is to

- look at urban space as a system of social relationship and capacity of combating its degradation,
- balance the development of the downtown area and the periphery,
- develop enhancement programs for the public space,
- commit to transparency and participation in the development of the public space,
- come up with new partnerships for the use of urban spaces, involving the civic sector.

One tool of the program is to match the vacant buildings and sites (military barracks, civic centers, ancient salt warehouses, insane asylum, beaches and other kind of spaces) with civic sector stakeholders (NGOs, cultural association, entities from the non-profit sector, schools, informal groups, citizens) for temporary use. In preparation of this a call for the public temporary use of the vacant buildings and sites is done, to which stakeholders of the civic sector can apply. The city determines which space is to be used by which civic sector stakeholder. The selected civic sector stakeholders sign a formal agreement with the city for the temporary use and management of a certain space in order to start with the activities they applied for. The spaces in general are rented for free.

This is an innovative tool for the Italian public sector, which tries to promote key values as trust, collaboration, responsibility, openness, sustainability, informality in line with the approach of urban commons.

Further information: Gigliola Vicenzo, gvicenzo@comune.genova.it

Genoa regulation on urban commons and template of agreement:

<https://drive.google.com/open?id=oB8rEL8g2ueogVGFnbzRJMTZCTEU>

Ex Mercato di Corso Sardegna

The “Mercato di Corso Sardegna” was a former market place abandoned and placed in a hydro-geological dangerous area, waiting to be renovated. To open it for (interim) uses for the neighbourhood, the municipality (department for Culture & Heritage) created an ‘organizing committee’, calling for open and free events on different subjects. Members of the committee are the property and management department, the Traders Associations (CIV), the Association Riprugiamoci Genova (<http://www.riprendiamocigenova.it>) and public companies (AMIU, ASTER, AMT). The Committee is responsible for scheduling the events that are being proposed by various stakeholders and in particular to address issues related to safety and accessibility of the site that are very complex due to the state of degradation of the building. Basic safety checks and adjustments have been achieved thanks to the resources of the Municipio Centro - Est, but from time to time depending on the type of activity and expected flow of people, the security measures and the openings to the public are redefined.

Events and shows are the strategy to involve people in the redevelopment program. A shared calendar is programmed by the Municipality together with civic and cultural associations that can promote their activities in the warehouse.

Among all activities carried out in 2016, one was oriented to redefine the future of the building: the Memory / Imagination Workshop. The hall of the existing warehouses was transformed into a workshop to rethink the structure and the district as a whole. The walls of the warehouse were dedicated to different topics:

MEMORY is an installation realized with the contribution of all inhabitants to represent the historic memory of the neighbourhood. The exhibition grew with the materials brought by the inhabitants, who interacted in person, telling the story of the object they exhibited. The dynamic development of the exhibition of the dedicated area is a metaphor for the collective reconstruction of the historic memory of the neighbourhood.

Another wall was dedicated to IMAGINATION: in front of the wall dedicated to what the neighbourhood and the city were in the past, some projects on how the Ex Warehouses of the Salt, the neighbourhood and the city could become in a systemic perspective were exposed.

Further information: *Camilla Ponzano*, riprendiamocigenova@gmail.com;
www.comune.genova.it/content/ipotesi-di-sale-comincia-il-percorso-di-partecipazione-sugli-ex-magazzini-del-sale;
www.comune.genova.it/content/venerdi-6-maggio-foto-e-materiale-utile



SHARINGCALENDAR
 “IPOTESI DI SALE”

EVENTS in April / May 2016



Lessons learnt from the Genoa meeting

Dubrovnik

- City administration needs to be open for new models like the common goods approach; they have to take risk and try out and to find new solutions within the existing legal framework.
- City administration has to take active role in management of vacant spaces for the public interest.
- There is no “one solution fits all”. Each good practice needs to be adapted to the local situation.
- It needs a procedure/tool to monitor the activities in the “common goods buildings”, in particular to monitor the impacts/ quality of the provided activities/services.
- Applying the urban commons approach on buildings demands the set up of self-management structures, to think about financing issues with regards to (alternatively) financing the operation and rehabilitation costs of the building.

Genoa

- Economic aspects of managing the “urban commons” has to be further elaborated so make it sustainable.
- It needs to develop models of governance related to the urban commons approach.

Lublin

- Common good approach is a new approach to shift responsibilities from public to civic sector.
- In order to work in the long-run, the common good approach (projects and processes) needs to further elaborate its economic viability.
- It needs regulations/contract that guarantee the “commons” use of a building in the long-run.
- A procedure / tool is needed to identify and claim space for urban commons.
- Social entrepreneurs could be interesting partners for the urban commons approach.

Naples

- There is not THE model for the common goods approach. There are many! You have to find the best fitting ones for your local situation and define accordingly the principles.
- The implementation of the common goods regulation of Naples needs to be further clarified and discussed with the ULG.
- How to finance the rehabilitation of the target building, applying the common goods approach, needs to be elaborated.

Porto

- The Bratislava market example was very inspiring for a management approach.

Ivan Tosics, Programme Expert

- Mentors are needed, which support the communities in “applying” the common goods approach (providing “software”).
- The change makers are to be identified, that want to push the common goods approach.

Nils Scheffler, Lead Expert

- The common goods approach is one of many for the reactivation of giant, vacant buildings.
- New approaches like common goods approach needs time to flourish. Take the time to prepare it, test it and further develop it, making it fit the best way possible to the local situation.
- Use the existing experience out there and transcribe it to your local situation.
- It is better to IMPROVE the situation of the giant vacant buildings step-by-step, so that stakeholders can see EVERY YEAR a progress and gain further benefits. That is better than trying to do ONE big step – and to fail!

Links and contacts

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Nils Scheffler, URBACT Expert and Lead Expert 2nd Chance

scheffler@urbanexpert.net

For further information **download the presentation** from google drive, which includes also recommendations from the workshop and further download tips:

<https://drive.google.com/open?id=oB8rEL8g2ueogUoVNWxcXZHSkk>



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