

**Toolkit for the re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management)**

**Urban Agenda for the EU Partnership on Culture/Cultural Heritage**

**Action 4 – Collaborative management to adapt and reuse spaces and buildings for cultural and social and innovative development**

Luca Lanzoni, Consultant

Under the guidance of the Action 4 Leader Sandra Gizdulich

September 2021



## Table of contents

1	Foreword	3
2	Introduction	4
	2.1 Part 1 - Collection of case studies/best practices.	4
	2.2 Part 2 - A possible reuse/regeneration process.	6
	2.3 3. Conclusions and Policy recommendations.	7
3	Case studies/best practices	8
	3.1 Longford NUA – Community engagement project	9
	3.2 Web-GIS system. City of Brussels	14
	3.3 Villa Levi common good. Rethinking the Villa with the community	16
	3.4 Avanti, c'è Spazio	22
	3.5 Factory Grisù/Former fire brigade building	27
	3.6 ADN Murcia / DNA Murcia	31
	3.7 Grands Voisins/Former Saint Vincent de Paul hospital	35
	3.8 Melgaço Pop-up Shop	42
	3.9 The Bologna Regulation	45
	3.10 The Reggio Emilia Regulation	48
4	A possible reuse/regeneration roadmap	52
5	Conclusions and Policy recommendations	60

## Disclaimer

This report has been delivered under the Framework Contract “Support to the implementation of the Urban Agenda for the EU through the provision of management, expertise, and administrative support to the Partnerships”, signed between the European Commission (Directorate General for Regional and Urban Policy) and Ecorys.

The information and views set out in this report are those of the authors and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this report. Neither the Commission nor any person acting on the Commission's behalf may be held responsible for the use which may be made of the information contained therein.

# 1 Foreword

This toolkit represents a series of good practices and suggestions in the field of adaptive reuse and management of vacant or empty buildings and underused urban areas, thanks to the development of co-design and collective management processes, able to engage the social actors (i.e. local communities, private and public bodies, NGOs, cultural associations, and the local knowledge/science ecosystem) or to delegate them in the management for the regeneration of these urban components.

This study will try to shed light on the challenges concerning the shared management processes, aimed at enhancing and regenerating public goods (buildings or open spaces), providing procedures and a series of cases study, as good practices reference, to be replicated (partially or wholly) in other EU urban authorities to foster the development of cultural and social activities. On this framework the study wants to focus on two main aspects of the “better regulation” of the common goods:

1. How can a public administration be able to listen and identify needs at an urban and territorial level? What mechanisms can be effective for involving urban actors in processes of mapping and characterisation of the context? This aspect is important because it allows a public administration to develop continuous processes of needs analysis but foresee, from the side of the public administration, innovation in the field of the participatory and co-design activities, especially with respect to the ways of involving citizens, social groups, and relevant stakeholders.
2. How to build a virtuous process for the reactivation/reuse of buildings and open spaces that is as inclusive as possible? Very often the processes of regeneration and reactivation of public buildings underused get the best results when they are born in close collaboration with a number of local realities (cultural, social, etc.), in some cases “informal bodies”, who do not think with the logic of urban renewal linked to the real estate market, but they are focused on giving effective answers to local and specific needs that can improve the quality of life of the surrounding communities. In this aspect, public administrations must be able to involve a wide range of urban actors and activate support actions to give strength to reuse projects that arise from actors not recognised by the traditional real estate market.

## 2 Introduction

This toolkit can be a useful tool to lay the foundations for an overall strategy that looks at a new model of re-use management of the urban commons for socio-cultural purposes through active participation (collaborative management). In fact, disused and underutilised spaces and buildings in all European cities can become opportunities for new jobs, the promotion of a collaborative economy, social innovations, and start-ups.

This study is an effort to understand the collaboration between public and private bodies, in the field of re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management) of urban actors, it is a mix of innovative practices born in the field, development of local city regulations (sometimes inspired by these new practices), and development of new urban laws for the management of the city and territory. The report is composed of three parts.

### 2.1 Part 1 - Collection of case studies/best practices.

The first part will present an analysis of projects of re-use/reactivation of “urban commons” driven by urban authorities and developed through an integrated process made by experimentation on the field, co-design activities with the local urban actors, and development of local regulations to permit the consolidation of the actions and the development of future projects. This analysis is based on the identification of EU level experiences, made in cities with different scales and on different types of “urban commons”, and highlights how is important, first of all, to understand which type of assets we want to reactivate:

- Derelict buildings that have fallen out of use;
- Sites or areas that contain a large proportion of derelict buildings and brownfields;
- Segregated areas, former military properties, partially in ruins, that contain a large proportion of derelict buildings and brownfields;
- Monofunctional areas that lack any kind of mix, in terms of use and urban typology;
- Structures that are condemned thanks to environmental and unsustainable issues.

For this reason, we have identified the following case studies through these categories:

- **Mapping and identification activities.** Two case studies that show us how to build analysis models of urban contexts to identify abandoned or underused buildings to be reused and regenerated.
- **Buildings/historical building.** Three case studies that show us how to reactivate public buildings, including those of historical value, through the involvement of citizens, cultural associations, and cultural and creative enterprises.
- **Urban fabric/compound.** Two case studies that worked on the theme of regeneration / reactivation of the urban fabric or of large mono-functional urban areas

- **Urban fabric/commercial activities.** A case study that worked on the reactivation of unused commercial spaces, a problem evident in many European urban centres.
- **Urban regulation.** Two case studies that have developed an innovative urban regulation to encourage the development of reuse projects of public buildings and areas.

This classification highlights how the contemporary city is made up of “objects” of different nature and how, first of all, it is necessary to be able to analyse it and identify the assets to be reused and enhance. In this field moves the first case identified, **Longford NUA community engagement project (Municipality of Longford, Ireland)**, a mapping project of the city aimed to improve citizen engagement in the urban regeneration projects. This experience was born within the URBACT MAPS project but was then used to map the entire city.

The second case study is about the use of structured data for the identification of vacant or unused buildings, a **web-based GIS database for the city of Brussels**. The city of Brussels has developed this activity to find out abandoned and unoccupied buildings and to develop a systematic inventory of vacant buildings.

Continuing with the presentation of the case studies, we encounter three Italian experiences regarding the reactivation of disused public buildings carried out in different ways and condition. The first two regarding the reactivation of **Villa Levi (Municipality of Reggio Emilia, Italy)**, developed within the implementation of the new urban plan of the city, and the program **Avanti, c'è Spazio (Municipality of Cesena, Italy)**, aimed to experiment with the inhabitants of Cesena mechanisms of reuse and reactivation of two public buildings that are currently unused. These two experiences are interesting because they are part of the development process for the master plan of the city, and through a participatory process made with the inhabitants, identified these assets are to be reactivated, as important landmarks to include in the master plan strategy. These two experiences were made possible by the urban planning law of the Emilia-Romagna Region, updated in 2017<sup>1</sup>, and in which the two cities are located because there are precise indications to allow the urban authorities to map the disused public assets, and allow the temporary use of these buildings also without a change of original functions which in many cases hinders reactivation actions.

The last Italian case collected concerns the reuse of a former fire brigade barrack in the city of Ferrara **Factory Grisù (Municipality of Ferrara, Italy)**, in a place for CCI (cultural and creative industries), companies and a new cultural HUB for the city and for Giardino district. This project has been developed in two phases: the first phase of experimental reuse of the building, driven by one cultural association, in which to identify the activities to be hosted, the second phase of consolidation of the project in which to change the mechanism of colonization of the place, from cultural association to a consortium of companies.

The collection of case studies continues with two experiences concerning the reuse of the urban fabric, **ADN Murcia (Municipality of Murcia, Spain)**, an initiative of the Murcia City Council for the renewal and social reactivation of the city's neighbourhoods through participatory activities directed to the inhabitants and all the local stakeholders, **Grands Voisins/Former Saint Vincent de Paul hospital (Municipality of Paris, France)**, a temporary reuse project, or transitional urban

<sup>1</sup> Emilia-Romagna region - Regional law on the protection and use of the territory, Art. 15 “Register of properties made available for urban regeneration”; Art. 16 “Temporary uses” (<https://bit.ly/3Eem16F>).

planning/program, useful for identifying the principles for redesigning the area of the former hospital of Saint Vincent de Paul. These two projects tell us how reuse can also affect entire urban areas of our cities, in the first case, that of Murcia, the project has identified a series of problems related to the use of urban space, has found solutions with the involvement of citizens, and designed a shared management of the regenerated spaces. In the second case, we are faced with an urban regeneration program of a former hospital that has invested five years of time in temporary reuse to give birth to a new neighbourhood consistent with the logic of the evolution of the city of Paris and able to give answers also to local issues.

Before the case studies section related to innovative urban regulation, we approach one project of the urban re-activation through to reuse of private assets, the vacant shops in the city centre. We present the case study of Melgaço a municipality of Portugal, bordering on Galicia in Spain. This urban authority develops a project for the temporary occupation of vacant commercial spaces, called **Melgaço Pop-up Shop**, which could be useful for attracting new businesses, especially start-ups, which use the empty shops for specific periods of time to develop their business and reactivate the city centre.

The review of the case studies ends with the presentation of the urban regulations of two Italian cities, **Bologna and Reggio Emilia**, which highlight a virtuous path of reuse of urban assets.

## 2.2 Part 2 - A possible reuse/regeneration process.

The intention of the second part of the report is to hypothesise a roadmap that can be useful to urban authorities who want to develop processes of reuse/regeneration of disused public buildings with the collaboration of relevant urban actors. The hypothesised process refers to the experiences conducted by three URBACT projects: 2nd Chance, Refill, and Sub> Urban, collected and organised in the activity called '(Re) making the City', and MAPS project about the reuse of the former military assets.

Starting from this framework of experience, we will try to integrate the concepts of the case studies collected in order to be able to design a possible roadmap for the reuse/regeneration of the urban commons. These are the milestones of the roadmap:

1. **Mapping.** Action devoted to the identification of the urban components (sites or buildings) to be enhanced and to the characterisation of the place. Analysing the context, in harmony with the city/neighbourhood development perspective; development of inventories, geographic databases, community maps, analysis of issues/potentials from different disciplines points of view (sociological, economic, cultural, environmental) are key to overcome the challenge of the reuse.
2. **Engagement.** Activate people and spaces by initiating, promoting, and matchmaking activities to change an inert situation. First of all, initiate by taking the lead to make something happen and thus activating stakeholders to become engaged. Then, promote by raising awareness of the potentials of an underused space or the importance of a challenge to be addressed. Finally, develop step-by-step governance, an action plan able to reach the reuse objectives.
3. **Envisioning.** Collaborative co-design of one or more scenarios, visions, or objectives for temporary or permanent uses of underused sites or buildings within the urban context. This

phase should refer to the results of the previous two (Mapping and Engagement) and developed thanks to a mix of bottom-up and top-down approaches.

4. **Experimenting.** Develop solutions able to test the ideas for reuse, incubating and developing them step by step. First, testing is all about practices that simulate new approaches and methods of reactivation and revitalisation, testing new uses and functions for managing and programming spaces. Second, incubating regards to practices that ensure space to people, initiatives, and enterprises, allowing their ideas and activities to grow. At last, by gradually developing their experiments, new opportunities are created, paving the way for reactivation and revitalisation.
5. **Decision-making.** Decision-making is the process of identifying and choosing alternatives to take the right decision based on analyses, needs, and opportunities.
6. **Financing.** Prepare the financing model of the intervention (initial investment, management and maintenance, among other models). Consider the cost/benefit, subsidy elements and their justification. Check for different sources of finances: public, private, user fee, alternative sources such as crowd sourcing and so on.
7. **Mainstreaming.** Mainstream your innovative approaches through establishing structures and organisations that are responsible for the reactivation and revitalisation of underused spaces; set up regulations, by-laws, legal supportive instruments and have an integrated management that allows a joint management of the spaces.
8. **Evaluating.** Identify a set of indicators able to monitor the impacts produced by your reuse project, quantitative and qualitative indicators. Evaluate the impacts in given time-periods, when compared to pre-set indicators of effects and receiving feedback, through the reappraisal and modification of the original intervention on the basis of the evaluation of the impacts.

### 2.3 Part 3 - Conclusions and Policy recommendations.

In the last section of this study, we try to make a synthesis between the indications that arise from the case studies collected and the suggestion coming from the hypothesis of a path of reuse/regeneration so that it is possible to highlight some fundamental recommendations to support the urban authorities in the re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management).

### 3 Case studies/best practices

The case studies identified were selected in order to cover a series of possible fields of implementation useful for understanding how to activate actions for the re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management) of urban actors, in the specific: mapping and identification activities (two cases); building re-use (three cases); urban fabric revitalisation (two cases); urban compound re-use/regeneration (one case); urban regulation to support re-use activities (two cases). The collected cases are described by the following fields of information:

- **The challenge of the case study.** What kind of reuse/regeneration? A single building, a group of buildings, an urban sector, etc. What are the main challenges to be answered?
- **Description of the context.** Introduction to the asset and the reasons for the non-use or abandonment of the asset.
- **Bodies involved.** The description of the bodies involved (public, private, civil society, etc.), the relationship between them, and a possible description of the tasks.
- **Solution - Governance model for the reuse.** The solutions that have been proposed for the reactivation / reuse of the asset.
- **Impacts.** What are the impacts (social, economic, cultural, environmental) that the reactivation / reuse project has produced?
- **Why this practice is relevant?** How this practice can be relevant to the objectives of ACTION N ° 04 - Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development.

**Urban mapping - Longford NUA community engagement project (Municipality of Longford, Ireland).** Longford NUA is a mapping project aimed to improve citizen engagement in the operation and service delivery of the Local Authority.

**Urban mapping - Web-GIS system Brussels (Municipality of Brussels).** The city of Brussels has developed this activity to find out abandoned and unoccupied buildings for a systematic inventory of vacant buildings. The database assembles relevant information about these buildings and provides a geographic overview to support the city administration to define a territorial approach.

**Historical building - Villa Levi common good. Rethinking the Villa with the community (Municipality of Reggio Emilia, Italy).** Project aimed to the reuse of Villa Levi through the development of an Open Laboratory useful to identify a shared solution for the reactivation of the historic building and its park.

**Single standing buildings - Avanti, c'è Spazio (Municipality of Cesena, Italy).** A program aimed to experiment with the inhabitants of Cesena mechanisms of reuse and reactivation of two public buildings currently unused: the former primary school of Diegaro, a small village within Cesena Municipality, and the Portaccia of Sant'Agostino, a historic building/gate, part of the ancient city walls.



**Historical building – Factory Grisù/Former fire brigade barrack (Municipality of Ferrara, Italy).** Reactivation/reuse/regeneration of the former fire brigade barrack as a place for CCI companies, and new cultural HUB within the Giardino district.

**Urban fabric - ADN Murcia (Municipality of Murcia, Spain).** ADN Urbano is an initiative of the Murcia City Council for the renewal and social reactivation of the city's neighbourhoods through participatory activities directed to the inhabitants and all the local stakeholders.

**Urban compound - Grands Voisins / Former Saint Vincent de Paul hospital (Municipality of Paris, France).** A temporary reuse project or a transitional urban planning/program, useful for identifying the principles for redesigning the area of the former hospital of Saint Vincent de Paul. The project covered an area of approximately 3.5 hectares, involving 19 buildings.

**Urban fabric - Melgaço Pop-up Shop (Melgaço, Portugal).** The main objective of the strategy is to revive urban centres that show a prolonged decline as a result of the lack of commercial animation and to reverse the loss of population. The strategy, therefore, involves the temporary occupation of vacant commercial spaces.

**Urban regulation - The Bologna Regulation (Municipality of Bologna, Italy).** The Bologna Regulation is a tool of collaboration between the citizens and the urban authority to foster the reuse/regeneration of the Urban Commons.

**Urban regulation - Reggio Emilia regulation (Municipality of Reggio Emilia, Italy).** The Municipality of Reggio Emilia is experimenting with the program Collaborative City an innovative approach made by “citizenship agreements”, co-design actions, activities of mapping of the needs, to reinforce the relationship between local authorities and residents.

### 3.1 Longford NUA – Community engagement project

**Location (neighbourhood, city, country):** Longford, Ireland

**Sources of information (web link, publication, etc.):**  
<https://www.longfordcoco.ie/longfordcoco/services/regeneration/longford-nua/>  
<https://spaceengagers.org/projects/longford-nua/>

#### 3.1.1 Challenge

Longford Nua is a mapping project aimed to improve citizen engagement in the operation and service delivery of the Local Authority. It was initially developed by Space Engagers, working with Longford Regeneration and community stakeholders as a downloadable app and has been updated by Longford County Council as a web-based app to enhance access and usability. Longford Nua gives local people the opportunity to share stories about places in Longford and make suggestions about how some of them could be reused. The aim of the app is to generate useful information that is distributed over a large amount of the population and gather it together so we can tell the positive story of Longford and the opportunities that exist here.

### 3.1.2 Description of the context

The first version of **Longford NUA** was born within the MAPS project - Military Assets as Public Spaces (<https://urbact.eu/maps>), an URBACT project aimed at developing strategies for the reuse of disused military heritage. In this reference framework, the Municipality of Longford has decided to develop this mapping tool to foster the collaboration of citizens in the process of actions co-designing for the reuse of Connolly Barracks, a former military area in the city centre, but also useful for the city characterisation.

**Longford NUA** was developed by a social enterprise, Space Engagers, working with Longford Municipal District. The project aims to engage people and can be adapted to suit the requirements of any particular group. It has led to identification of projects which Longford County Council took on board. For example, new ideas were generated about the reuse of the former military barracks, identifying the need for a hotel in the town. Users shared stories about historic links with old buildings that many people were not familiar with, e.g. where tickets for the Titanic were sold in the town. A number of other councils in Ireland have since adopted this app as a new way to engage citizens.

### 3.1.3 Bodies involved

**Longford Municipality.** General organization of public participation activities, organization of laboratories and final management of the mapping system.

**Space Engagers.** System development (app) and support the Municipality in the participation activities and data collection phases.

### 3.1.4 Solution - Governance model for the reuse

There are three elements to the app: past, present, and possible. The app allows people to tell their stories; highlighting the positive attributes of the town, identifying opportunities for potential new uses, and involving everybody in the conversation. The app has increased opportunities for engagement with local people and brought forward new ideas. It has encouraged people to buy into the process of regenerating their town and to take ownership, thereby increasing the effectiveness of projects implemented by the Municipal District of Longford.

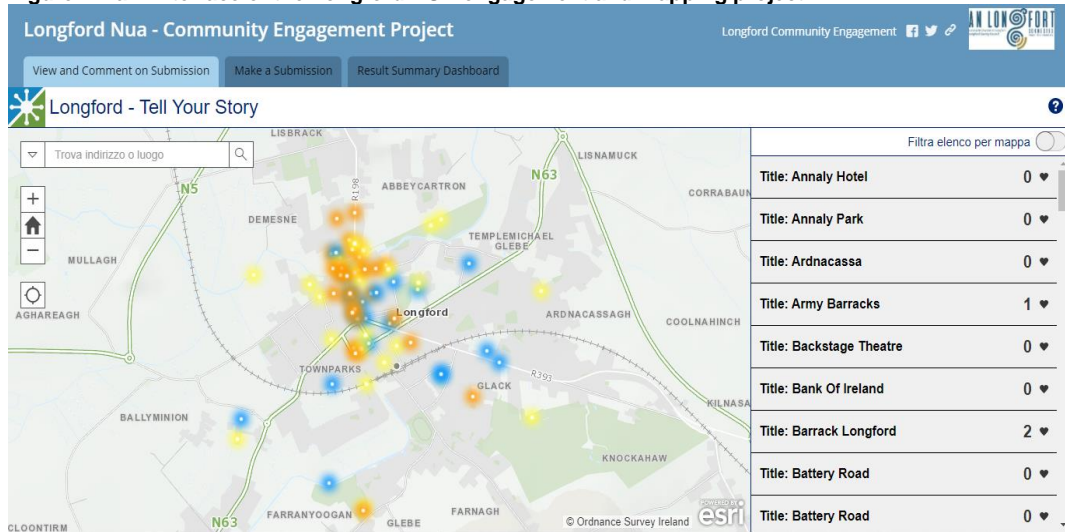
To achieve these objectives, and before the development of the app, participatory workshops were carried out in which mapping activities were simulated. These activities are necessary for two reasons:

1. Raise awareness among the inhabitants of the mapping of the city thanks to their collaboration;
2. Introduce to mapping techniques: what does it mean? How is it done? What information to highlight?
3. Introduce the use of the Longford NUA app.

As previously mentioned in the first phase of the project Longford NUA the app was developed to be downloadable from Google Play and the App Store, this meant an app expressly dedicated to the mapping project and present on two platforms, one for Android devices and one for Apple devices. In the second phase of the project, it was decided to move data management to a Web app, an

application managed with a GIS system and adaptable to any device. The project's web platform is managed directly by the municipality and can interface with other geographic data.

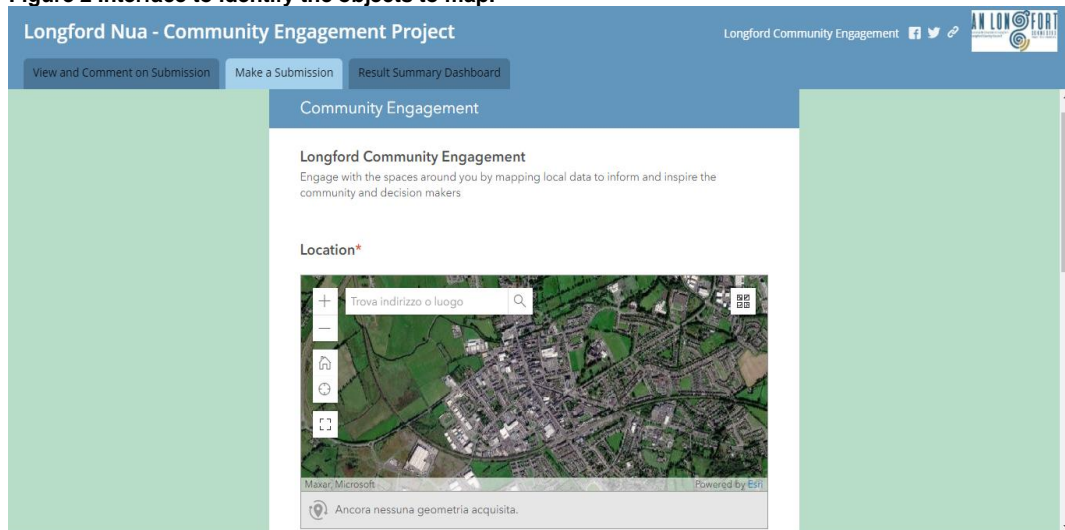
**Figure 1 Main interface of the Longford NUA engagement and mapping project.**



**Source 1 Image taken from the Longford Town Council website.**

*With this interface, it is possible to identify all urban objects mapped by citizenship. In the central window a geographic map with the objects identified with points; in the right column is the list of objects.*

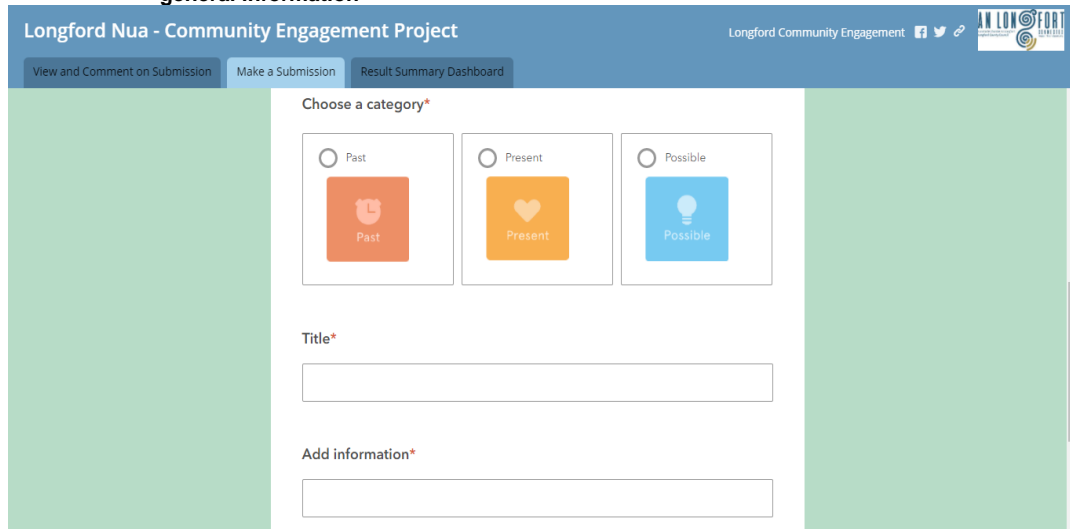
**Figure 2 Interface to identify the objects to map.**



**Source 2 Image taken from the Longford Town Council website.**

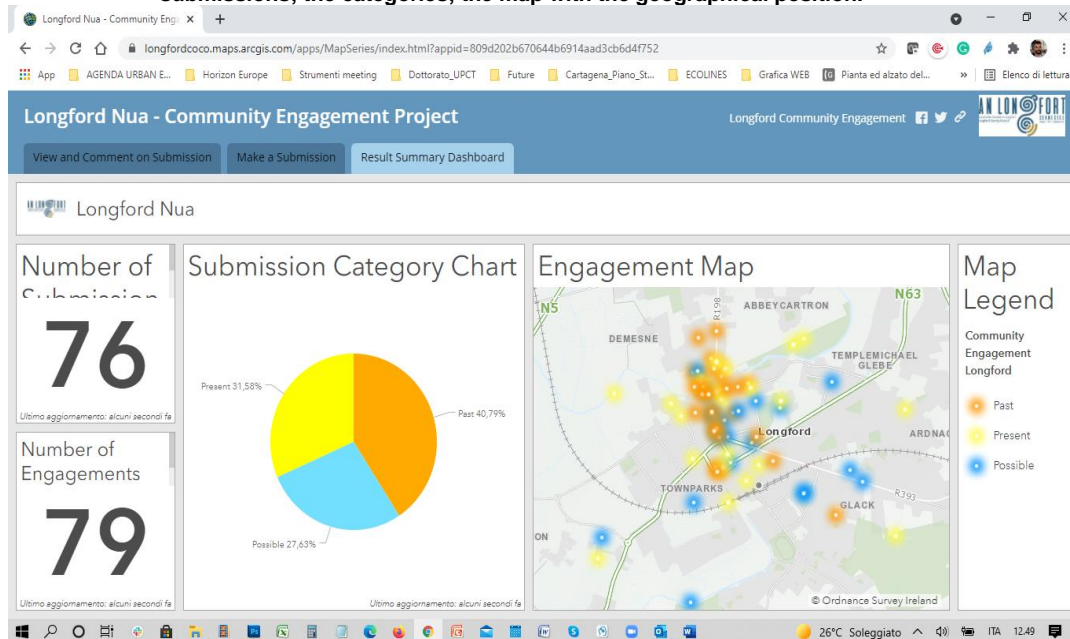
*This section of the app is used to identify in the Longford map the object to be highlighted.*

**Figure 3** After the geographical identification, this section is dedicated to the information for the characterisation: the category (past, present, future), the name of the object (title), the general information



**Source 3** Image taken from the Longford Town Council website.

**Figure 4** The final interface allows the user to have a summary of all the information collected: number of submissions; the categories; the map with the geographical position.



**Source 4** Image taken from the Longford Town Council website.

### 3.1.5 Impacts

The data gathered has supported the urban planning policy of the Municipality, in particular about the reuse of the former military barracks. As previously mentioned, the system has been extended to the entire municipal area and now functions to collect and share information on different issues. The project was shortlisted for a European Innovation in Politics Institute award in 2019, an Irish Planning

Institute award in 2018, and features in the newsletter of the Irish Pavilion of the Venice Biennale Architettura 2018.

### 3.1.6 Why this practice is relevant?

Longford's experience allows us to understand how to organise a mapping of urban values or urban commons, involving the local community. It is, first of all, an experience of involvement on the themes of reuse/regeneration and then of mapping. If this experience is used constantly over time, it allows the strengthening of the local community's skills in identifying and evaluating how to imagine possible reuse of vacant buildings and open spaces in the city.

With respect to the themes of **Action 4**, this practice is important because it strengthens the local identity and contribute to the preservation and/or redevelopment of the heritage, urban commons (consolidated or new) with the direct involvement of the citizens of Longford.

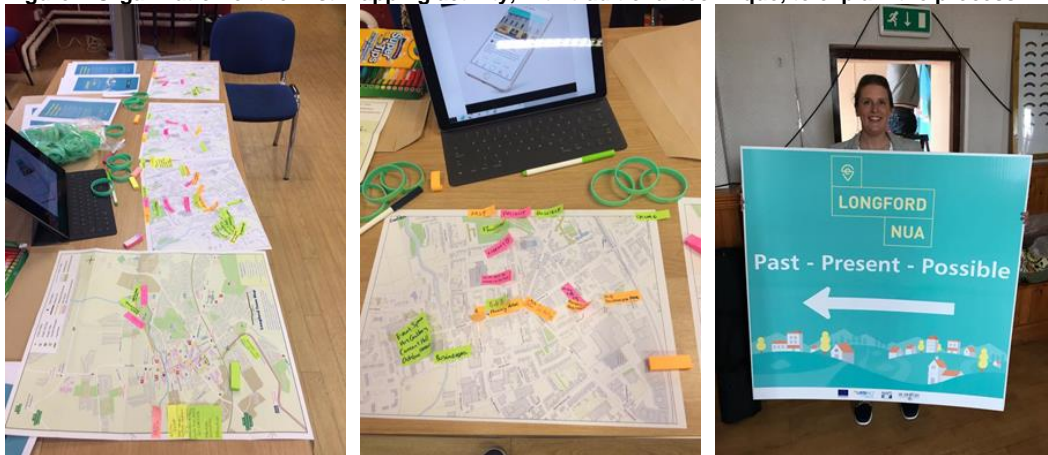
**Figure 5** Participatory workshops for the development of the Longford NUA app and introduction to the mapping activities of the urban context.



**Figure 6** Participatory workshops for the development of the Longford NUA app and introduction to the mapping activities of the urban context.



**Figure 7** Organization of the first mapping activity, with traditional technique, to explain the process.



## 3.2 Web-GIS system. City of Brussels

**Location (neighbourhood, city, country):** Brussels, Belgium

**Sources of information (web link, publication, etc.):** <https://bit.ly/3EzWdlt>

### 3.2.1 Challenge

The city of Brussels has developed this activity to find out abandoned and unoccupied buildings for a systematic inventory of vacant buildings. The database assembles relevant information about these buildings and provides a geographic overview to support the city administration to define a territorial approach.

### 3.2.2 Description of the context

In the middle of the '90s, the City of Brussels launches a renovation policy for the city centre. The unoccupied and abandoned buildings are considered a danger for public safety and for the commercial and economical dynamics of the city. Since 2009, the Grand-Place of Brussels is listed on the UNESCO World Heritage List, and the square and the surrounding streets of the square (UNESCO zone) are subjected to specific rules in town planning. Inside the UNESCO perimeter, the objective is to preserve and promote the architectural heritage and to reintroduce social and functional mix. In this way, the City of Brussels wants to keep a harmonious balance between conservation of the site, tourism, trade, and housing.

### 3.2.3 Bodies involved

Municipality of Brussels

### 3.2.4 Solution - Governance model for the reuse

The city of Brussels has conducted the following activities to find out and map abandoned and unoccupied buildings:

1. Field survey, estimating vacancy through a visual assessment from the public space;
2. Using the data from the companies that manage the water & electricity companies to verify the buildings with low consumption of water and electricity;
3. A check of the population register by the demographic department to know if there is a domiciliation in the building.

It is important to highlight how this experience is based on the use of different sources of information:

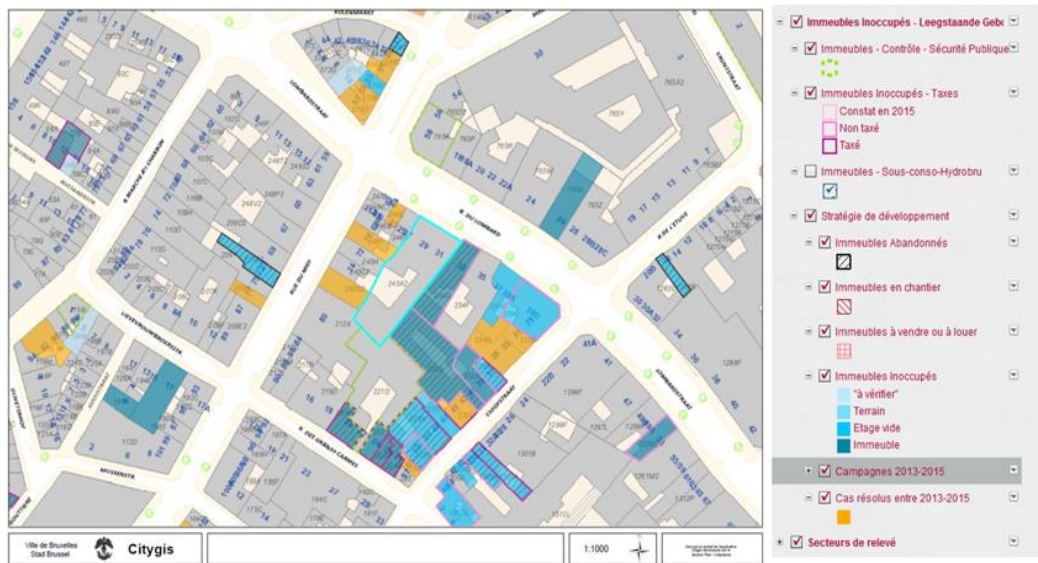
- **Qualitative indicators.** Data deriving from an urban analysis carried out without entering the buildings. Groups of evaluators (architects, technicians in general) evaluate the condition of buildings from the streets and evaluate the state of conservation of the facades and identify those that can be used or abandoned. To carry out this activity it is important to develop an **evaluation survey form** that allows the unified collection of information from

the field. The urban analysis is carried out for the ground floors and for the upper floors, this means that the GIS system analyses two levels of data.

- **Quantitative indicators.** Data that allow us to evaluate the use of the building starting from its occupancy and consumption. The municipality of Brussels has decided to use this quantitative information but others could very well be, such as the production of solid waste, but obviously, this depends on every single municipality and about their type of indicators to use for the evaluation.

To finalise the mapping, these levels of information are superimposed and where there are positive responses that add up (poor general maintenance of the building, low water and electricity consumption, no domiciliation), a potentially unused or abandoned building is identified.

**Figure 8 GIS representation of information relevant to the identification of unused or abandoned building.**



### 3.2.5 Impacts

The Web GIS allows identified abandoned and unoccupied buildings and sites. In this database, all available information within the public administrations about these buildings and sites are collected, supporting to take decision how to handle the building (i.e. potential building permits or applications-applied taxes-measures of security or prohibition of occupation-legal actions and affectations). The web database is accessible for all users who work on unoccupied buildings issues. The phases following the identification of abandoned buildings concern the implementation of tools for their recovery, the municipality of Brussels makes these initiatives available:

- **Incentive actions or right of the first option.** Brussels provides subsidies for renovation, to create separate access to floors above shops, for a team of experts to help with the renovation of protected buildings, etc. For a well-defined perimeter and if accompanied by a valid argumentation, authorities can have a right of the first option to buy a building on sale.

- **Taxes.** Brussels has developed a tax on abandoned buildings/lands. The tax is charged to running meters façade \* the number of floors. It is due on yearly basis, for every past year of vacancy.
- **Protected buildings.** The city of Brussels can request the region of Brussels to deploy a regional fine for neglected heritage on top of the municipal tax. Another option is to go to court to force the owner to renovate the protected building.
- **Housing – regional fines & others.** The city of Brussels can request the region of Brussels to deploy a regional fine for unoccupied building on top of the city tax fine. Another option is to go to court to force the owner to renovate and to resolve the vacancy of the building. Another instrument is that the owner keeps the building but is obliged to transfer its management to the city of Brussels. The city renovates the building and rents the property out to a people in precarious living situations.

### 3.2.6 Why this practice is relevant?

This database allows a comprehensive overview of abandoned and unoccupied buildings as well as to assemble all relevant information about these buildings in one “place” and make this information available to all city administrations. If we start from the experience of Longford (Longford NUA) we can think of a further evolution of this system in which to mix information about unused buildings and suggestions from citizens.

With respect to the themes of **Action 4**, this practice is important because highlights how to build an urban analysis model, using geographic data and GIS system, for the identification of the disused or abandoned built heritage of a widespread type, especially private properties. It is important to address the issue of identifying abandoned urban assets (mapping), using geographic data or mechanisms such as the one proposed by Longford because it is essential to understand which type of “object” we need to reactivate and then understand thanks to which strategy, some examples of urban commons that can normally be abandoned:

- Derelict buildings that have fallen out of use;
- Sites or areas that contain a large proportion of derelict buildings and brownfields;
- Segregated areas, former military properties, partially in ruins, that contain a large proportion of derelict buildings and brownfields;
- Monofunctional areas that lack any kind of mix, in terms of use and urban typology;
- Structures that are condemned thanks to environmental and unsustainable issues;

## 3.3 Villa Levi common good. Rethinking the Villa with the community

**Location (neighbourhood, city, country):** Reggio Emilia, Italy

**Sources of information (web link, publication, etc.):**  
<https://www.comune.re.it/retectivica/urp/retecivi.nsf/PESDocumentID/7CE54F928C27D8B9C12586E7002A34B3?opendocument>



### 3.3.1 Challenge

The reuse project of Villa Levi and its park is developed within an urban policy called “QUA quartiere bene comune”, a collaborative city project, where the relationship between the administration and the community is based on the sharing of objectives, programs, and projects, and identifies the urban scale of the neighbourhood as the main place in which to implement them. The program “QUA quartiere bene comune” was developed in 2015 to reinforce the participatory approach of the city and from the moment of its birth to today it has served to sign 27 collaboration agreements, involve 730 subjects, carry out 160 specific projects, and has reached with its services more of 14,000 citizens.

To understand the development of the reuse of Villa Levi and its park, it is important to understand the process that supports the program QUA quartiere bene comune, that are developed by two block of activates:

**1. Mapping, exchange and learning from territory and city.** Phase dedicated to the identification of the needs that emerge from the territory and the city and to the development of a series of neighbourhood atlases, as a starting point for future collaborative projects between citizens and administration;

**2. Development of actions and projects shared between citizens and administration.** This block is characterised by the development of an open laboratory of citizen participation, to develop project ideas, and by the activation of projects through agreements between citizens and administration.

**2.1 The neighbourhood laboratory.** A physical place in which to activate a temporary laboratory in which to start a discussion, on the needs, problems and challenges of the neighbourhood and on the design of solutions that could prove effective in giving concrete answers. Identification of the specific skills necessary to go deeper different aspects, verify the concrete feasibility of the interventions, and choose the best solution.

**2.2 The agreement/neighbourhood agreement.** It is the formal document to activate a relationship between administration and urban actors to implement the ideas born in the laboratory. The agreement is signed by the Municipality and by all the urban actors who participated in the development of the ideas. Always within the neighbourhood laboratory will also identify the governance of the specific projects and the mechanisms for assessing the impacts achieved.

### 3.3.2 Description of the context

The reuse project of Villa Levi and its park is part of a large-scale strategy, a new Urban Master Plan, and for this reason, it must be interpreted not as a one-shot project but as a project included in a broad strategic vision for the city and territory.

**In 2011**, the owner of the building, Alma Mater Studiorum (University of Bologna) after almost 40 years decides to close the branch of Villa Levi in Reggio Emilia, that host the degree course in "Animal Production Sciences", to move this activity in Bologna, in a new venue, and put up the Villa for sale.

**In 2018**, the last activities of the University are also relocated to Bologna and the villa is permanently closed. From this moment begins a progressive decline caused by neglect and repeated vandalism and, after a few years, the general condition of the building worsens.

**In 2020**, the local committee “Coviolo In Festa”, which operates in the locality of Coviolo where Villa Levi is located, decides to carry out an awareness-raising campaign regarding the bad state of conditions of this property. To support this campaign, Villa Levi is nominated, in collaboration with the FAI of Reggio Emilia, to become part of a national list of places to enhance but forgotten “The places of the heart” promoted by FAI (Fondo Ambiente Italiano), an Italian foundation that has been operating since 1975 for the protection, safeguarding, and enhancement of the artistic and natural heritage. Since this candidacy, Villa Levi has been reopened and visited by more than 8,000 people.

Before this awareness-raising activity on Villa Levi, the Municipality of Reggio Emilia had started its participation actions with the involvement of citizens for the development of its new General Urban Plan, and the Villa and its park had been identified by the inhabitants of the area as an important common good to be reopened and reuse. For this reason, the Municipality of Reggio Emilia decides to use the Villa to host an Open District Workshop (citizenship laboratory) to support the activities of the project “QUA quartiere bene comune” (neighbourhood as a common good) where activate a discussion with the citizens and associations of the territory to design ideas and projects aimed to the reuse of the park of the villa.

**In 2021**, the stakeholders (associations and citizens) involved in the co-design phase, held in the previous months, signed an agreement with the Municipality through which to create a calendar of public initiatives within the park of the villa. At the same time, the Municipality of Reggio Emilia signs an agreement with the property of Villa Levi (University of Bologna) for free use of the park and the villa.

### 3.3.3 Bodies involved

**Municipality of Reggio Emilia.** Manages the process of participation and identification of the needs of citizens, local communities, districts.

**Local stakeholders.** Representatives of the neighbourhoods involved, cultural associations, citizens in general, social enterprises, cooperatives, etc.

### 3.3.4 Solution - Governance model for the reuse

As mentioned before the project is part of a large strategy aimed at the development of the new master plan for the city, and thanks to the activities connected to the definition/co-design of the master plan have been possible to enhance this asset.

<p><b>Mapping of needs</b></p>	<p>The municipal territory has been divided into 8 areas, made up of neighbourhoods and small villages with homogeneous characteristics. This division made it possible to map and contextualise the information collected thanks to two digital survey forms that highlighted needs, problems, and suggestions for the city and its territory: <b>Reggio Emilia, come va?</b> (Reggio Emilia, how are you doing?) online between April-June 2020, during the first Covid-19 health emergency, to identify the needs of citizens both in relation to the pandemic and in relation to the main needs and criticalities related to their life context in the neighbourhood of residence; <b>Reggio Emilia, come ti immagini?</b> (Reggio Emilia, how do you imagine yourself in the future?) an</p>
--------------------------------	---



	<p>investigation focused on defining a future vision for the city (district level) and its territory.</p> <p>After these two surveys/analysis activities were carried out in digital form it was possible to return to a traditional participation activities between citizens through the development of Open Laboratories, one for each district, aimed to the development of neighbourhood atlases.</p> <p>Survey form - Reggio Emilia, come va? (<a href="https://bit.ly/3tmQjim">https://bit.ly/3tmQjim</a>) Survey form - Reggio Emilia, come ti immagini? (<a href="https://bit.ly/2X2nZ9e">https://bit.ly/2X2nZ9e</a>)</p>	
<b>Bodies involved</b>	<b>Municipality of Reggio Emilia</b>	
<b>Neighbourhood atlases</b>	<p>The Reggio Emilia Neighbourhood Atlas illustrates and documents the policies and activities that the Municipality of Reggio Emilia carries out and has carried out in the city's neighbourhoods on various issues and aspects that affect the lives of citizens. This document aims to make a work tool available to the Reggio community, with two purposes: inform citizens about the policies and activities developed for the city and those currently being implemented; share a common basis of work for the launch of collaborative projects and processes.</p> <p>In the case of the reuse project of Villa Levi and its park, this property has been identified as a place to reactivate for socialisation and cultural promotion projects within the territorial sector C "The plain of small settlements and historic residences"</p> <p>Atlas sector C (<a href="https://space.comune.re.it/documenti/quartieri/Atlante_C.pdf">https://space.comune.re.it/documenti/quartieri/Atlante_C.pdf</a>)</p>	
<b>Bodies involved</b>	<b>Municipality of Reggio Emilia</b>	<b>Local stakeholders</b>
<b>The neighbourhood laboratory</b>	<p>As mentioned above a physical place in which to activate a temporary laboratory to start a discussion, on the needs, problems and challenges of the neighbourhood and co-design solutions. Villa Levi hosted the open lab for the territorial sector C.</p> <p>Agreement between citizens of sector C and the public administration. Solutions and projects for the reactivation/regeneration of the public assets and territory. Agreement layout to use between Municipality and stakeholders involved for the activation of the projects (<a href="https://bit.ly/3BSLYGN">https://bit.ly/3BSLYGN</a>)</p>	
<b>Bodies involved</b>	<b>Municipality of Reggio Emilia</b>	<b>Local stakeholders</b>
<b>Agreement/neighbourhood agreement</b>	Development of the agreements between the Municipality and all the bodies involved in the Open Lab aimed to activation of the co-designed actions	



	Agreement for the use of the Villa Levi and its park, between the property (University of Bologna) and the Municipality of Reggio Emilia ( <a href="https://bit.ly/3jQtJeS">https://bit.ly/3jQtJeS</a> ) List of the projects designed by the stakeholders involved for the re-use of the park ( <a href="https://bit.ly/3BOPr9j">https://bit.ly/3BOPr9j</a> )	
<b>Bodies involved</b>	<b>Municipality of Reggio Emilia</b>	<b>Local stakeholders</b>

**Figure 9** Neighbourhood laboratory in Villa Levi (May 2021). Source: Image taken from the Reggio Emilia Municipality website



**Figure 10** Neighbourhood laboratory in Villa Levi (May 2021). Source: Image taken from the Reggio Emilia Municipality website.



### 3.3.5 Impacts

The impacts produced by the reactivation project of Villa Levi and its park can be summarised as follows:

1. Starting from October 2021 the birth of a group for the co-management of the spaces of the Villa Levi park and its enhancement;
2. Development of a calendar of initiatives, from 28 August to 16 and 17 October 2021, in which Villa Levi will be transformed into an open public park.

**Figure 11 Public presentation and signature of the citizenship agreement for the reuse of the Villa Levi and its park. Source: Image taken from the Reggio Emilia Municipality website.**



**Figure 12 First activity carried out inside the park of Villa Levi - Electronic music festival "Electronic Picnic". Source: Image taken from the Reggio Emilia Municipality website.**



**Figure 13 Public presentation and signature of the citizenship agreement for the reuse of the Villa Levi and its park. Source: Image taken from the Reggio Emilia Municipality website.**



**Figure 14 First activity carried out inside the park of Villa Levi - Electronic music festival "Electronic Picnic". Source: Image taken from the Reggio Emilia Municipality website.**



### *3.3.6 Why this practice is relevant?*

The reuse process of Villa Levi and its park is important because it is part of a broader process, that of the development of the new town hall master plan. In this framework it is important to underline how the identification and reuse of urban commons is one of the key elements of Reggio Emilia's urban policies. It is not therefore an isolated episode, the reuse of a building, but a clear urban policy that is in harmony with the directives of the Emilia-Romagna Region regarding the zero consumption of soil, the regeneration of the existing assets, and the strengthening of social cohesion.

Villa Levi is just one of the many buildings identified by local communities during the participation activities in support of the urban plan, and all have been included as reuse projects to be carried out

during the implementation of the new urban plan. Starting from this experience, we can therefore affirm and suggest that, where local planning regulations allow, the reuse and regeneration of buildings considered as urban commons must be integrated within the development of urban master plans and not treated as individual experiences.

With respect to the themes of **Action 4**, this practice is important because it shows us through which roadmap it is possible to insert an urban commons within an urban and territorial planning tool and transform it into a key project for the local communities, district, and whole city. But be careful, it is not just a matter of having an urban regulation that allows the reuse of the public assets by citizens, in this case, the urban authority has developed an urban/territorial strategy that facilitates the identification of the assets to be reactivated, identifies needs, and strengthens the local communities in the design of shared governance with the municipality.

### 3.4 Avanti, c'è Spazio

**Location (neighbourhood, city, country):** Cesena, Italy

**Sources of information (web link, publication, etc.):**  
<https://www.comune.cesena.fc.it/avanticespazio>

#### 3.4.1 Challenge

The project, **Avanti, c'è spazio!** intends to experiment with the inhabitants of Cesena mechanisms of reuse and reactivation of two public buildings currently unused: the **former primary school of Diegaro**, a small village within Cesena Municipality, and the **Portaccia of Sant'Agostino**, a historic building/gate, part of the ancient city walls. In summary, the project aims to achieve the following objectives:

- Experience with the public forms of re-use and reactivation of some unused public buildings;
- Define a collaborative public regulation, on temporary uses, starting from the two specific projects;
- Fill the lack of spaces in the historic centre and periphery that can offer services for the well-being of families, children, and teenagers, always in synergy with other public services of the city;
- Re-activate two disused public buildings as an opportunity to encourage the development of economic, social, and cultural initiatives, involving local associations and citizens.

#### 3.4.2 Description of the context

The project is part of the activities related to the development of the new General Urban Plan of the city and its territory. During the phase of mapping of the needs, made between May and June 2020 and realised through citizen participation activities, problems emerged with respect to the limited presence of services for families, in the peripheral urban areas, and the lack of vitality of the centre with respect to cultural and youth spaces. In a second series of meetings, held between September and November 2020 and focused on the historic centre, a series of problems emerged with respect to the lack of spaces and services for the social well-being of families, children, and teenagers.

The **Avanti, c'è spazio!** project was therefore designed to give a quick and concrete response to various requests, needs, and proposals, which emerged in the context of the participatory processes related to the development of the General Urban Plan and on the enhancement of the historic centre of Cesena. To respond to these needs, the Municipality of Cesena has decided to put back into play two public buildings that had not been used for a long time, through a co-design approach, below a short description:

**Portaccia of Sant'Agostino.** Declared an asset of cultural interest, was built as a defense and control building in the southern city walls. Today the door is easily reachable on foot and by bicycle, consisting of a small building, it is suitable for hosting functions such as artistic workshops, crafts, or functions related to young people.

**Former primary school of Diegaro.** Building built in the 1960s, it serves as a primary school between 1966 and 1996. The building is characterised by the presence of a large open space, used by the former school as a sports and recreational area. Diegaro is a small urban settlement in the Municipality of Cesena and hosts about 220 families and with a presence of children and young people up to 16 years of age equal to 12% of the settled population.

#### 3.4.3 Bodies involved

The project is supported by two public bodies and one network made of one cultural association and one private company:

- Municipality of Cesena, owner of the buildings, and creator of the reactivation process;
- Emilia-Romagna Region, which supports the project with specific funds for the development of participation and co-design activities in the reuse of built heritage;
- Planimetrie Culturali (cultural association) and Kcity (private company) that support the Municipality of Cesena in the development of co-design and participation activities for the identification of the right mechanism (governance and actions) for the reuse of buildings.

#### 3.4.4 Solution - Governance model for the reuse

The approach proposed by the "Avanti c'è spazio" process is the incremental type and is based on the fact of integrating a series of strategic tools, from the General Master Plan of the city to a specific activity like this one, to support the development of urban regeneration projects based on the involvement of local communities. As previously mentioned, the project does not only intend to reuse a series of disused public goods but also wants to support the training of citizens, the people involved in the project, in understanding the phases of regeneration of the public assets and in co-designing, thanks the support of the Municipality, a project able to give adequate responses to local problems.

The five phases of the project, plus a start-up phase, are aimed at raising awareness on the issue of regeneration and reuse of buildings or open spaces; how to identify local needs through participatory mapping actions; collect ideas for the reuse of buildings involving the highest number of participants; activate co-design processes to develop realistic projects, in terms of reuse, for the buildings involved; encourage the creation of new citizens' associations (formal and informal) dedicated to the management and enhancement of public assets.

Figure 15 Presentation of the public tender for the selection of first seeds of ideas for the reuse of the public buildings of the former school of Diegaro and Portaccia.



<b>Start-up</b>	Formation of the internal working group to support the project; establishment of a "negotiation table" of the process, as a guarantee of the project results; identification of an independent group of experts to support the process in all its phases; involvement of potentially interested entities and institutions in the reuse process; development of a strategic communication plan.		
<b>Bodies involved</b>	<b>Municipality of Cesena</b>	-	-
<b>Phase 1 – Training and sensibilization</b>	Development of a training program on models, community spaces, and temporary uses - aimed at all the citizens and stakeholders interested in the reuse/reactivation processes.		
<b>Bodies involved</b>	<b>Municipality of Cesena</b>	<b>Planimetrie Culturali</b>	<b>Kcity</b>
<b>Phase 2 – Mapping of the needs</b>	Phase dedicated to the participation and aimed to the identification of the needs of the local communities of the Diegaro, and the Portaccia area - open to all interested parties, with particular attention to young people and families residing or attending the areas. In this phase, we will focus on the specific needs of the reference communities and comparison on possible uses and management models.		
<b>Bodies involved</b>	<b>Municipality of Cesena</b>	<b>Planimetrie Culturali</b>	<b>Kcity</b>
<b>Phase 3 – Identification of the ideas (seeds of ideas) – Preselection of ideas</b>	Public tender for the selection of first seeds of ideas for the reuse of the public buildings of the former school of Diegaro and Portaccia. In this phase, and with respect to Italian law (Third sector code), can participate the following subjects: <ol style="list-style-type: none"> <li>1. Recognised Cultural Associations and third sector entities (NGOs), individually or in-network;</li> </ol>		



	<ol style="list-style-type: none"> <li>2. Citizens' committees, formally established, for the development of activities compatible with those provided for the property of interest (cultural, for young people, support for families, etc.);</li> <li>3. Informal groups of citizens, on the condition that they are available, in case of assignment of the building, to designate their own representative who will act as the contact person and be responsible for formal relations with the Municipality of Cesena;</li> <li>4. Individual citizens on condition that they are willing to participate in the activities of the Management Committee or self-management Assembly of the building which will be activated at the end of the co-planning process.</li> </ol> <p>The subjects who can participate in the public selection procedure have been identified by a political act of the Council of the Municipality of Cesena which has interpreted the Italian law regulating the third sector.</p> <p>A public tender procedure for the ideas selection (<a href="https://bit.ly/2Z0ScX5">https://bit.ly/2Z0ScX5</a>)</p>
<b>Bodies involved</b>	<b>Municipality of Cesena</b>   <b>Planimetrie Culturali</b>   <b>Kcity</b>
<b>Phase 4 – Support of the ideas selected through a co-design development</b>	<p>Development, through co-design actions, of ideas for the reuse of spaces to be reactivated. After the identification of the ideas for reuse, this phase is aimed at the concrete development of an integrated project (governance and use of spaces) for the reuse of the public buildings. The Municipality of Cesena, and the external partners, will assist the winners of the selection of ideas in building a first test/pilot project to verify the functioning of the proposal. In this phase, the ideas excluded in the selection phase can also be integrated into the final reuse project.</p> <p>This phase is also useful for strengthening the skills of the future manager of the public building reused or for the development of a new body if the idea comes from an informal group.</p>
<b>Bodies involved</b>	<b>Municipality of Cesena</b>   <b>Planimetrie Culturali</b>   <b>Kcity</b>
<b>Phase 5 – Activation of the reuse project</b>	<p>Development of the final proposal for the reactivation of the spaces. Definition of the commitments of the parties and signing of the contents of the proposal for the temporary reuse of buildings. Approval of the project by the City Council of Cesena and activation of administrative procedures for the signing of the building use agreements. Public presentation of reuse projects.</p>
<b>Bodies involved</b>	<b>Municipality of Cesena</b>   <b>Planimetrie Culturali</b>   <b>Kcity</b>

To be able to manage this process these are the partners involved and related tasks:

Partner	Related task
<b>Municipality of Cesena</b>	General management of the project Avanti, c'è spazio and technical organization of participatory and co-design activities.



<b>Planimetrie Culturali</b>	Planimetrie Culturali is a Social Promotion Association (APS) and since 2004 deals with urban regeneration and reactivation of public and private buildings not in use thanks to participatory actions involving citizens, businesses and the cultural fabric of cities. Tasks in the project: design of the mechanisms for co-design and participation of the local actors involved; development of methodological contents for the awareness-raising and training phases; organization and management of participation and co-design workshops.
<b>Kcity</b>	Private company that deals with urban regeneration processes thanks to the involvement of local communities. Tasks in the project: design of the mechanisms for co-design and participation of the local actors involved; development of methodological contents for the awareness-raising and training phases; organization and management of participation and co-design workshops.

### 3.4.5 Impacts

The project started at the beginning of 2021 and at this moment, September 2021, it is in Phase three “Identification of the ideas (seeds of ideas) - Preselection of ideas”, this means that we cannot measure significant impacts with respect to the development of a project for reuse of public buildings.

At this moment, phase three has made it possible to select **16 subjects**, including associations, cooperatives, informal groups, and individual citizens: eight for the Diegaro school complex and eight for the Portaccia di Sant’Agostino, who presented eight reuse projects for two public buildings. As previously mentioned, these subjects will access a co-design process, supported by the project partners, and lasting about two months, with which to improve the ideas proposed up to the development of final governance (real project) for the two buildings.

### 3.4.6 Why this practice is relevant?

As in the case of Villa Levi in Reggio Emilia, we are faced with an experience of re-use of public buildings inserted as key elements within the development of the new master plan of the municipal area, but in Cesena we have a substantial difference:

- In Reggio Emilia, we had a unique process of participation and co-design (identification of urban commons and co-design of actions) substantially with the same urban actors;
- In Cesena, we are faced with a two-level process of participation and co-design. The first allowed mapping of the needs of the neighbourhoods and the identification of spaces in which to activate new functions to support the community. Process carried out with a small number of stakeholders. The second activated a participation process aimed at a wide audience, even those who did not participate in the first phase, with the intention of supporting the birth of ideas for the reuse of the buildings through a path of strengthening the competencies of the participants, cultural associations, citizens committees, informal groups of citizens, individual citizens.

In essence, the difference between the two models lies in the fact that in the case of Cesena a public tender was carried out to identify possible solutions and bodies for the reuse of the buildings, obviously always in harmony with local needs, and this approach requires more time to develop the

projects, as it is necessary to provide for a phase of co-design (improvement) of the ideas that are proposed and eventually for the design of appropriated governance. The positive factor lies in the fact that new realities can arise that deal with the regeneration and reuse of spaces and buildings and not always think of involving consolidated urban actors of the territory or city.

With respect to the themes of **Action 4**, this practice is important because it uses the public tender procedure to identify ideas for the reuse of public buildings and future bodies for their implementation. As in the case of Villa Levi, these two projects are also part of an urban and territorial strategy where the identification of the heritage to be reused and the needs of local communities have been the subject of a long phase of public participation.

### 3.5 Factory Grisù/Former fire brigade building

**Location (neighbourhood, city, country):** Ferrara, Italy

**Sources of information (web link, publication, etc.):** <https://www.factorygrisu.it/>

#### 3.5.1 Challenge

In 2013, the former Ferrara fire brigade building began its path of reuse and regeneration thanks to the local cultural association called Grisù. The barracks, owned by the Province of Ferrara, had been closed since 2004, and in 2012 the Province decided to start this project by favouring the birth of a new cultural association called Grisù, with the aim of transforming the old building into a place to host creative companies, cultural and social activities, within the Giardino district. The reuse/re-activation project of the former barracks was developed in two steps:

1. **Experimentation.** From 2013 until 2016 the reuse of the space was driven by the cultural association Grisù;
2. **Consolidation.** In 2016 the Municipality of Ferrara joins the Province of Ferrara in the management of the property and open a call for the identification of one body for the management of the place.

At this time, Factory Grisù is a Consortium composed of 19 companies that work in different fields but with strong relations with the cultural and creative industries. The main mission of the consortium is to promote the activities of the companies involved but it is also obliged to carry out actions with a high social impact that involve the inhabitants of the neighbourhood in which it is located.

#### 3.5.2 Description of the context

The former fire station is located in Ferrara at the corner of via Poledrelli and via Ortigara, and is a building built in 1930 to replace the old barracks in via Cortevicchia, a road too central to allow quick interventions throughout the city. The building has a rectangular shape and covers a total area of 4,806 square meters, of which 2,070 are covered and distributed over four floors: basement, ground floor, first floor and attic, and the rest intended for the open central courtyard. The fire brigade building closed in 2004 to move to a new building, more functional for the needs of the fire brigade, and from 2005 to 2012 the Province of Ferrara tried to sell the complex but the building did not attract potential buyers.

Figure 16 The former fire brigade building, main entrance. Source: Image taken from Factory Grisù website, photo by Giacomo Brini.



### 3.5.3 Bodies involved

- **Province of Ferrara.** Current owners of the building, body that has activated in the 2012 the experimentation phase of temporary reuse.
- **Municipality of Ferrara.** A public body that has supported the Province of Ferrara, and the Grisù cultural association in the aspects about the buildings permission, and modify and update the spaces of the building
- **Cultural Association Grisù (from 2013 to 2016).** Private body that implemented the reactivation and reuse project of the former barracks.
- **Consortium Factory Grisù (from 2016 until now).** Private body, made up of 19 companies, which manages the reuse project of the former barracks and produces cultural activities with an impact for the city and the Giardino district.

### 3.5.4 Solution - Governance model for the reuse

To avoid the deterioration of the building, the Province of Ferrara identifies the new-born cultural association Grisù as a potential manager of the building reactivation, and in this framework, a non-onerous temporary agreement is stipulated, with a maximum of five years for the use of the spaces of the former barracks. This agreement does not imply any public current investment on the side of the property for the improvement of the building and space. In any case, the Province of Ferrara and the cultural association, in close collaboration with the municipality of Ferrara, took steps to identify additional public funds to be used to enhance the building.

<p><b>Experimentation (2013-2016)</b></p>	<p>A non-onerous temporary agreement with a maximum of 5 years rule the use of the building between the Province of Ferrara and the cultural association Grisù.</p> <p>To ensure the reactivation of the former barracks, the cultural association Grisù activates an open call to identify companies (start-ups), bodies, associations, from the territory and the city, to colonise the spaces. The selected bodies had a portion of the property available for 5 years, without any rental costs, but with the</p>
---	---

	<p>obligation to make it accessible and keep it in good condition over time and in cooperation with the other subjects involved in the project, develop and carry out activities of social/cultural interest for the city and the neighbourhood.</p> <p>In this phase, the Municipality of Ferrara supports the Province and the cultural association in identifying the right way to solve all the problems related to permits for the building use/reuse.</p> <p>The companies involved had to recover and improve the spaces allocated with their own private funds. During the experimentation period, crowdfunding projects were developed to recover the central open space.</p>		
<b>Bodies involved</b>	<b>Province of Ferrara</b>	<b>Municipality of Ferrara</b>	<b>Cultural Association Grisù</b>
<b>Consolidation (2016)</b>	<p>In 2016, the Municipality of Ferrara joins the Province of Ferrara in the management of the property and together obtain access to funding from the Emilia-Romagna Region for the requalification of the building and the inner courtyard. The municipality of Ferrara has organised the tender procedure for the identification of the body for the management of the former barracks.</p> <p>The agreement for temporary use of the building between the Province of Ferrara and cultural association Grisù loses its legal value and to be able to stay in the place, use the spaces, and use the regional funds for the building requalification the Grisù association has participated in a public tender procedure, for the management of the former barracks, and turn into a consortium of companies.</p> <p>The <b>Consortium Factory Grisù</b> (former cultural association Grisù) is awarded the management of the former barracks and becomes the body in charge of the physical requalification of the building. In addition to these specific activities, the consortium continues its cultural production activity for the city and the neighbourhood.</p> <p>Between 2019 and 2020, catering activities and public space for meeting were added to increase the offer and keep the internal garden and building open even in the evening hours.</p> <p><b>Statute of the Consortium Factory Grisù</b>  <a href="https://www.factorygrisu.it/files/20/Consorzio/1/Statuto.pdf">https://www.factorygrisu.it/files/20/Consorzio/1/Statuto.pdf</a></p> <p><b>Internal regulations of the Consortium Factory Grisù</b>  <a href="https://www.factorygrisu.it/files/20/Consorzio/2/Regolamento-Factory-Grisu.pdf">https://www.factorygrisu.it/files/20/Consorzio/2/Regolamento-Factory-Grisu.pdf</a></p> <p><b>Agreement between Municipality of Ferrara and Consortium Factory Grisù for the management of the building requalification activities</b>  <a href="https://www.factorygrisu.it/files/20/Consorzio/3/Sub-Comodato.pdf">https://www.factorygrisu.it/files/20/Consorzio/3/Sub-Comodato.pdf</a></p>		



	<b>Rules for the use of the inner court and common area</b> ( <a href="https://www.factorygrisu.it/files/20/Consorzio/12/Regolamento-aree-comuni-e-cortile.pdf">https://www.factorygrisu.it/files/20/Consorzio/12/Regolamento-aree-comuni-e-cortile.pdf</a> )		
<b>Bodies involved</b>	<b>Province of Ferrara</b>	<b>Municipality of Ferrara</b>	<b>Consortium Factory Grisù</b>

### 3.5.5 Impacts

The project, in its two phases of evolution, has produced many positive impacts:

1. Regeneration of the former barracks to be a place for CCI companies (19 companies), but also a new public place for the Giardino district (inner courtyard).
2. Development of events with a high social impact for the Giardino district and for the whole city: exhibitions, concerts, open market, festivals, training activities, etc.
3. Support to companies that decide to enter in the consortium with specific training activities.

**Figure 17** The internal courtyard as a new square in the Giardino district. Source: Image taken from “Italian coworking” web site.



**Figure 18** The garage of the emergency vehicles transformed into spaces for public meetings. Source: Image taken from “Italian coworking” web site.



### 3.5.6 Why this practice is relevant?

The experience of temporary reuse of the former barracks is interesting because it shows another possible model of managing the reuse of public buildings. In essence, it is a model that envisaged a transformation of the managing body, from a cultural association to a consortium of companies.

The first part of the life of this project served to test the reuse mechanisms and to fix them in case of problems: how to involve businesses; how to identify additional funds in addition to private ones; how to manage the redevelopment of spaces. The second part of the project concerned its evolution, from association to consortium, in which the same economic operators joined with another institutional form to be able to participate in a public tender for the management of the complex. It is important to underline that the first period of temporary use of the building allowed the companies that had installed themselves to strengthen their economic performance and therefore to be able to join together in a consortium. In this case, the temporary use has been useful to develop new businesses, make them solid and recover a public building of historical interest.

With respect to the themes of **Action 4**, this practice is important because we are faced with an incremental process where the building to be reused has been the subject of an experimentation phase, thanks to the use of the private funds of the companies involved and managed by a cultural association, and then in the second part of its new life, the building has found a new form of management thanks to the creation of a consortium.

In this case, the public bodies, the Municipality of Ferrara and the Province of Ferrara have enabled the reuse process of the former barracks, supported the cultural association in the physical redevelopment of the workspaces of the individual companies (permits, security, etc. ), have maintained close relations with the Superintendence of Archaeology, Fine Arts and Landscape, as regards the parts subject to constraints, and have supported the association in identifying public funds for the general redevelopment of the complex. It was necessary to have a strong compromise on the part of local public administrations because in 2013 there was no urban regulation that facilitated the reuse of public buildings and there was still no regional planning law (Emilia-Romagna) that allowed temporary uses.

### 3.6 ADN Murcia / DNA Murcia

**Location (neighbourhood, city, country):** Murcia

**Sources of information (web link, publication, etc.):** <https://adnmurcia.es/>

#### 3.6.1 Challenge

ADN Urbano is an initiative of the Murcia City Council for the renewal and social reactivation of the city's neighbourhoods, an urban policy where public resources can be brought closer to serving the real needs of residents and shops owner, trade, cultural activities, etc. ADN Urbano is a part of a large strategy called "City Strategy 2020" aimed at the revitalization and comprehensive regeneration of neighbourhoods to give a prominent role, assuming that each neighbourhood has its own urban characteristics and "unique" lifestyle.

The project has produced two different types of interventions: physical, to improve the urban environment, and of social innovation, aimed at improving the social relations of the neighbourhoods and design new services. In both cases, the interventions were carried out thanks to the direct collaboration between citizens and the local administration: the citizens developed the ideas for the interventions, and in many cases, they acted directly; the local administration made the participatory process and carried out the technical interventions (specific public works).

#### 3.6.2 Description of the context

As mentioned before the ADN Urbano project has been a component of a large strategy called "City Strategy 2020" aimed at the revitalization and comprehensive regeneration of neighbourhoods and has started in three neighbourhoods of the city of Murcia: El Carmen, Santa Eulalia, La Paz.

El Carmen is the most captivating district of the city of Murcia due to its historical importance and its key position in the expansion of the city. Currently, El Carmen has its own identity made up of a

mosaic of cultures, religions and nationalities, being today the neighbourhood with the largest population in the city.

Santa Eulalia is a neighbourhood where you can find important historical relics and cultural activities. Its enhancement and integration with the rest of the city can transform it into a place in which to promote sociality and cultural development.

La Paz is a residential neighbourhood, mostly made up of social housing. Its development began in 1200 but only in the 60s of the 1900s took shape as a neighbourhood of social housing. The majority of the resident population is elderly and there are many social conflicts.

### 3.6.3 Bodies involved

The “ADN Urbano” is complex program, there are many actors involved, because acting on the urban fabric implies using different knowledge, specifically:

- **Municipality of Murcia.** The municipality of Murcia developed the project thanks to the close collaboration of many of its departments, specifically 11, which covered the following thematic areas: urban development, participation, public works, decentralization, institutional relations, urban mobility, urban security, environment, health, economy, culture, development of European projects;
- **Universities.** University of Murcia (Economic Department) for the analysis and diagnosis of the neighbourhood, and University of Alicante (Architecture Department) for the urban mapping and participatory processes;
- **Private bodies/companies.** Local architect’s office to support the urban mapping and participatory process during ADN program and design of small urban mock-up projects. Communication Agency, responsible for the strategic communication campaign;
- **Local Cultural association/Neighbourhood/Inhabitants.** Participation in the co-design process, collaboration in the implementation of actions on the field.

### 3.6.4 Solution - Governance model for the reuse

In summary, these are the phases with which the project has developed:

<b>Phase 1 - Urban analysis</b>	Phase dedicated to the urban characterisation of the districts: economic and social analysis, cultural productions, physical and environmental aspects (local mobility, public spaces, historical heritage, etc.). As a final result, the construction of a series of urban atlases, useful for understanding the urban dynamics of neighbourhoods.			
<b>Bodies involved</b>	<b>Mun. of Murcia</b>	<b>Universities</b>	<b>Private companies</b>	-
<b>Phase 2 - Co-design/Needs identification</b>	This phase was carried out thanks to various activities (urban mapping, discussion groups, worktables, activities on the field, etc.) in which the residents and social groups, coming from different age groups, added information and suggestion to the neighbourhood analysis.			





<b>Bodies involved</b>	<b>Mun. of Murcia</b>	<b>Universities</b>	<b>Private companies</b>	<b>Local stakeholders</b>
<b>Phase 3 – Co-design/Community activation</b>	After the first step of co-design, in this phase all the stakeholders of the neighbourhood, thanks to the technical support of the urban authority, implemented the social, cultural, urban project/actions ideas that emerged during the previous phase;			
	<b>Mun. of Murcia</b>	<b>Universities</b>	<b>Private companies</b>	<b>Local stakeholders</b>
<b>Phase 4 - Urban agitation</b>	In this phase, the ideas developed during the co-design and implementation phase were actuated on the field. Citizens and public workers have carried out together and in a coordinated manner the actions defined in the previous phases: planting of trees, new lighting areas, improvement of children's areas and public spaces, in general improvement of urban facilities.			
<b>Bodies involved</b>	<b>Mun. of Murcia</b>	<b>Universities</b>	<b>Private companies</b>	<b>Local stakeholders</b>
<b>Phase 5 - Management</b>	The Municipality of Murcia gives the associations and neighbourhood groups the authority to give continuity to the projects started, improve them and consequently keep them consistent with the needs identified in the previous phases. In this phase, the urban authority is the body in charge of implementing extraordinary maintenance of the interventions.			
<b>Bodies involved</b>	<b>Mun. of Murcia</b>	<b>Bodies involved</b>	<b>Mun. of Murcia</b>	<b>Bodies involved</b>

### 3.6.5 Impacts

The project generated two types of impacts:

1. **Impacts on the communities.** Increase in knowledge of urban regeneration and reuse of public goods. The project directly involved local communities (citizens, cultural associations, communities of neighbours, shop owners, in general economic operators, etc.) by developing a virtuous mechanism for strengthening their planning capacity with respect to the theme of “integrated urban regeneration”. The main objective of the project has been to give value to the specificities (social, cultural, economic aspects) of the urban environment involved (3 districts), through a co-design process able to involve all the stakeholders of the neighbourhoods.
2. **The development of a model.** Development of a model that can be replicated in other urban contexts. After the experience of ADN Urbano, the Municipality of Murcia has developed ADN Conecta, a program that will be implemented in all the districts of the municipal area but with a shorter duration than ADN Urbano.



### 3.6.6 Why this practice is relevant?

Thanks to this program, we are faced with an example of integrated design (horizontal and vertical) in which different technical sectors of the municipality of Murcia have worked together to harmonise the proposals that were born thanks to vertical integration (co-design actions) through the work carried out by associations, citizens, local businesses, and universities. The model of reuse/regeneration of open spaces and buildings has served to adequately manage economic resources and to produce a series of quick improvements of the public space, in some cases with tactical urban planning actions, in other cases with more consistent public works.

Figure 19 The public presentation of the ADN Murcia project.



Figure 20 Initial activities of participation and awareness of the project objectives.



Figure 21 Urban mapping activities for the characterisation of the neighbourhood



Figure 22 Co-drawing activities with children to define the shape and functions of public spaces.



**Figure 23 Meetings with the technicians of the municipality of Murcia for further information on the proposals for the reuse of spaces and buildings.**



**Figure 24 Public participation activities for the implementation of the projects hypothesised for public spaces.**



With respect to the themes of **Action 4**, this practice is important because it highlights how it is possible to develop bottom-up/collaborative approaches where the urban authority supports and manages all the activities. In this case, the participation of the local population was crucial and has produced a beneficial impact on several social issues.

### 3.7 Grands Voisins/Former Saint Vincent de Paul hospital

**Location (neighbourhood, city, country):** 14th arrondissement - Paris

**Sources of information (web link, publication, etc.):**

<https://lesgrandsvoisins.org/>

<https://www.parisnetmetropole-amenagement.fr/fr/saint-vincent-de-paul-paris-14e>

#### 3.7.1 Challenge

The Municipality of Paris has started the reconversion/reuse of the former Saint Vincent de Paul hospital, released from its activities in 2012. The main objective of urban regeneration of this area has been the design of a new district driven by a sustainable development approach, green building, pedestrian areas, and all driven by the enhancement of social cohesion. To be able to achieve these objectives the Municipality of Paris has developed a temporary use project within the site, called **“Grands Voisins”**, a **transitional urban planning/program**, useful for identifying the principles for redesigning the area, and building a new piece of the city, consistent with the needs of the neighbourhood and aligned to the main city challenges. How can we think of a city able to welcome and host disadvantaged people and not leave them alone? How can we develop a city able of providing working spaces at low prices to start new business activities? What can be the new shape and governance for public meeting places, and for cultural production and creation, involving local stakeholders (citizens, associations, volunteers, experts)? How can we adapt our lifestyle, and thus transform cities, to face and reduce the impacts of climate change? These are some of the questions that guided the transitional urban planning/program (temporary use) of the area of the former hospital of Saint Vincent de Paul.

### 3.7.2 Description of the context

The project area is the result of years of urban transformations: **1650-1750** novitiate for Catholic priests; **1814-1934** hospice for orphans; **1934-2010** transformation into a children's hospital and maternity hospital; **2010** progressive closure of the hospital due to its opening in another place; **2012** final closure of the hospital. The 19 buildings of the complex are closed and guarded. Due to these transformations, the project area result is made up of different components: buildings of different sizes and periods, many of which are with historic value, technical buildings and warehouses, internal open spaces as parking or green areas, and finally roads for communication. The size of the place is approximately 3.5 hectares and is located between the public transport hubs of Denfert Rochereau and Port Royal, in the heart of Paris, a short distance from the monumental cemetery of Montparnasse.

### 3.7.3 Bodies involved

In December 2012, Cécile Duflot, Minister of Housing, calls for “action of solidarity shock” asking several public and private bodies to mobilise for the re-opening of their empty buildings to create the conditions to welcome, help and accompany disadvantaged people on a path of social reintegration. In this context, **Assistance Publique des Hôpitaux de Paris**, the public body that owns the hospitals of the French capital, decides to reopen the area of the former hospital of Saint-Vincent-de-Paul to give a concrete answer to the problem of disadvantaged people and to activate a process of renewal of the area through an innovative temporary reuse action while waiting to identify a potential investor for whole the physical regeneration of the site. In this framework, the Aurore Association has been identified as the manager of the reuse of some buildings to house disadvantaged people.

In 2014, the **Municipality of Paris become the owner of the area** and to give more sustainability to the reuse project in **2015 started the first phase of the Grands Voisins** with the following partners: **Aurore Association**, already involved, for developing the right governance to diversify the occupation of the buildings and spaces of the site, always inserting activities with a high social impact; **Plateau Urban, a cooperative of architects** that have developed an economic model to guarantee the management costs of the site, identifying and providing spaces for associations, small businesses, start-ups, artisans, and artists, in exchange for the right financial contributions in harmony with their size; **Yes We Camp Association** has developed all the participation and co-design activities useful for developing a cultural program to welcome people and bodies interested in the reuse of the project area and direct the development of the principles for the construction of the future neighbourhood. **In 2018 the second phase of the project begins**, characterised by the arrival of the new owner of the project area, **Paris & Métropole Aménagement (P&Ma)**, public planning authority that manages urban regeneration projects in the area of Paris Metropole. This phase of the project was aimed at developing the principles of regeneration of the former hospital to be used to develop an executive project of urban redevelopment, in terms of functions to be included, (social activities, commerce, types of residences, etc.) physical organization of the open spaces, management of common spaces. **This phase has ended in 2020 with the start of the construction site.**

### 3.7.4 Solution - Governance model for the reuse

As previously mentioned, the Grands Voisins project was developed in two phases in which different public and private bodies have been involved that we can summarise in the following scheme:

Bodies involved	Start-up	Phase 1	Phase 2
	<b>2012-2015</b>	<b>2015-2018</b>	<b>2018-2020</b>
<b>Assistance Publique des Hôpitaux de Paris (Public body)</b>	Owner of the area, think about the reuse project of the former hospital to respond to the social problem of vulnerable people		
<b>Municipality of Paris (Public body)</b>		Owner of the area, propose the development of Grands Voisins. General management of the project.	
<b>P&amp;Ma (Public body)</b>			Owner of the area. General management of the project.
<b>Aurore Association (Private body)</b>	In charge of the management of reuse of small group of building	In charge of the activities on site. Grands Voisins project conductor	In charge of the activities on site. Grands Voisins project conductor
<b>Plateau Urban (Private body)</b>		In charge of specific activities on site	In charge of specific activities on site
<b>Yes We Camp (Private body)</b>		In charge of specific activities on site	In charge of specific activities on site

Starting from this scheme we can identify that in general the activities of reuse of the area have always been activated by a public body (owner of the area) and managed on-site by private bodies (single one or network). The relationship between public and private bodies has always been managed thanks to the presence of a general framework agreement specifying the activities, times in which to carry them out, and the responsibilities. In the case of Grands Voisins there was a public body (owner of the former hospital) and one network of private bodies driven by a Lead Partner, the Aurore Association, **who benefited from the site being made available free of charge, excluding maintenance costs and consumption.**

<b>Aurore Association</b>	The Association was the main body responsible for the reuse project, ensuring general coordination with the ownership and the technical and financial responsibility of the activities carried out within the area. Ha directly manages the social services activated in the project: nursery schools, first reception places for the homeless, development of social integration projects to help people in difficulty and to make them independent, development of work integration projects in the activities present in the project area (restaurants, bars, canteens, area cleaning, etc.).
---------------------------	--

<b>Plateau Urban</b>	Has been the main responsible for the development of the physical projects for the reuse of spaces and for the identification of the "activities" (associations, start-ups, private companies, technical offices, craft workshops, public activities, bars, restaurants, etc.) to host within the spaces of the former hospital.
<b>Yes We Camp</b>	Has been the main responsible for the design of the participatory activities (co-design actions) devoted to the identification of the rules of "reuse" for the site with the involvement of different stakeholders. In addition to this specific assignment, he also dealt with the development of artistic activities, public communication, the development of networks of local partnerships for the reopening of places, cultural programming, and finally the visual identity of the project.

The presence of a partnership made up of these three members have made it possible to develop a virtuous mechanism of reuse for the place able to achieve the following objectives:

- Mixing different users (people at risk of exclusion, citizens of the neighbourhood, young people, associations, citizens from other neighbourhoods, young entrepreneurs, etc.), in short, promoting social cohesion;
- Be able to have economic autonomy thanks to the funds coming from different budget lines:
  - a. Funds from the availability of spaces to rent for start-ups, artists, artisans, in a competitive way with respect to the real estate market;
  - b. Funds from the rental of rooms (big spaces) for public or private events;
  - c. Funds from the direct sale of zero-kilometre agricultural products from the countryside around Paris;
  - d. Funds from the sale of services relating to the rental of rooms or spaces;
  - e. State funds dedicated to the creation and management of emergency shelters and first reception places
- Two-speed co-design actions. Be able, thanks to co-design actions, to identify the principles for the development of the reuse of the place and the "future rules" to support the design of the new district before the ending of the Grands Voisins project.
- Keep the site open and running, saving in future costs of recovery and restoration of the buildings will not be demolished.

### 3.7.5 Impacts

The Grands Voisins project, during its implementation phases, produced a series of impacts that we can summarise in these points:

1. **Making temporarily disused buildings, strongly characterised by having been designed and built for highly specific functions, useful again.** The reuse allows to reduce the future costs of recovery and restoration.
2. **Living together.** Almost 2.000 people worked and lived within the project area during the temporary reuse phase. About 1.000 people lived in the emergency reception spaces
3. **Allowing people in situations of precariousness and social exclusion to find welcoming spaces in the city centre.** During the first phase of the project, around 600 homeless people or people with social exclusion problems were hosted every night. Almost

47.000 people are welcomed in the day centre for asylum seekers and refugees in two years of operation. About 150 people at risk of social exclusion were hired to manage the social services present in the Grands Voisins project.

4. **Workspaces for emerging skills.** During the development of the project it was possible to offer workspaces for around 250€ per square meter for one year's rent, including VAT. These were the entrepreneurial activities present within the area: 37% activities that operated in the field of arts, entertainment and recreational activities; 22% businesses providing services; 13% activities with social repercussions; 8% activity related to education: 11% handicraft and industrial activities; 6% trade and catering; 3% activities related to agriculture and the environment. At the end of the temporary reuse project, the economic activities that were housed inside the buildings continued their experience in a different way, specifically:
  - Some, which have been able to develop economically, have found long-term accommodation in the traditional real estate market;
  - Others, which started out as start-ups, found accommodations in other temporary occupations, or in shared offices and laboratories.
1. **A place for free cultural and artistic experiences.** The project hosted more than 300 cultural, educational and artistic events which attracted more than 600.000 visitors each year.
2. **The project allowed the interaction between different professions and disciplines.** Grands Voisins hosted several professions and trades: architecture and urban planning firms, recycling and environmental companies, catering, food, cultural productions, communication companies, art studios, craft shops, software development companies, education centres. all the activities that worked within the area of the former hospital have always collaborated to build joint projects and improve the space in which they were located.
3. **Citizen involvement.** The activities with social impact, present within the project area, also worked thanks to the presence of many volunteers: daytime assistance for asylum seekers, canteen service, French lessons, workshops in which to teach a profession, etc. In addition to voluntary work, the involvement of citizens, or people interested in the project, was achieved thanks to the presence of co-design workshops that established the principles of temporary use of the area and those for the future neighbourhood.
4. **The urban planning / management principles for the new eco-neighbourhood.** After the temporary use phase, the area of the former hospital is undergoing redevelopment. The construction site started at the end of 2020 and the experience of the Grands Voisins project generated these urban planning principles: have rainwater management for the whole neighbourhood; provide at least an area of 4,000 square meters of green spaces; reuse over 50% of existing buildings; for new buildings and the recovery of existing buildings also use recycled materials; develop an internal mobility system based on pedestrian and bicycle areas; the construction of spaces to host functions of public interest such as a community restaurant, a community nursery.

In addition to the sustainability of spaces and buildings, the principles also concern the management of social relations within the neighbourhood, in particular: the development of participatory dynamics

for the development of activities of common interest (cultural activities, dynamization of the community, etc.); the construction of common spaces on the ground floor of the buildings useful to host small social activities; the development of participatory dynamics to involve residents in the management of common spaces.

The experience of the Grands Voisins project has highlighted the possibility of bringing together different “urban communities”, in particular people at risk of social exclusion, for this reason the new district will permanently host a first aid reception centre, with about 100 beds and services, and a protected residence for 25 families. To these services is added the reuse of a building as a day centre, to accommodate people who have a residence, but cannot always access basic services such as medical visits, hot meals, bathroom with hot water, an internet connection, etc.

### 3.7.6 Why this practice is relevant?

We can consider this project as a case of transitional urban planning, which experiments and identifies new uses of the city, with within it different cases of reuse/regeneration of buildings and spaces. It is a complex urban program in which it is not a question of one temporary use of a building, whether of historical value or not, but it is a question of helping in a sustainable transition one urban sector of the city. It is an urban regeneration program in which the real estate market speculation does not exist, insertion of inappropriate functions, but where the needs of the neighbourhood in which the project area is located find solutions. It is a complex urban regeneration program that took a long time to develop because, in addition to identifying the development principles of the new district, it was thought about achieving an economic balance between reuse and activities / actions produced.

Very often we only think about how to use public buildings and how to involve social actors in their management and economic autonomy always depends on public funds to invest, in the case of the project Grands Voisins no, financial autonomy was one of the positive elements and thanks to this aspect we have now seen the birth of many other similar experiences.

- **Les Cinq Toits, Paris 16<sup>e</sup>**. Aurore in agreement with Paris Habitat, Urban Plateau, Yes We Camp.
- **Coco Velten, Marseille**. Yes We Camp in agreement with Préfecture PACA, Groupe SOS, Plateau Urbain.
- **PADAF, Antony**. Urban Plateau in agreement with EPFIF, Aurore.
- **Maison Marceau, Paris 8<sup>e</sup>**. Urban Plateau in agreement with LA CIPAV, Aurore.
- **Le Bastion de Bercy, Paris 12<sup>e</sup>**. Aurore in agreement with the town hall until 2024, Plateau Urbain.
- **Les Ateliers Jean Moulin, Finistère**. The new imagery, Plateau Urbain, the Regional Council of Brittany, the municipality of Plouhinec, the community of municipalities of Cap-Cizun Pointe du Raz.
- **Le Refuge, Paris 13<sup>e</sup>**. Les Oeuvres de la Mie de Pain, accompanied by Plateau Urbain.
- **Seasons Zero, Roubaix**. Zerm collective in agreement with Ville de Roubaix, Yes We Camp.



Figure 25 The state of conservation of the former hospital before the start of the project Grands Voisins



Figure 26 Participation and co-design activities for the identification of design principles for temporary use and the future neighbourhood.



Figure 27 The commercial, craft and event activities that took place inside the former hospital during its temporary occupation.



Figure 28 Summary of the principles of urban regeneration planned for the former hospital

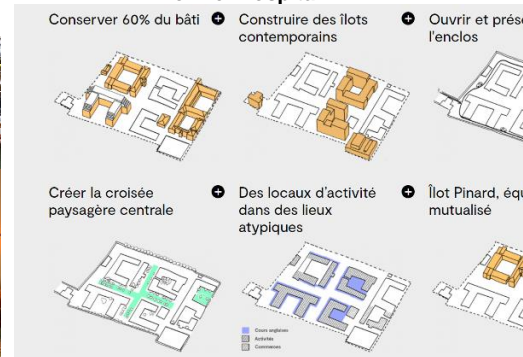


Figure 29 Urban planning project carried out starting from the principles developed during the co-design activities.

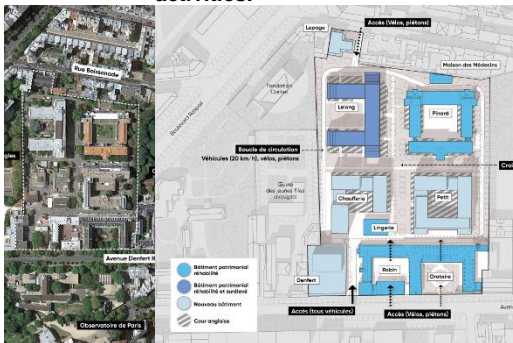
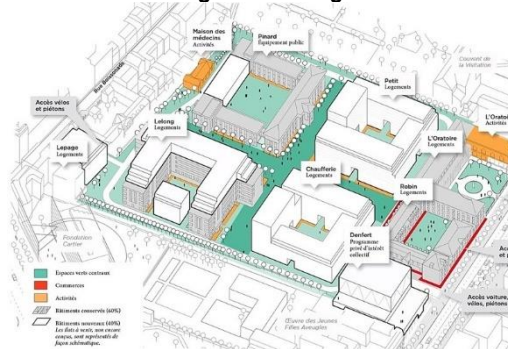


Figure 30 Urban planning project carried out starting from the principles developed during the co-design activities.



With respect to the themes of **Action 4**, this practice is important because it integrates all the themes identified as a key factor in reuse/regeneration projects: cultural and creative activities are introduced as a means of the redevelopment of sites/buildings; the local identity and the social cohesion are strengthened; new specializations and local jobs (i.e. creative, design, leisure industries, craft) are created; the Cultural Heritage, including the industrial Cultural Heritage, is preserved and maintained.

## 3.8 Melgaço Pop-up Shop

**Location (neighbourhood, city, country):** Melgaço, Portugal

**Sources of information (web link, publication, etc.):**

### 3.8.1 Challenge

Melgaço is the most northern municipality of Portugal, bordering on Galicia in Spain. It covers a territory of 238 square kilometres and has a population of 8,200 of which 3,000 live in the town of Melgaço with the remainder living in 34 surrounding villages. Since the early '90s, the municipality of Melgaço (like many Portuguese interior municipalities) has been losing population. Either from lack of births or due to emigration (internal or transnational), and all the parishes of the territory verified a significant loss of residents. The constant loss of population, associated with its aging, has resulted in a loss of commercial activities and services in the urban centre with the consequent appearance of many empty and unused shops and the loss of vitality.

To counter this process, the municipality of Melgaço develops a project for the temporary occupation of vacant commercial spaces, called **Melgaço Pop-up Shop**, which could be useful for attracting new businesses, especially start-ups, which use the empty shops for specific periods of time to develop their business and reactivate the city centre. The main objective of the project is to reactivate urban centres that show a prolonged decline as a result of the lack of commercial animation and to reverse the loss of population.

### 3.8.2 Description of the context

As previously mentioned, the urban centre of Melgaço is characterised by the presence of many closed shops. This problem arises from a number of causes:

- The difficulty of leasing shops at attainable price;
- A low demand for the use of commercial spaces, due to a low population;
- A low interest in owners in looking for users, businesses, for their commercial spaces.

The direct consequence of the sum of these problems is the presence of many “commercial streets” closed and not animated by the presence of people and businesses.

### 3.8.3 Bodies involved

- **Municipality of Melgaço.**
- **Local trade association of city.** support to the project with awareness-raising activities towards its members.
- **Chamber of Commerce of Melgaço.** Support to the project with awareness-raising activities towards its members.

### 3.8.4 Solution - Governance model for the reuse

How does **Melgaço Pop-up Shop** work?

- 1. Mapping phase.** First of all it is necessary to carry out a mapping of the empty commercial spaces. This is important to have an offer of places to reactivate and reuse temporarily. The mapping phase is also important to get in touch with the owners of the empty shops and activate a collaboration with them on the themes of the temporary reuse of spaces. In this phase 20 vacant shops were identified.
- 2. Present a project idea for the reuse of the empty shops.** The proponent identifies one of the commercial spaces that have been previously mapped, or proposes an alternative space, obviously always unused. An application is submitted to the working group of the municipality of Melgaço which will evaluate the proposal.
- 3. Business trial period/temporary use.** Once the project idea has been approved, the proposer can occupy the space identified for a minimum period of three months, without rent, but paying only electricity and water. If the business is running and is good, the proposer can occupy the spaces for another three months paying a “symbolic rent” of 1 euro per square meter of the shop. This trial period and temporary use of space are managed by two types of agreement:
  - One agreement between the property owner and the municipality;
  - One for the entrepreneur and the municipality.

The first one (property owner/municipality) rules the participation of owners in the Melgaço Pop-up Shop project and the obligations to the municipality. In synthesis: if at any point the property is to be sold or commercially let the owner needs to give one month notice to exit the pop-up agreement. There are no insurance implications from the municipality because the owners have to insure their premises anyway, regardless of whether they are occupied or not. The owners have no obligations to pay for connections to water, sewerage, electricity or internet because these have to be made directly by the entrepreneur using the premises.

The second one (property owner/municipality) rules the renewable contract of between one and three months. During the first three months, the entrepreneur uses the premises free of charge, apart from paying for connections to utility services and insurance policies that are relevant to their trading activity. After three months the entrepreneur can apply for an extension of up to three months. A condition to have an application for extension considered is a self-evaluation in which the entrepreneur explains why the retail activity is successful and how the scheme could be improved.

Should an extension be requested and approved the entrepreneur pays a symbolic rent of 1 Euro per square meter per month to the municipality. These payments are to pass to the property owners who will have to pay some national taxes because their property was occupied for the pop-up period, despite these occupations not generating any commercial income for them. However, it is agreed that once six months have been reached the entrepreneur has to leave the premises or enter into a commercial agreement with the property owner.

Small costs for the adaption of the shop to the new activity (fitting locks, painted, etc.) will be borne by the municipality as a voluntary investment and a gesture to property owners

who have kindly made their premises available free of charge. Entrepreneurs will not receive financial assistance for fitting out their shop.

In addition to the temporary shops, large commercial spaces have been reactivated to host those business ideas that were not yet ready to be hosted in a single shop. A kind of incubator for new businesses.

- 4. Evaluation.** At the end of the semester, it will be assessed whether the commercial activity will be expanding and functioning well. If the commercial project is active, it will be possible to switch to the normal commercial lease, without being supported by the **Melgaço Pop-up Shop** program.

In practice, the administration acts as an intermediary between the owners of the vacant shops and the potential users of the spaces, activating by favouring the drafting of a temporary agreement between the two. The project, in operation since 2019, is based on a budget of about 50 thousand Euros, useful for organizing the actions on the ground and for direct aid to the owners of the shops during the temporary occupation of six months.

### 3.8.5 Impacts

In its first year, the project generated **15 temporary use projects** for shops that were vacant. Of these fifteen, seven have turned into permanent businesses, the rest are still under development. Obviously, these new commercial activities must also meet other requests: to remain open longer than the already existing shops in the city, in order to guarantee the reactivation of the street; sell products different from those of the traditional trade of the city; be of interest to a young audience, a modern consumer.

Figure 31 The opening of a new pop-up shop.



### 3.8.6 Why this practice is relevant?

The Melgaço Pop-up Shop project was born within the URBACT Re-growCity network (<https://urbact.eu/re-growcity>), aimed at dynamizing small urban centres, and replicates the experience of the city of Altena in Germany. The practice is relevant because it has already been tested in two European urban realities and does not involve large investments by the urban authorities. The second reason for relevance concerns the fact that we must also think about the reuse of private and small spaces, such as those of shops, which are fundamental assets on which to develop compact cities and promote proximity.

With respect to the themes of **Action 4**, this practice is important because it demonstrates how a local administration can favour the reactivation of an urban centre thanks to the temporary use of a series of private spaces, the vacant shops. Even without a specific regulation on the reuse of disused assets, this administration has managed, thanks to a series of agreements layout, to reactivate most of the unused commercial spaces, managing to: introducing cultural and creative activities in the urban fabric; strength the local identity and the social cohesion; support the creation of new local jobs opportunities.

## 3.9 The Bologna Regulation

**Location (neighbourhood, city, country):** Bologna, Italy

**Sources of information (web link, publication, etc.):** <http://partecipa.comune.bologna.it/>

### 3.9.1 Challenge

The Bologna Regulation is a tool of collaboration between the citizens and the urban authority to foster the reuse/regeneration of the Urban Commons. The Urban Commons are defined as the goods, tangible, intangible, and digital, that citizens and the Administration recognise to be functional to the individual and collective wellbeing. Common spaces and unused buildings can be considered as urban commons. In particular, the regulation provides for these types of intervention:

1. Maintenance, regeneration and shared management of public spaces or private spaces with right of use or way;
2. Maintenance, regeneration and shared management of public buildings in total or partial abandonment, and included in a list approved by the Municipal Council of Bologna;
3. Promotion of projects of social innovation and collaborative services;
4. Promotion of project of urban creativity;
5. Promotion of project of digital innovation.

The collaboration agreement/pact is the tool by which the city and active citizens agree upon everything is necessary in order to realise interventions of care and regeneration of the objects identified. The content of the agreement/pact changes according to the degree of complexity of the agreed intervention and to the duration of the collaboration. The following urban actors can take advantage of the regulation: third sector bodies, cultural associations, social vocational companies, informal groups of citizens, committees, foundations, cooperatives, individual citizens.

**Bologna regulation approved in 2014 – Italian** (<https://bit.ly/3tJnHQw>)

**Bologna regulation approved in 2014 – English** (<https://bit.ly/39qC03o>)

### 3.9.2 Description of the context

The Bologna Regulation was carried out within the project “Cities as a Commons”. The project was implemented with the support of the Fondazione del Monte di Bologna and Ravenna, and a group of legal and public communication experts from the Labsus NGO, with the support of LabGov – LABORatory for the GOVERNance of the City as a Commons that drafted the English version of the Regulation.

### 3.9.3 Bodies involved

- **Municipality of Bologna**
- **Foundation for Urban Innovation.** Living Lab that provides all the services to support the development of reuse/regeneration projects designed thanks the use of the Bologna regulation.
- **Project applicants.** Bodie from third sector, cultural associations, social vocational companies, informal groups of citizens, committees, foundations, cooperatives, individual citizens.

### 3.9.4 Solution - Governance model for the reuse

The Bologna Regulation supports the development of projects of reuse/regeneration through the development of the following phases:

**Phase 1 - Presentation of the proposals.** The proposals are sent through the web platform of the Municipality of Bologna which deals with the “Collaboration Agreements”. This web platform is used to ensure the greatest possible transparency with respect to your selected projects. Proposals must contain the following information:

- Description of the project of reuse and regeneration of the identified asset;
- Interventions that are intended to be carried out;
- Goals to be achieved;
- Description of the urban or territorial context in which the project idea is located;
- Expected duration of the project;
- Identification of the subjects involved in the development of the project, network of partners;
- Identification of the subjects to whom the project is addressed;
- Identification of the necessary economic resources, specifying the forms of support required of the public administration.

**Web page of the Bologna civic network “Iperbole – Rete Civica”** which can be accessed to submit a proposal for the reuse / regeneration of a common good (<http://partecipa.comune.bologna.it/>)

**Guidelines for submitting the project proposal** (<https://bit.ly/2XscHLC>)

**Open call for proposal** (<https://bit.ly/3zgWt5d>)

**Phase 2 – Remarks.** After the submission of proposals start a phase of “public evaluation”, 15 days in which comments can be received from inhabitants, urban actors of the city or districts where the project will be located.

**Phase 3 – Evaluation.** The next phase concerns the evaluation of the project by the public administration, in harmony with the technical departments, and with the representatives of the neighbourhoods in which the project ideas will locate. In the evaluation phase, the public remarks made in the previous phase will also be considered.

**Phase 4 – Co-design and collaboration agreement.** The projects selected by the urban authority will enter a co-design phase in which the content of the intervention will be detailed to implement a real project. Other interested bodies may also be sent to this stage of work to participate in the implementation of the proposal. This work phase must be able to highlight the following points:

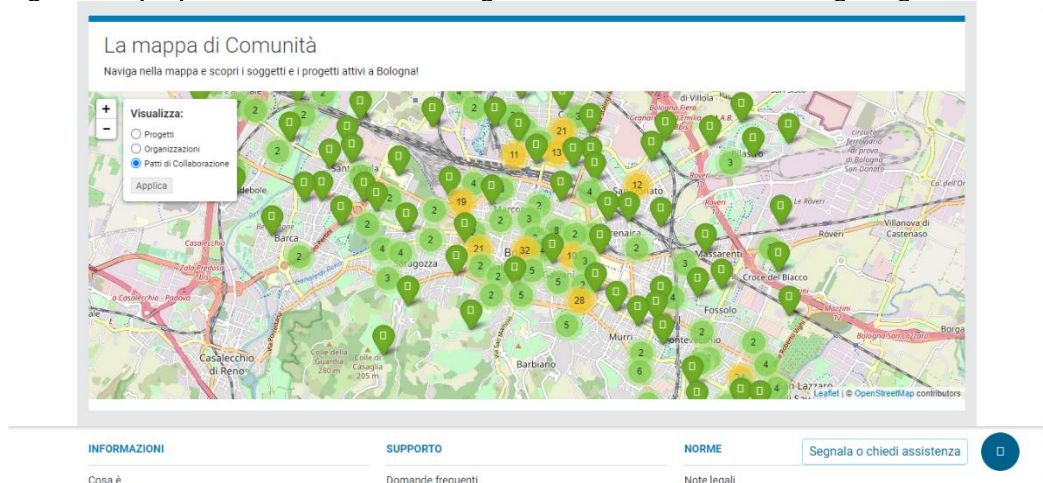
1. sharing with the administration the objectives to be achieved, the process to be developed to achieve these objectives, and the resources available;
2. identify if other project proposals presented can be integrated into a single one;
3. identify a feasibility of the project in terms of economic resources, expected results, governance, monitoring and reporting methods.

**Phase 5 - Drafting of the collaboration agreement/pact.** At the end of the co-design phase, a “Collaboration Agreement” will be drawn up as a legal tool to regulate the relationship between public administration and managers of the reuse/regeneration.

### 3.9.5 Impacts

The Bologna regulation established a “Foundation for Urban Innovation”, a Living Lab that provides all the services to support the development of reuse/regeneration projects designed thanks the use of the regulation, in specific: management and monitoring all citizen-led processes, collect and disseminate public data, aggregate skills and tools to support the projects, support collective practices of city inhabitants. The Lab also manages the participatory activities of the city, such as participatory budgeting or the participatory urban planning process.

**Figure 32** Map represent all the collaboration agreements born thanks to the Bologna regulation.



### 3.9.6 Why this practice is relevant?

The amount (280 pacts) of collaboration agreements signed is certainly an indicator of success, but what is missing in this experience is the diversity between the bodies responsible for project management. In the majority of projects, the pacts between the Municipality and the proposers not facilitating deep civic participation, in the sense of involving people who have not otherwise been civically engaged or in drawing people together across social differences.

With respect to the themes of **Action 4** this practice is important because it is a pioneering practice, and the large number of activated projects shows us its quality.

## 3.10 The Reggio Emilia Regulation

**Location (neighbourhood, city, country):** Reggio Emilia, Italy

**Sources of information (web link, publication, etc.):**  
<https://www.comune.re.it/retcecivica/urp/pes.nsf/web/Cttcllbrtv?opendocument>

### 3.10.1 Challenge

The Municipality of Reggio Emilia is experimenting with the program Collaborative City an innovative approach made by “citizenship agreements”, co-design actions, activities of mapping of the needs, to reinforce the relationship between local authorities and residents. This approach entails a strong focus on the valorisation of local know-how and on the identification of urban critical assets (buildings, open spaces, in general infrastructures) identified as urban commons, and for this reason “objects” on which to hypothesise a shared management between citizens and administration. This perspective is fundamental to trigger inclusive urban sustainable development, especially in deprived neighbourhoods.

The main tool used to activate agreements between citizens and the administration is the “QUA Quartiere bene comune” program, a policy tool developed to implement this approach. Started in 2015 is based on the format of neighbourhood labs as co-design moments that take place in one landmark building within the neighbourhood, to define urban innovation projects with the urban actors of the neighbourhood. These laboratories represent the places of urban innovation in which to discuss governance mechanisms for the enhancement of identified urban assets. The “**Villa Levi common good. Rethinking the Villa with the community**” a project previously presented, was born within these spaces of innovation and activated thanks to the use of the Reggio Emilia regulation/agreement. It is important to highlight that the program “QUA Quartiere bene comune” is supported also by other types of tools or initiatives:

- Digital survey forms, useful for the characterisation of the state of the districts and to collect suggestions from the inhabitants;
- The “neighbourhood architect,” a civil servant that supports the communities in the co-design process, useful to identify the urban commons and define the mechanism of valorisation, and then drives the definition of the agreement between the urban authority and citizens;



### 3.10.2 Description of the context

The aim of the “QUA Quartiere bene commune” and the connected regulation on citizenship agreements is to create institutional spaces where public, private, community, and civic representatives can work together to develop community-based institutions and enterprises that offer neighbourhood level goods and services to support vulnerable populations. The development of citizenship agreements takes place after the phases of analysis and characterisation of the needs of the neighbourhoods or homogeneous areas into which the territory of the Municipality of Reggio Emilia has been divided.

The municipal area has been divided into 8 homogeneous areas, made up of neighbourhoods and urban settlements with homogeneous characteristics. In this way it is possible to define Strategic District Plans focused on the vocations of the territories and able to generate replicable projects in contexts with similar urban and landscape characteristics. Within this reference framework, after a phase of intense participation and co-design activities with citizens and urban actors, a citizenship agreement is defined, one for each territorial area and able to identify a list of projects/actions to realise according to local needs and urban and territorial characteristics. As an example, we refer to the document concerning the citizenship agreement developed for the Territorial Area C “Codemondo, San Bartolomeo, Rivalta, Coviolo, Canali, Fogliano districts” developed in July 2021

**Atlases of territorial areas** (identification of the needs, mapping of the projects, activities, etc.) (<https://bit.ly/3ztp1XN>)

**Territorial Area C – Description of the local needs and challenge** (<https://bit.ly/3hGCGG3>)

**Citizenship agreement developed for the Territorial Area C** (<https://bit.ly/3Cltv63>).

**Figure 33** The division of the territory of the municipality of Reggio Emilia into homogeneous areas. Each area has a citizenship agreement, and one Atlas for the identification of the characteristic of the area.

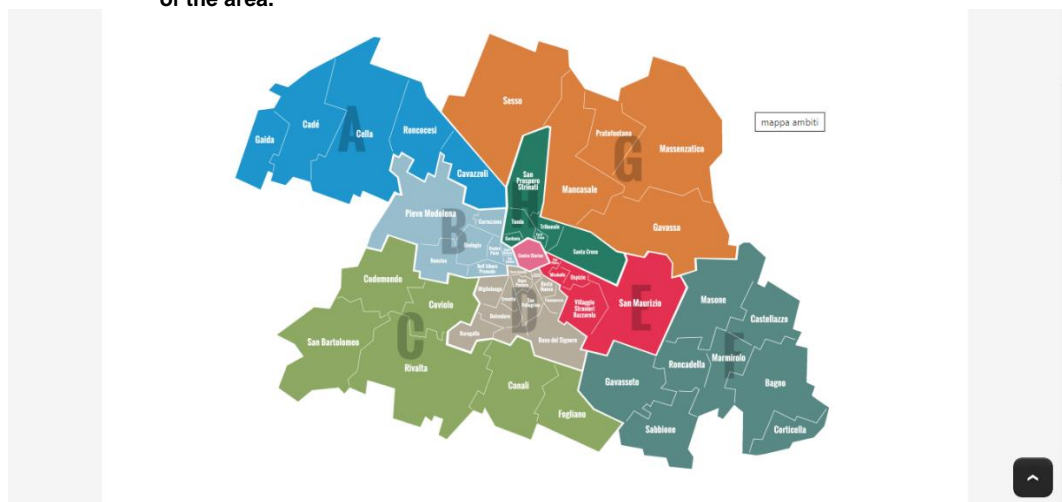


Figure 34 The signing of the citizenship agreement for the Territorial area C (July 2021)



Figure 35 Representatives of local associations, groups of citizens, who participated in the activities of the Laboratories during the signing of citizenship agreements (July 2021).



### 3.10.3 Bodies involved

- **Municipality of Reggio Emilia.** Manages the process of participation and identification of the needs of citizens, local communities, districts.
- **Local stakeholders.** Representatives of the neighbourhoods involved, cultural associations, citizens in general, social enterprises, cooperatives, etc.

### 3.10.4 Solution - Governance model for the reuse

The implementation of reuse actions is based on these work phases:

- **Civic auditing.** In this phase, citizens can point out their needs, make reports and present the first project proposals. The outcome of this phase is the development of neighbourhood atlases, one for each district. The purpose of the Atlases is to build a common base of information (needs, existing programs, planned programs, etc.) to better develop the co-design phase.
- **Co-Design phase.** Previously proposed projects are now subjected to an investigation of technical and economic feasibility;
- **Evaluation.** The phase in which the proposed Agreement is subject to citizens' approval. The citizenship is called upon to validate the proposal;
- **Approval.** The approval of the proposal by the City Assembly. This phase is followed by another one in which the features and contents of the proposal are submitted to representative bodies of the Municipality. Then the proposal is signed by City' representatives;
- **Implementation.** The path continues with the implementation, management, and monitoring phase of the Agreement. The activities are continuously monitored by local public bodies.
- **Evaluation.** the phase of evaluation and reporting of the results obtained and of the impacts produced represents the final step.

The general structure of the agreement for the reuse of commons goods is based on these fields of action:

- Integrate or improve the maintenance standards guaranteed by the Municipality or improve the liveability and quality of spaces;
- Ensure the collective usability of public spaces or buildings not included in the municipal maintenance programs;
- Collaborate in the regeneration and reuse, even temporary, of spaces or buildings abandoned or abandoned public buildings to be used for activities of interest public and with a social impact.

### *3.10.5 Impacts*

The practices carried out by the Municipality have allowed the construction of an interdisciplinary team of researchers to support the city to experiment co-design and co-governance actions on the enhancement of the common goods. The presence of this policy then made it possible to strengthen the skills of local urban actors (citizens, associations, etc.) in participating in participatory processes and being protagonists of changes.

### *3.10.6 Why this practice is relevant?*

The practices carried out by the Municipality of Reggio Emilia are part of a general strategy for the management of the territory and the urban fabric. We are faced with an integrated strategy of reuse/regeneration of buildings and open spaces, inserted within the development of the new general urban plan. This approach is favoured by the regional planning law of Emilia-Romagna which supports the identification of the assets to be reused (public end private) and favours their regeneration without providing for a change of use if this is of common interest and fundamental for the implementation of the urban plan.

With respect to the themes of **Action 4**, this practice is important because it is because it is integrated within a broader territorial strategy. As previously mentioned, with respect to the case of Villa Levi, it is important that the reuse actions are supported by a broader reference framework, for example, a master plan or an urban agenda, so that they can transform into key projects and not remain one-shot projects.

## 4 A possible reuse/regeneration roadmap

Starting from the experience of four URBACT projects, three organised in the network **(Re)making the City**<sup>2</sup> plus the **MAPS**<sup>3</sup> project, we highlight a series of useful points to undertake a process of reuse/regeneration. Starting from the classification of the work phases, carried out by the network (Re)making the City, we have related the good practices selected in this study so that a possible path of reuse/regeneration of the urban commons can be clear.

In addition to these references, we also took inspiration from the excellent experience conducted by the Urban Agenda partnerships on the Circular economy and on the Sustainable use of land and nature-based solutions and summarised in **Handbook - Sustainable and Circular re-use of spaces and buildings**<sup>4</sup>.

1. **Mapping.** Action devoted to the identification of the urban components (sites or buildings) to be enhanced and to the characterisation of the place. Analysing the context, in harmony with the city/neighbourhood development perspective; development of inventories, geographic databases, community maps, analysis of issues/potentials from different disciplines points of view (sociological, economic, cultural, environmental) are key to overcome the challenge of the reuse.

**Longford NUA – Community engagement project.** A mapping practice that has allowed the construction of a community map to favour the birth of regeneration projects inherent to the built heritage. With respect to point 1, it could be interesting to support the identification of buildings and open spaces to be reused thanks to the contribution of the community.

**Web-GIS system. City of Brussels.** A tool that allows the superposition of different layers of information to allow the identification of vacant or underused buildings. It is an experience that demonstrates how to identify unused and closed widespread built heritage (shops, apartments, buildings, etc.), which very often is one of the causes of a decrease in the urban quality of city centres.

**The Reggio Emilia Regulation - Atlases of territorial areas.** As previously mentioned, the Reggio Emilia regulation is part of a territorial strategy that supports the development of a process of participation with citizens aimed at the creation of different territorial management tools. The basis of this participation process is the construction of a series of Atlases. An Atlas has been drawn up for each area, the atlas is a tool for information and knowledge of the territory: a photograph based on data and analysis to focus on vocations and scenarios from which to start to develop new projects and actions. The information comes from data held by the administration, from the participation process, from the use of survey forms in digital format.

<sup>2</sup> <http://remakingthecity.urbact.eu/>

<sup>3</sup> <https://urbact.eu/maps>

<sup>4</sup> Handbook - Sustainable and Circular re-use of spaces and buildings, Partnership on Circular Economy and Sustainable Land Use, 2020 (<https://bit.ly/3u4nUxP>).

Thanks to these examples we can understand that the mapping phase can concern physical aspects, the buildings or spaces to be reactivated, but also intangible aspects, such as social and cultural aspects, community needs, ongoing activities managed by associations, etc., all for build an integrated vision.

- 2. Engagement.** Activate people and spaces by initiating, promoting, and matchmaking activities to change an inert situation. First of all, initiate by taking the lead to make something happen and thus activating stakeholders to become engaged. Then, promote by raising awareness of the potentials of an underused space or the importance of a challenge to be addressed. Finally, develop step-by-step governance, an action plan able to reach the reuse objectives.

**1. Grands Voisins / Former Saint Vincent de Paul hospital.** The whole project was based on the involvement of the urban actors, by co-design actions devoted to the identification of the rules of “reuse” for the site with the involvement of different stakeholders, and with the presence of many volunteers involved in activities with high social impacts: daytime assistance for asylum seekers, canteen service, French lessons, workshops in which to teach a profession, etc. For more information about the engagement in the project please refer to *Les Grands Voisins: un espace de transition et de participation*<sup>5</sup>.

**2. ADN Murcia.** The practice carried out by the municipality of Murcia is mainly focused on the activation of the people who live in the three neighbourhoods covered by the project. The phases inherent to the theme of this point are:

- Co-design/needs identification. This phase was carried out thanks to various activities (urban mapping, discussion groups, worktables, activities on the field, etc.) in which the residents and social groups, coming from different age groups, added information, and suggestions to the neighbourhood analysis.
- Community activation. After the first step of co-design, in this phase all the stakeholders of the neighbourhood, thanks the technical support of the urban authority, implemented the social, cultural, urban project/actions ideas that emerged during the previous phase.
- Urban agitation. In this phase, the ideas developed during the co-design and implementation phase were actuated on the field. Citizens and public workers have carried out together and in a coordinated manner the actions defined in the previous phases: planting of trees, new lighting areas, improvement of children's areas and public spaces, in general improvement of urban facilities.

As for the use of participation and co-design techniques to involve local urban actors, we can refer to the **Toolbox developed by URBACT**<sup>6</sup> and composed of different tools.

- 3. Envisioning.** Collaborative co-design of one or more scenarios, visions, or objectives for temporary or permanent uses of underused sites or buildings within the urban context. This phase should refer to the results of the previous two (Mapping and Engagement) and developed thanks to a mix of bottom-up and top-down approaches.

<sup>5</sup> Julia Livet, *Les Grands Voisins: un espace de transition et de participation*, Sciences de l'Homme et Société, 2017 (<https://bit.ly/2XzAXva>)

<sup>6</sup> URBACT - Tools and resources for integrated & participative working (<https://bit.ly/3nTswWP>)

**1. Grands Voisins / Former Saint Vincent de Paul hospital.** The project is a reference with respect to this point because in its evolution have been foreseen two phases of Envisioning: the first is dedicated to identifying the activities to be carried out during the temporary use phase; the second to identify the urban planning principles, functions and uses of public spaces for the new district.

**2. ADN Murcia.** The project carried out an intense “envisioning” activity, in fact during the “Community activation” phase has been developed two lines activities: in the first the stakeholders of the neighbourhood was engaged in the identification of solutions; in the second the solutions was discussed and implemented with technicians of the urban authority, and in specific cases, for example for large public open spaces, the ideas was “translated” by a team of architects in a projects and then discussed again with the inhabitants.

**3. Avanti, c'è Spazio.** The project includes a co-design phase after the presentation of the ideas for the reuse of the buildings. After the public tender procedure, a co-design phase begins in which the proposals are analysed, improved if necessary, and governance is developed. The urban authority supports this phase with the help of a series of external private actors who guide the development of ideas.

**4. Villa Levi common good. Rethinking the Villa with the community.** The reuse project of Villa Levi was born inside to the Neighbourhood Laboratory, place in which to start a discussion, on the needs, problems and challenges of the neighbourhood and on the design of solutions that could prove effective in giving concrete answers.

In the examples proposed, the co-design phase always arises from a previous activity of construction of the context (mapping and identification of needs) but with one exception: in large projects such as Grands Voisins and ADN Murcia the co-design phase has had need a “verification step” with a technical group, and then advance again in the discussion.

- 4. Experimenting.** Develop solutions able to test the ideas for reuse, incubating and developing them step by step. First, testing is all about practices that simulate new approaches and methods of reactivation and revitalization, testing new uses and functions for managing and programming spaces. Second, incubating regards to practices that ensure space to people, initiatives and enterprises, allowing their ideas and activities to grow. At last, by gradually developing their experiments, new opportunities are created, paving the way for reactivation and revitalization.

**1. Grands Voisins / Former Saint Vincent de Paul hospital.** The project was born as an experiment of urban planning transition , therefore aimed at experimenting with innovative solutions for the reuse of the buildings and open spaces, and within this reference has bee host and incubate 397 initiatives and enterprises in different fields: sales, specialist activities (training and research), ecology and sustainable energy, catering, crafts, artistic productions, architecture and urban planning, audio-visual and multimedia, logistics, social impact activities. For more information on this aspect please refer to Les Grand Voisins “Ouvrir des espaces de travail pour des pratiques émergentes” (<https://bit.ly/2W0FqGO>).

**3. Avanti, c'è Spazio.** The reuse of the buildings includes a test phase, temporary reuse of about three months, in which to verify the hypothesis born during the previous co-design phase, and then propose modifications or improvements.

**4. Melgaço Pop-up Shop.** The project start with a first phase of re-use of the commercial spaces of three months in which to test and improve one's own temporary occupation initiative. After this first test phase, another three months are granted in which to consolidate your commercial initiative and then move on to a normal phase of use of the spaces (rent aligned to the real estate market)

**5. Factory Grisù/Former fire brigade barrack.** The reuse project of the former barracks was born to host and incubating initiatives and enterprises in the field of CCI with the objective of regenerate the complex but also to support local start-ups and create new jobs opportunities.

All the cases presented use an incremental approach in identifying possible uses of buildings and spaces and in host and incubating commercial initiatives or new businesses. In the case of the Factory Grisù there was also an evolution of the management group, in the first phase of the project's life it was a cultural association that organised the activities, in the second phase (final phase) it became a consortium of companies to better manage the complex and support the business installed.

**5. Decision-making.** Decision-making is the process of identifying and choosing alternatives to take the right decision based on analyses, needs, and opportunities.

**1. Grands Voisins / Former Saint Vincent de Paul hospital.** The project, in its second phase (2018-2020), thanks to continuous co-design and participation activities, and thanks to the information resulting from the temporary use of the area, has identify the urban planning principles, functions to be included, buildings to be redeveloped, places of build new buildings, to drive the design of the new district. With this information, Paris & Métropole Aménagement (P & Ma), owner of the area, was able to organise a public tender to identify companies for the executive design of the new urban settlement. For more information on this aspect please refer to "Saint-Vincent-de-Paul (Paris 14e) Faire Paris Autrement, un programme mixte, incarné, ouvert à tous" (<https://bit.ly/3AwLTbn>).

**6. Financing.** Prepare the financing model of the intervention (initial investment, management and maintenance, among other models). Consider the cost/benefit, subsidy elements and their justification. Check for different sources of finances: public, private, user fee, alternative sources such as crowd sourcing and so on.

**1. Grands Voisins / Former Saint Vincent de Paul hospital.** The reuse project of the former hospital was also a success from the point of view of the economic model because was able to differentiate the sources of funding, specifically:

- the Aurore Association received public funding for the management of emergency accommodation and shelters. These funds were used for the general maintenance of the buildings involved and for the implementation of the services;
- the businesses and associations involved in the project, which used the premises of the former hospital, used their own resources for the maintenance of the spaces;
- the companies and associations involved generate their economies directly on the place and can reinvest some of them in the project (rent of the premises).

During the last phase of the project this was the general budget. The revenues derive from the rents paid by the companies and associations installed in the spaces, from the social programs in place (public reception centres, canteens, training activities, etc.) as well as from the privatization of some spaces of the buildings for short-term rentals:

- Social impact projects. Reception of people in dangerous, training, social housing, etc., **public contribution of 500k €**;
- Rents from commercial activities, and use of the spaces on the ground floors, **450k €**;
- Rents from offices, warehouses and workshops, **850k €**;

For more information on this aspect please refer to Les Grand Voisins "Le modèle économique" (<https://bit.ly/3ADLZyk>).

**2. Melgaço Pop-up Shop.** The project is based on an economic aid mechanism to encourage the occupation and reuse of the vacant shops. The first three months of use of the spaces are free, without rent, only the costs of electricity, water, and everything needed to start the business are borne by the occupant. After three months of use of the spaces, the occupants begin to pay a symbolic rent, 1 euro per square meter. After 6 months of "temporary use", it is assessed whether the commercial or business activity can support a real estate market rent, and a contract is signed with the owner of the shop.

**Factory Grisù/Former fire brigade barrack.** In the first part of the reuse project the companies that occupied the spaces of the former barracks did not pay the rents, the occupants only sustained the costs of consumption for water, electricity, heating and internet connection. There was an agreement for the temporary use of the spaces, one non-onerous type, between the property (provinces of Ferrara) and the cultural association Grisù. In the second part of the project, after the transition from a cultural association to a consortium of companies, the rentals are regulated by an agreement between the companies and the consortium, but they are always subsidised rents compared to the real estate market.

Both cases show us how important it is to achieve economic equilibrium even in projects of temporary use. In the first case thanks to the ability to differentiate the income, in the second thanks to the identification of an incremental path of aid to encourage the use of spaces. In both case the rent of the spaces was an important factor: for the Grands Voisins during the development of the project it was possible to offer workspaces for around 250€ per square meter for one year's rent; for Melgaço Pop-up Shop a symbolic rent of 1 euro per square meter, for the Factory Grisù in the first phase the rent was for free and in the second subsidised compared to the real estate market.

- 7. Mainstreaming.** Mainstream your innovative approaches through establishing structures and organisations that are responsible for the reactivation and revitalisation of underused spaces; set up regulations, by-laws, legal supportive instruments and have an integrated management that allows a joint management of the spaces.

**1. Avanti, c'è Spazio.** The project in its final phase supports the creation of the body and related governance for the management of the public building to be reactivated. The option of supporting the creation of a new body, if the management idea comes from informal groups or individual citizens, is included in the regulation that managed the public tender procedure for the identification of the ideas. The type of new body is not specified in the regulation because it will be discussed during the co-design phase.



**2. The Bologna Regulation and Reggio Emilia Regulation.** The two regulations, previously illustrated, enable citizens, private companies, and different social groups to propose ideas for reuse of urban commons. The two regulations envisage different levels of public participation: the Bologna Regulation provides for an evaluation of the proposed idea by the committees of the neighbourhoods in which it is hypothesised and by the technical units of the municipality; the Reggio Emilia Regulation provides for the use of an urban laboratory in which to propose ideas and discuss with the interlocutors of the municipality for their implementation, in this case the neighbourhood architect.

The joint use of the following approaches: presence of a regulation that manages the reuse of urban commons, capacity to support the creation of a new bodies for the building management, and establishment of urban laboratories to use as a places for the co-design activities, they could favour the development of projects for the reuse of urban commons open to the a wider audience and not always to the same urban actors.

**8. Evaluating.** Identify a set of indicators able to monitor the impacts produced by your reuse project, quantitative and qualitative indicators. Evaluate the impacts in given time-periods, when compared to pre-set indicators of effects and receiving feedback, through the reappraisal and modification of the original intervention on the basis of the evaluation of the impacts.

**1. Villa Levi common good. Rethinking the Villa with the community and Reggio Emilia Regulation.** In this case the evaluation indicators are selected with respect to each single project. As regards Villa Levi, the indicators were identified during the development of the project and concern the following fields:

- Number of people participating in the initiatives to reuse the Villa and the park;
- Technical report. Final document that will be based on the documentation drawn up by associations and volunteer citizens responsible for the projects. In particular, it will contain the evaluation of the results of the actions carried out and will make new proposals for actions for the following year.

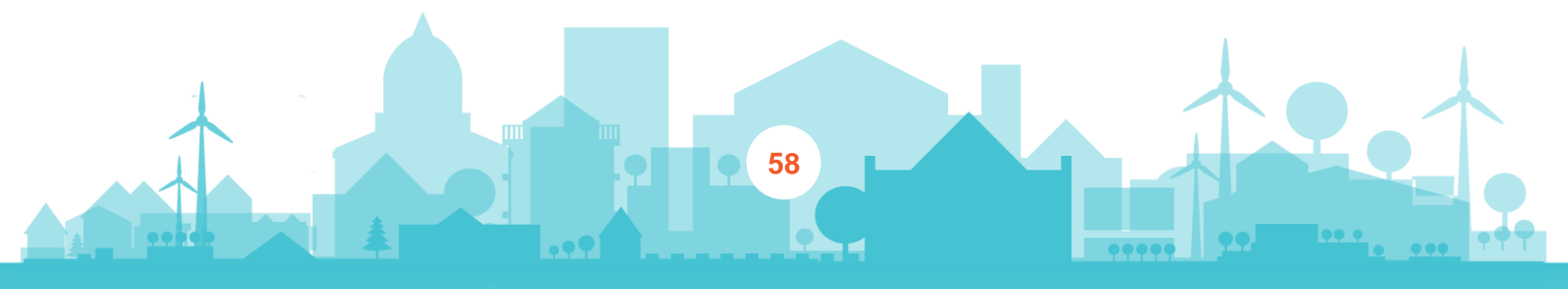
**2. Avanti, c'è Spazio.** As for the example of Villa Levi, also in this project the indicators will be identified in the co-design phase of the activities and will have to respond mainly to the needs of the communities living in the neighbourhoods where the buildings are located.

As previously mentioned, the comparison between the collected case studies and a possible reuse roadmap was born thanks to the experience developed by three URBACT projects and organised in the **(Re) making the City network**. This network presents many other European experiences that could be a reference for urban authorities interested in the development of reuse/regeneration actions of disused urban commons.

To this specific experience, we add that carried out by the **URBAC MAPS** project, focused on enhancing former military heritage as key elements for sustainable urban strategies, combining both functional and social aspects. In particular, we point out the presence of a **Handbook**<sup>7</sup> that collects the experience developed by the cities of the network and proposes a strategy of valorisation for the disused military heritage, often publicly owned. In summary, these are the phases proposed for the reactivation/reuse of the disused military heritage:

<sup>7</sup> MAPS network. A journey on the re-use of the former military assets. Urban Guidebook, 2018 (<https://bit.ly/3ClADOT>).

- 1. Development of the interest.** The first act, to support the reuse of the former military heritage, is “opening the doors”. This activity is fundamental to reduce the gap between the inhabitants, urban actors (stakeholders) and the potentiality of the former military sites. To do this, the partners have organised open days, sports activities, cultural activities, within the former military areas with the intention of telling the history of the site, involving the inhabitants in the ideas to a possible reuse, and collecting suggestions. Several bodies (private or public) of the city were involved in the organization of these activities, and this act was also important to understand who involve in the IAP development.
- 2. General assessment.** Know, learn and understand. This motto is at the basis of this step, because is fundamental have a clear idea about the state of repair of the project areas: buildings survey (to understand the shape and urban layout), evaluation of the state of repair (to understand the process of recovery and to make an assessment about the degree of use or temporary reuse), evaluation of the costs (quantification of economical impact). This step is crucial, because allow to develop the baseline to use as a reference for the development of future visions for the areas or buildings. The documents produced may be of a different nature: technical report, feasibility study, urban layout, etc.
- 3. Align challenges.** The urban regeneration must not be neutral but must be aligned with the contemporary city challenges. In this sentence there is the core of the IAPs developed by the MAPS network, in fact, the first request to the partners to give durability to the IAPs, has been about the identification of the current city challenges, to use as a reference for the co-design of the policies for the regeneration of the former military heritage. Is crucial give the continuity in the urban policies, and on this approach add fresh ideas (IAPs actions) to use to reinforce the vocation of the city, and in the other hand, give to the city the opportunity to recover a missing heritage.
- 4. Build a strong stakeholders ecosystem.** To give sustainability in the urban regeneration process is necessary build a strong stakeholders ecosystem, a clear model of the urban actors to involve in the project. The model must display the nature of the stakeholders (fields of action), the relations (cooperation) between the stakeholders, the degree of importance (in relation to the issue), and the resources (knowledge, people, etc.). After the assessment of the tangible aspects, state of repair of project area, we must look on the development of the durability, in terms of ability to achieve the objectives of the regeneration with the support of a large part of the civil society.
- 5. Create coherence.** We have intended the regeneration process as a part of large urban strategy that work with different speed and intensity, and for that reason we have suggested to the MAPS partners to map all the projects or programs currently working on the city. This activity is important for the following reasons: identification of alternative resources (actions, funding, knowledge, etc.) to harmonise within the IAPs; understand how the actions proposed within the IAPs, can be integrated with the constellation of programs or projects present in the city. As mentioned before, for the stakeholders, this step is important to give to the IAPs durability in the sense of harmonization within the local framework.



- 6. Keep the interest high.** After the first impulse given by the reopening of the site, we must keep active the interest of the inhabitants and stakeholders for a future involvement in the project of reuse. In this field the partners worked with different approaches: organization of cultural festivals as extension of the city centre (Varaždin); inclusion of the project area as a place of great sporting events (Cartagena); involvement of the high schools in a project for the dissemination of the cultural values of the site (Piacenza); development of a digital app for the involvement of the citizens in the construction of the "history telling" of the city and project site (Longford).
- 7. Test your ideas.** The urban regeneration process must be supported with the realization of a small "urban mockup", as a examples of the final outcome of the project. This approach is fundamental to maintain the attention on the regeneration processes and to test the involvement of the stakeholders. The city of Cartagena invested efforts on this approach and with the realization of a Botanic garden, within the project area, has involved several stakeholders (Municipality, inhabitants, Repsol foundation, local NGO, etc.) in the design (identification of the trees, planting of the trees) and management (involvement of the inhabitants of the district in the maintenance) of this urban act.
- 8. Financial support.** The regeneration of large derelict urban areas is cost-intensive for public financial resources, and for that reason we have identify three alternative financial options, to support the IAPs: alternative / innovative funding mechanisms; incomes and revenues, traditional sources. It is very likely that you will not have all funds secured at the start of your action plan deliver, and for that reason we suggest implementing your plan step-by-step (incremental approach) as and when funds become available for separate actions, e.g., light and start-up actions must be linked to innovative funding mechanism (sponsorships, crowdfunding, donations from individuals, patrons, fundraising activities, In-kind contributions, competitions).
- 9. Identify the expected impacts.** As mentioned before, the functions and the uses useful to support the urban regeneration of the former military heritage, must be in relation with the city challenges, to not have the risk of importing external solutions, sometimes with a strong media impact but in reality without relation to the local needs and vocations. What we suggest is to be careful in the identification of the functions (activities) in relation to the production of impacts (positive and negative) for the project area, the surrounding area and the whole city, and to the time factor, e.g., the use of the project area, as a place for public events, in the short time produce positive effect, but in the long time will required a strong management to stay active.
- 10. Design a tailor-made governance model.** For all the partners, one of the outcomes of the project has been about the development of the governance, and for many inside this act, there has been also the identification of a new body that will help the Municipality in the implementation of the IAPs. We think it was a good approach, propose the evolution of the ULG in a new body focused on this specific topic, for example: Koblenz has created a cultural association that will work in cooperation with the Municipality for the implementation of the AP; Varaždin has created a steering committee as interface toward the Municipality to drive the involvement of the stakeholders in the project.

## 5 Conclusions and Policy recommendations

In this section, we try to propose a synthesis between the indications that arise from the case studies collected and the suggestions coming from the hypothesis of the roadmap of reuse/regeneration, to highlight some fundamental recommendations to support the urban authorities in the re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management).

**Creating coherence with the strategic or urban planning tools and the reuse of urban commons.** Starting from the experiences collected (case studies, reference to EU projects, etc.), it is evident that the temporary reuse, and the consequent regeneration of buildings and public open spaces, should be understood not as an isolated project but as an activity that falls within a broader-scale strategy.

The Italian experiences of **Reggio Emilia (Villa Levi, local urban regulations)** and of **Cesena (Avanti, c'è Spazio)** clearly demonstrate that the success of these initiatives is linked to having included this practice, the reuse of urban commons, within urban and territorial planning. These cases have been successful because they are supported by the urban planning law of the Emilia-Romagna Region which is strongly directed towards the reduction of land consumption and therefore encourages the reuse of built heritage (public or private) and urban compactness. It is therefore not just a question of having an urban regulation that allows the reuse of public buildings thanks to the engagement of local stakeholders, which is obviously fundamental, but of making it explicit that the temporary reuse and then the regeneration of the urban commons are a fundamental component of urban and territorial management tools or strategies.

### Suggestion

Where it is possible, we suggest introducing in the urban planning code, urban planning law, some normative references that favour the practice of reuse of the urban commons as a normal strategy for the development of the urban plan of the city. It is not a question of an urban regulation that manages the relations between administration and proponents, which obviously must exist, but of recognizing the practice of temporary reuse as a tool for achieving urban quality objectives. Obviously, this suggestion must be harmonised with different national approaches in the field of urban planning: national, regional, local laws.

**Mapping – Tangible/Intangible.** Starting from the examples proposed we have seen that the identification of the urban commons to reuse and regenerate is a fundamental step to understand how to proceed. The mapping can be achieved through participation techniques (in the case of Longford for the construction of a community map, and in Reggio Emilia for the development of the Atlases), or through tools for managing geographic information (the case of Brussels). In any case, the map of the urban commons to reactivate must be used as a reference point to engage the local stakeholders in actions of reuse.

Alongside the identification of the urban commons, we must also highlight all information of a social, cultural, economic nature, existing projects driven by the municipality, activities carried out by local

stakeholders, etc. This type of analysis is important because it allows the construction of a series of atlases (of neighbourhoods or homogeneous urban areas) to be used to activate the phases of participation and co-design with the local stakeholders.

#### Suggestion

Developing a map of urban commons to reuse is a key issue to start the activities in this field. The example of the Bologna regulation is very clear: the urban authority organizes the mapping of the urban commons and makes them available, thanks to a regulation, to activate reuse projects.

**Developing of participation and co-design on two levels.** The examples we have identified in many cases was developed through citizen engagement and participation on two levels: the first is dedicated to identifying the needs of the communities that live around the urban commons to be reused; the second dedicated to the identification of the solutions/projects idea to be carried out inside the places. The examples of **Villa Levi** (Reggio Emilia) and the **Avanti, c'è Spazio** program (Cesena) are important because they go in this direction:

- A phase of citizen co-design/participation to identify needs and requirements of neighbourhoods or urban areas;
- A phase of co-design/participation to identify how to reuse the urban commons giving answers to local needs

#### Suggestion

As previously mentioned, the issue of coherence with urban planning tools is fundamental to give strength and credibility to the actions of reuse of urban commons, promoted by local stakeholders, and to achieve this result it is necessary to involve local urban actors in different sessions, the Reggio Emilia example is perfect for understanding this approach:

- The first phase is to understand the needs of neighbourhoods or homogeneous urban sectors, thanks to participatory actions and the use of questionnaires in digital format. These actions were used to develop the neighbourhood atlases, a snapshot of the state of the art, and highlight the presence of urban commons to integrate in the urban planning tools.
- The second phase is dedicated to the co-design of activities useful for reactivating the urban commons identified. This phase can be led by a public tender procedure for the selection of project ideas, as in the case of Cesena, or managed as an in-depth analysis of the previous co-design phase.

We suggest the use of a public selection procedure in order to increase the number of possible participants.

**Developing a local urban regulation to support the reuse of the urban commons.** For better regulation of the relationship mechanisms between the public administration and the body responsible for the reactivation of urban commons, it is obvious that there must be a regulation that indicates who can participate in the management and what are the obligations of the administration and the participants. The cases of the **urban regulation of Bologna and Reggio Emilia** are of fundamental importance, but we must also report the case of **Melgaço Pop-up Shop** project which

in the absence of local regulation is based on a double agreement between the shop owners, administration, and proposers of the temporary use of the vacant shops. In this case, the administration acts as a guarantor between owners and proponents.

**Use an incremental approach.** The case studies of **Factory Grisù (Ferrara)**, **Grands Voisins (Paris)**, and **ADN Urbano (Murcia)** tell us how is important the graduality of the reuse intervention, and above all the experimentation of solutions in coherence with the context and local needs.

#### Suggestion

The reuse of urban commons must be understood as an opportunity to identify new functions, and ways to use the places, and very often these are placemaking activities in which to experiment with the help of local urban communities. We can have incremental models, such as the one proposed by Factory Grisù, in which the managing body changes its legal status (from cultural association to the consortium) in coherence with the evolution of the requalification of the building, or in the case of Grands Voisins where experimentation, through the co-design activities, is the founding element for identifying the urban planning principles for the redevelopment of the former hospital.

**Strengthening of knowledge in urban authorities.** The Reggio Emilia experience is important in this area because all the participation and co-planning activities regarding the reuse of urban commons have been guided by a new professional profile of civil servant, the neighbourhood architect. The neighbourhood architect is a contact person for the Municipality to manage the entire co-design process, from the collection of needs to the definition of projects and their implementation, guaranteeing a constant relationship between the neighbourhood and the Municipality and between all the subjects active in the collaborative experience.

The neighbourhood architect has the task of developing a local network with citizens and associations and keeping alive the network of relationships and synergies that will develop around the projects of reuse or reactivation of building and open spaces, also through the organization of moments of comparison, dialogue and collaboration with the representatives on the territory, in presence when possible or with virtual tools.

#### Suggestion

It is important to have new professionals who are able to manage these collaborative processes that arise around the reuse of buildings and spaces. The advice is therefore to train the internal staff of the administrations in the management of complex processes of urban regeneration, such as those presented in this study. At the moment there is a European Erasmus + project which is working on the development of a curriculum, training course for “new professionals” of urban regeneration called **FUTURE – From Urban To hUMAN Regeneration**<sup>8</sup>. The project wants to create a training model, that will support students and young professionals to acquire a set of competencies making them capable of implementing urban regeneration processes by reducing distances between stakeholders and creating opportunities for local sustainable development, co-design and enhancement of the identity of a territory.

<sup>8</sup> FUTURE – From Urban To hUMAN Regeneration (<https://futureregeneration.eu/>).

The suggestions proposed show us that the processes of reuse/reactivation/regeneration of urban commons are of an integrated type, in which different types of tools concur to the final objective, give a second chance to public or private buildings, urban fabric, public open spaces. For better regulation of this reuse process we must use tailor-made solutions that in some cases use an urban regulation, a temporary use agreement, but always with two constants: the participation and co-design of the solutions and if possible a public tender procedure for the selection of ideas.