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COMUNE DI NAPOLI  
Lead Partner

URBACT III Action Planning Network  
Kick-off Meeting, 20.-21. June 2016  
Liverpool, Great Britain



## 2nd Chance – Waking up the "sleeping giants"

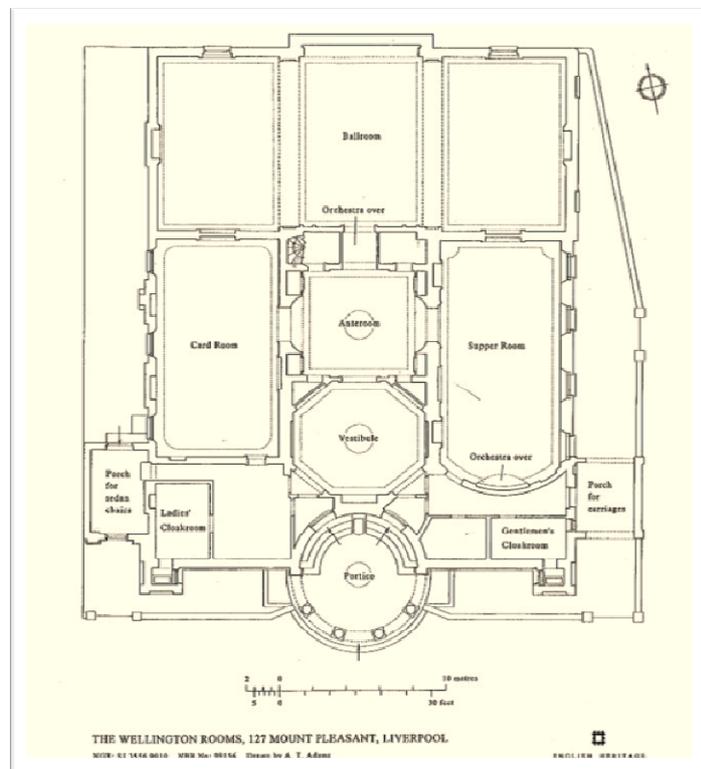
### Embedding the reuse of vacant buildings in the neighbourhood development context

#### 2<sup>nd</sup> Chance partners

- \_ City of Naples, Lead Partner (Italy)
- \_ City of Brussels (Belgium)
- \_ City of Caen (France)
- \_ City of Chemnitz (Germany)
- \_ City of Dubrovnik Development Agency (Croatia)
- \_ City of Gijon (Spain)
- \_ City of Liverpool (UK)
- \_ City of Lublin (Poland)
- \_ City of Maribor (Slovenia)
- \_ Porto Vivo S.R.U. Porto (Portugal)
- \_ University of Genova (Italy)

#### 2<sup>nd</sup> Chance Lead Expert

- \_ Nils Scheffler, [URBAN EXPERT](#)



Kick-off Meeting Report  
20<sup>th</sup> -21<sup>st</sup> June 2016  
Liverpool, Great Britain



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## Kick-off Meeting: 2<sup>nd</sup> Chance – Waking up the "sleeping giants"

Embedding the reuse of vacant buildings in the neighbourhood development context

**Date:** 20<sup>th</sup> June -21<sup>st</sup> June 2016

**Venue:** The Bluecoat, School Lane, Liverpool L1 3BX

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## Objective & Agenda

The Kick-off-meeting officially launched phase II of the 2<sup>nd</sup> Chance network after the final approval by the URBACT III programme. It aimed to

- create a common understanding of the activities and outputs expected by the partners during the upcoming 24 months;
- get to know the target building and good-practices of the hosting city;
- give the ULG of Liverpool the opportunity to reflect and discuss an issue of their choice with the participants;
- Learn and exchange on the main topic of the meeting: re-use of vacant buildings, embedding it in the neighbourhood development context;
- Learn and exchange on the development of the LAP and ULG involvement.

### 19th June 2016

Arrival of all partners

19.30 Informal get together: dinner at Cedar, 62 Duke St, Liverpool, L1 5AA

### 20th June 2016

08:30 **Reception: Arrival of partners, registration, coffee**

09:00 **Welcome**

- Welcome  
*Rob Burns, City of Liverpool, Hosting Partner*
- Introduction to the agenda of the kick-off Meeting  
*Nicola Masella, City of Naples, Lead Partner Nils Scheffler, 2<sup>nd</sup> Chance Lead Expert*
- Round of introduction of the participants

9:30 **Tools for the reactivation of vacant buildings**

- The role of Building Preservation Trusts in rescuing vacant historic buildings  
*John Miller, Heritage Trust for the North West*
- Knowledge market (all partners): Collecting tools and awareness raising / involvement activities for the reactivation of vacant buildings

10:15 **Reuse: Defining the reuse of vacant buildings and embedding it in the urban / neighbourhood development context**

- Introduction: What is the reuse about within the 2<sup>nd</sup> Chance context?  
What are the partners expected to define in their Local Action Plan?  
*Nils Scheffler, 2<sup>nd</sup> Chance Lead Expert*
- Workshop: Development of ideas / activities to come up with potential uses and potential users for the target buildings / sites

12:00 **Lunch**



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13:30	<b>Visit of target building and good-practices of the reuse of empty buildings</b>
	<ul style="list-style-type: none"> <li>Target building: The Wellington Rooms; <i>Alan Gardener, Conservation Specialist</i></li> <li>St Luke's Church; <i>Chris Griffiths, Conservation Officer</i></li> <li>The Ropewalks Area; <i>Peter Hoey, Townscape Heritage Initiative Officer</i></li> </ul>
15:30	<b>Liverpool URBACT Local Group peer review session</b>
	<ul style="list-style-type: none"> <li>Update on the work done by the ULG and how they ensure that the community value of the building is maintained as part of any proposed new use; <i>Andy James, OMI Architects</i></li> <li>Discussion of solutions for problems encountered by the ULG with all participants</li> </ul>
17:00	<b>Reflection session</b>
	<ul style="list-style-type: none"> <li>What have I learnt today?</li> <li>Which idea / tool I want to bring home and apply?</li> <li>What is still unclear to me?</li> </ul>
18.00	<b>Dinner</b>
	Puschka , 16 Rodney St, Liverpool L1 2TE
20.00	<b>Visit to Stanley Dock</b>
<b>21st June 2016</b>	
08:30	<b>Arrival of partners, coffee</b>
09:00	<b>Involvement of URBACT Local Groups in the development of the Local Action Plan</b>
	<ul style="list-style-type: none"> <li>Key steps developing the LAP and involving the ULG <i>Nils Scheffler, 2<sup>nd</sup> Chance Lead Expert</i></li> <li>Workshop: Discussion, reflection, next steps developing the LAP with the ULG</li> </ul>
11.00	<b>Coffee break</b>
11:15	<b>Steering group meeting (part 1)</b>
	<ul style="list-style-type: none"> <li>Presentation and coordination of activities and outputs expected by the partners: WP 1 – WP 4 <i>Nicola Masella – Roberta Nicchia, City of Naples, Lead Partner;</i> <i>Nils Scheffler, 2<sup>nd</sup> Chance Lead Expert</i></li> <li>Information about financial issues of phase 1 and phase 2 <i>Nicola Masella, City of Naples, Lead Partner</i></li> </ul>
12:45	<b>Lunch</b>
14:15	<b>Steering group meeting (part 2)</b>
	<p>Presentation and coordination of</p> <ul style="list-style-type: none"> <li>1<sup>st</sup> bi-/trilateral meeting: Topic &amp; date</li> <li>Use of ICT / webinars between the meetings</li> </ul>
15:30	<b>Reflection session</b>
	<ul style="list-style-type: none"> <li>What worked well; what could be done better: Positive sessions to be repeated and what could be improved for next meeting</li> <li>What did you learn and what will you do next back home?</li> <li>Which information / support do you need for 'Embedding the reuse of vacant buildings in the urban / neighbourhood development context'?</li> </ul>
16:30	<b>End of the kick-off meeting</b>



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## Embedding the reuse of vacant buildings in the neighbourhood development context

### Objectives of 2<sup>nd</sup> Chance project

- Reactivation of vacant larger buildings, building complexes or areas with many vacant buildings, that have lost their original purpose and in their current state they are a problem / challenge for the city / the neighbourhood.
- Bringing these buildings (sites) back in use, embedded in the urban/neighbourhood development context (notion of "common goods").

**The reuse of vacant buildings, embedded in the neighbourhood development context**

**2nd Chance objectives**

1. Reactivation of vacant larger buildings, building complexes or areas with large number of vacant buildings
2. Embedded in the city / neighbourhood development context (common goods).

Allowing to

- ? rehabilitate in a step-by-step process and maintain the building in the long-run
- ? provide spaces and functions supporting a livable neighbourhood / city
- ? oriented on both, interest / benefit of the owner and the community

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### The reuse should

- allow to gain revenues to be able to rehabilitate and maintain the building (in the long-term);
- be embedded in the neighbourhood development context, which means to provide space and functions in the building which are needed in the neighbourhood / in the city;
- be oriented on the interest / benefits of the owner AND of the community / common goods.

Through this approach in the best case the buildings will become a nucleus / a starting point / a spark for the development of the city / neighbourhood and because of that further public and private resources/ stakeholders can be activated for the reactivation and the rehabilitation of the building.

### Requirement for the 2<sup>nd</sup> Chance LAPs

#### Partners should

- define uses which allow to rehabilitate and maintain the building in the long run;
- provide space for uses/ functions that benefit the community/ neighbourhood/ city;
- involve their ULG in the development and implementation of activities for the reactivation of the building and for the definition/ examination of possible uses and to attract potential users, bringing new, additional resources in the step-by-step-reactivation process.

**The reuse of vacant buildings, embedded in the neighbourhood development context**

**Tasks for all partners**

"Define" uses, which

- ? allow to rehabilitate and maintain the building in the long run;
- ? benefit the neighbourhood / city.

= LAP

- ? Joint vision / objective for the reuse
- ? (possible) functions/uses embedded in the building

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It was agreed that each partner will describe in their LAP

1. the **vision** for the reuse, the general outline for the reactivation of the building/ the site.  
The vision will be a shared positive statement that describes the aspired future for the building/ site in the long-term to which the stakeholders are willing to contribute to (i.e. the building will be the central space for the creative community, providing co-working space and space to

exchange and present his/her capabilities/services). It should reflect the needs of the neighbourhood/ city. The vision serves to have a common understanding for the stakeholders what the reactivation of the building is about; to have a common goal on which the stakeholders want to work together and bring in their own energy and resources. The positive and shared statement can also be a good "selling point" to achieve the support of politicians. The vision can be adapted along the revitalisation process, if necessary.

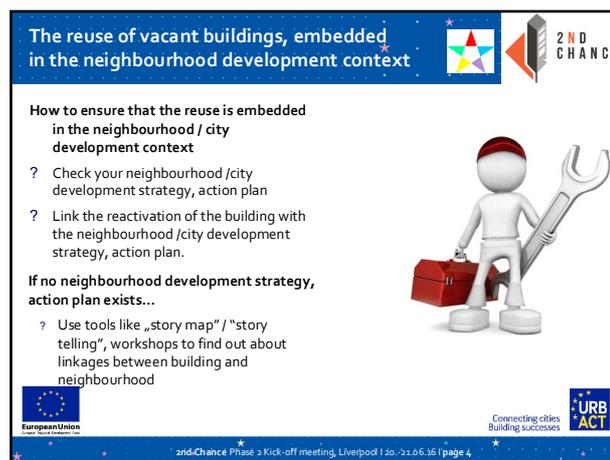
The vision should be concretised and clarified through **objectives**, which give concrete direction what the partners want to achieve in short, mid and long term to be able to put the vision into practice; these objectives can also show alternative scenarios and serve to check if you are progressing towards your vision.

- (possible) **functions/ uses to be embedded in the building**, which can be divided into short, mid and long term ones (depending on the requirements to the buildings; i.e. some uses can already be implemented although the building is not rehabilitated and other uses first when a certain rehabilitation standard is reached).

### Activities to embed the reuse in the neighbourhood / city development context

To be able to define a vision, objectives and uses for the buildings, which are linked to the neighbourhood / city needs:

- Check your neighbourhood /city development strategy, action plan (or anything similar) concerning objectives, needs, problems, challenges, opportunities, etc  
*(if you would like to know more about such documents: contact Chemnitz, Caen and Porto).*
- Examine, in which way the building could be supportive to the strategy / action plan (supporting the objectives, fulfilment of needs, solving of problems, etc.).



**The reuse of vacant buildings, embedded in the neighbourhood development context**

**How to ensure that the reuse is embedded in the neighbourhood / city development context**

- ? Check your neighbourhood /city development strategy, action plan
- ? Link the reactivation of the building with the neighbourhood /city development strategy, action plan.

**If no neighbourhood development strategy, action plan exists...**

- ? Use tools like „story map“ / “story telling“, workshops to find out about linkages between building and neighbourhood

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If a neighbourhood/ city strategy or action plan is not existing and there is no time/ financial resources to develop it, alternatively try to find about needs, problems and opportunities of the neighbourhood and possible links between the building/site and its neighbourhood. Tools like "story map" / "story telling", workshops, etc. can be applied to find out about linkages between the building and the neighbourhood and how its reactivation can be of support for the neighbourhood development.



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## Supporting projects and tools

### To support the reactivation of vacant buildings

Following tools and projects from the project partners were collected, which have proven to work well in support of the reactivation of vacant buildings. In the last column the city is mentioned, which can provide further information on that practice.

Projects / tools to support the reactivation of vacant buildings		Experienced City
Category	Project title	
Long-term initiatives / projects	Sales bourse for empty properties (Bourse d'Achat)	Brussels
	Municipal consulting agency, connecting property owners of houses in bad conditions with new users; communicating supporting services for rehabilitation and selling	Chemnitz, Brussels
	Public company (Porto Vivo, SRU) dedicated to the facilitation of investments in the rehabilitation of vacant buildings in the historical centre (working platform to engage investors)	Porto
	Integrated, open, multi-interdisciplinary low-cost project office to attract interest and ideas to the area, in order to work for public and private projects and owners.	Porto
	Municipal company (Porto Lazer), bringing vacant spaces into use through temporary cultural interventions	Porto, Caen
	Building at risk initiative	Liverpool
	Guardian Houses, HausHalten e.V.	Leipzig
	Property Guardian, Camelot Europe	Great Britain
	Projects "Preserved neighbourhood", "Sonnenberg cooperation centre upgrading" / StadtHalten Chemnitz e.V.	Chemnitz
	Trial living and working	Offenbach
	Self-organised building/user groups	Berlin
	Crowdbuilding	Netherlands
	Occupation movements	Naples
	Temporary uses	many
Public interventions in buildings and their surrounding to trigger future private investments	Porto	
Internal structures	City administration unit responsible for unoccupied and abandoned land and buildings	Brussels
	Internal working group "Desperate and Ruinous Buildings"	Chemnitz
	"Governance ad hoc" to "adopt" large vacant buildings by citizens / civic committees	Naples
Finances	Building Preservation Trust	Liverpool
	Financial incentives and provision of information about funding opportunities	Brussels Porto



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Projects / tools to support the reactivation of vacant buildings		Experienced City
Category	Project title	
	Tax on abandoned, neglected land and buildings, regional administrative fines	Brussels
	Public interference: expropriation, buying buildings, forced selling, public interventions with future private investments	Brussels Porto
Guidelines / Instruments	Administrative act / guidelines about "common goods" / collective reuse	Naples
	Guidelines on the re-use of vacant buildings	Liverpool
	"concession agreement" (Gestattungsvereinbarung)	Leipzig
	Use oriented marketing process	Berlin
	Development of Strategic Plans for Rehabilitation of blocks, forcing private actions of refurbishment and revitalisation of the buildings	Porto
	Regulation on collaboration between citizens and the city for the care and regeneration of urban commons	Bologna
Building examples	Impact HUB / Wijkpaleis	Rotterdam
	ZOHO	Rotterdam
	Fenix Food Factory	Rotterdam
	MÜSZI „Cultural level“	Budapest
	Halle 14: Crazy ideas in the spinning mill	Leipzig
	District – Offices and Lifestyle	Porto
	Mercado Ferreira Borges	Porto
	Empreedimento Passeio das Cardosas	Porto
	KOMPOTT, youth reanimates vacancy	Chemnitz
	ExRotaprint gGmbH	Berlin
	Mannheim Benjamin Franklin Village	Mannheim
	Kulturquartier ehem. Blumengroßmarkt Berlin	Berlin
	Unperfekthaus	Essen

#### Further examples and literature

Funding the cooperative city: <http://eutropian.org/so-many-cooperative-stories-around-europe/>

Mapping and recycling empty urban properties:

[https://issuu.com/kekfoundation/docs/vacant\\_central\\_europe](https://issuu.com/kekfoundation/docs/vacant_central_europe)

Creative Urban Renewal: <http://www.ideenpool.de/cureWP>

The Adaptive Reuse of Historic Industrial Buildings: Regulation Barriers, Best Practices and Case Studies: [http://sig.urbanismosevilla.org/Sevilla.art/SevLab/roo1US2\\_files/roo1\\_US\\_1.pdf](http://sig.urbanismosevilla.org/Sevilla.art/SevLab/roo1US2_files/roo1_US_1.pdf)

Traditional Building Skills: Training Toolkit: <http://www.visitchurches.org.uk/latestnews/2015-12-18/Traditional-Building-Skills-Toolkit-released>



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### To generate potential uses and attract potential users

Following tools and projects from the project partners were collected, which have proven to work well in support of generating (ideas of) potential uses and attract potential users for the reactivation of vacant buildings. In the last column the city is mentioned, which can provide further information on that practice.

Tools to generate ideas for uses; awareness raising activities to attract users		
Category	Tool	Exper. city
Public consultation	Public consultation to identify future uses / objectives	Liverpool
	Questionnaire to identify future uses / objectives	Maribor
	"Future Pilots" (Zukunftslotsen/Planungszelle): representative elected citizens are involved in redevelopment process via a series of interviews, workshops and other activities	Mannheim, Hamburg
	Inquiries / post-its to post on the building: I wish this place would be...(easy way to express wishes/hopes/ideas)	Genoa, NY
	Story telling; story mapping about the use of the building	Lublin, Nils
	Online survey / call on potential uses and vote on it	Naples, Brussels
	Website [im]possible living to map vacant buildings and collectively develop ideas for the reuse	Italy
	Use of social media to identify future uses / objectives	Lublin
	Twitter: people react on concrete questions; proposals are written on wall of the building	Brussels
	Workshops / site visits	Site visit with short survey directly afterwards on potential uses
Public debate on site about the future use with presentations of inspiring examples		Dubrovnik
Workshop with historical pictures to develop ideas for the future		Caen
"Back to the future": Remember events that are related with the former functioning of the building to discuss the contribution that the building can have for the future		Genoa
Idea workshop / future workshop on site on potential uses		Maribor, Nils
Workshop series on potential uses		Brussels
Future City game on potential uses		Lublin
"Vote with your feed": Format to enhance critical discussion on possible future		Berlin
Collaborative mapping of potential uses		Naples
Planning Marathon with students on reactivation		Naples
Student seminar about reuse / reactivation of building		Maribor
Mini city lab / workshop with children of the neighbourhood schools imagining/drawing what the site/building could be		Caen, Naples, Lublin
Competitions	Official idea competition to come up with potential uses	Nils
	Expression of interests: institution express interest to use the building and describe how they want to use it	Liverpool
	Urban hackathon about potential uses	Gijon



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Tools to generate ideas for uses; awareness raising activities to attract users		
Category	Tool	Exper. city
<b>Festivalisation</b>	Idea festival at brownfield site / vacant building to draw attention / to show how space could be used and to develop ideas for the reactivation	Chemnitz
	(Heritage) open days	Liverpool, Maribor
	Simulation of possible uses at a one day event, connecting local community with local NGO's and other interested stakeholders to „project“ the future.	Dubrovnik
<b>Learning by doing; trial space</b>	Open concept making workspace (idea room) on the site to develop and discuss ideas for the buildings; future activities	Genoa, Caen
	"Site hut" (Bauhütte): platform for information, participation and media	Berlin
	Participatory budget, awarded through public calls in order to test possible uses	Dubrovnik
	In-situ student workshops: urban interventions/ temporal transformations	Berlin
	Temporary uses to test possible permanent uses	Genoa, Dubrovnik
<b>Awareness raising activities</b>	Events to encourage citizens to explore (and invest) an area: parties/ festivals, urban tours, competitions, etc.	Caen
	Drawing and photo walk with citizens to explore the area / building	Caen
	Raise attention with activities that remind of the past of the building (movies, talks, narratives)	Genoa
	Exhibition on site to vision the project: narratives, stories, drawing, paintings, etc.	Liverpool
	City light posters, synopses, website promoting space for ideas and uses	Chemnitz
	Heritage campaign 'Stop the Rot'	Liverpool
	Pop-up Arts to raise awareness about buildings	Liverpool
	Street Art festival with paintings at vacant buildings	Caen
	Make city festival	Berlin
	Recycle Italy	Genoa
	Guided tours to vacant buildings	Chemnitz
	Virtual tours through vacant buildings	Liverpool
Exhibition about good-practice examples	Caen	



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## LAP & ULG

### Structure and content of the LAP

Each project partner is supposed to develop a LAP that describes the strategy how they are going to reactivate their vacant building, embedded in the city / neighbourhood development context, together with relevant stakeholders in a step-by-step process.

The LAP and its content can be anything that is needed to be able to reactivate the building. It can be a document, it can be a video, it can be a website, it can be altogether, etc.

Each partner will elaborate an English summary of the LAP with following structure:

**Involvement of URBACT Local Groups in the development of the Local Action Plan**

**Local Action Plan (LAP): Structure & Content**

Strategy for the reuse, embedded in the strategic city / neighbourhood development, including

- Introduction / framework / Current situation
- Vision & objectives
- Functions / uses
- Actions incl. financing and responsibilities
- Next steps (how to continue..)
- Management/governance structure
- Proposals for general policies / instruments dealing with vacant buildings

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1. Introduction, summarising the starting position, the framework for the reactivation of the building with short description of the building / building site (*most of these information can be taken from the partner profile in the baseline study*).
2. A – by all stakeholders accepted – vision and objectives for the reuse of the property;
3. (possible) functions/uses to be embedded in the building (short, mid, long term);
4. Actions / next steps to reactivate the property; actions in the neighbourhood of the building can be part of the action plan, when they are supportive for the reactivation of the building;
5. Description of the management system for running the building (site) and the implementation of the LAP.
6. Proposal for policies / instruments to deal in general with vacant buildings in your city based on the experience of your 2nd chance project.

### Ideal process, developing LAP and involving the ULG

#### Ideal process developing your LAP

*Knowing that in practice the process will go forward, backward, parallel...*

1. Understand the current situation for the reuse / reactivation (*"where you are"*)
  - 1.1. Clarify needs and objectives of the neighbourhood / city to be able to embed the reuse of the building in the neighbourhood city development context.
  - 1.2. Check what are the SWOT for the reuse/ reactivation of the building / site.
  - 1.3. Physical state of the building; urgent repair needs to prevent further deterioration (gain time for regeneration); if the building is a listed building, understand the significance (which interventions are allowed, what has to be preserved, what can be changed).
  - 1.4. Possible interests in the building; current uses/users.
2. Define the framework for the reuse / reactivation (*"where you want to be"*)
  - 2.1. Develop a vision and objectives for the reuse of the building / site, embedded in the neighbourhood/city development context.
  - 2.2. Develop ideas for potentials uses and activation of users of the building.



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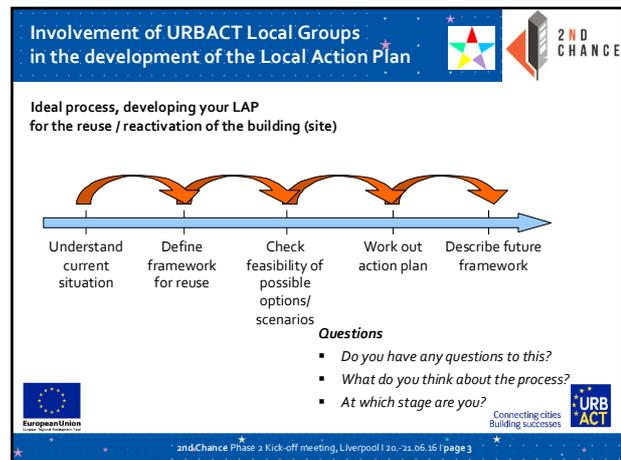
### 3. Check the feasibility of possible options/scenarios

3.1. Check the feasibility of the ideas for potential uses; that the building can host these uses, that it will allow to gain sufficient revenues to rehabilitate and maintain the building in the long-run; which use produce which rehabilitation costs and which revenues

3.2. Try to collect evidence that this can work, i.e. by examples where it worked.

3.3. Check if relevant stakeholders support the potential use possibilities, do public consultation (framework for the reuse).

3.4. Test possible uses through temporary uses.



### 4. Work out the action plan ("how you want to get there")

4.1. Define the uses / functions you want to implement in the short, mid and long run in the building (show alternatives; maybe you have to adapt your vision/objectives).

4.2. Define the actions and next steps to start off the process of the reuse / reactivation of the building; to get the uses running in the building; add also action in the surrounding of the building if needed for the reactivation of the building.

### 5. Describe the future framework for the reuse / reactivation

5.1. Describe the management / governance structure of running the building and for the implementation of the LAP

5.2. Describe recommendations for policies / instruments in support of the reactivation of vacant buildings in general.

## Involvement of your ULG in the development of the LAP: next steps

### 1. Stakeholder analysis

- Use the power-interest matrix to find out and sort stakeholders to be involved.
- Think about who might be interested in or affected in the reactivation of the building, in the 'results' of your LAP. Who might you need for the implementation of the LAP?
- Possible stakeholders: Property owner / investor: private, institutional, public;  
*Municipality*: mayor, city council, city administration (urban planning, economic, social, cultural), service provider of municipality / experts, (neutral) moderator of ULG;  
*Users & Supporters*: citizens, neighbours/ inhabitants movements, (potential/ temporary) users, civic associations/movements, NGOs, creative/ cultural sector, association of building sector, university, managing authority, public media.



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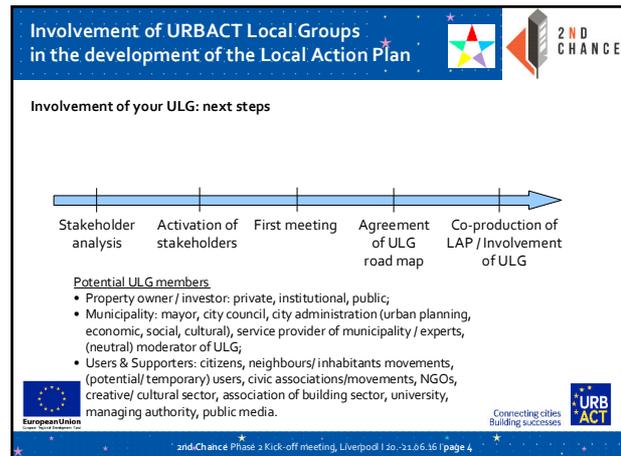


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## 2. Activation of stakeholders

- Write invitation letter signed by the mayor. Talk to them personally. Tell them that they are one of the few (personally selected). Tell them about the opportunities and benefits taking part in the ULG. Think about benefits you could offer to them through the involvement in the ULG/LAP. Think about what their needs and interests are and make this an issue of the LAP development.



## 3. First meeting:

- Before working on problems, conflicts, etc. make sure that stakeholders are willing to cooperate: think about team-building activities, build up of trust between the participants; make sure that they get to know each other; work out what they have in „common“; When this is reached, it will be more likely that they listen to each other, are open to compromises.
- Explain in the first meeting what is the project about, what is the objective of the ULG; that they are part of a bigger European network of cities, which work on a similar issue;
- Check with the members if all relevant stakeholders are on board first meeting are able to reach your objective of the LAP/ULG, etc.

## 4. Agreement of ULG road map: To get ULG members engaged it is important to agree on issues like:

- Purpose and concrete objective of the LAP
- Which issues will be dealt with in the LAP
- How will the ULG be involved in the elaboration of the LAP
- What will be the rights and duties of the ULG (objective and tasks of ULG; responsibilities of ULG; opportunities of influence of ULG; how will they be involved in the elaboration of LAP; here the benefits have to be made clear)?
- Work out and agree on the work plan and activities of the ULG (how and when will the ULG be involved i.e. 10 meetings; dealing with these issues, approximately in these months; the road map should not become dictatorial. Flexibility is to be encouraged when it is in the interest of the project and when consensus can be reached with the ULG.

## 5. Co-production of LAP / involvement of ULG

- Implementation of road map



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## Hints & tips for involvement of ULG

- The stakeholders have to benefit from participating in the ULG, so think about and propose a set of issues that might interest them.
- Involve ULG from the very beginning
- Do not raise infeasible expectations: Clarify at the beginning the rights and duties of the ULG; process should be open and transparent (ULG road map);
- Build up trust between the involved stakeholders; think about team-building;
- Bring public and private stakeholders from different fields with different skills and knowledge together to fertilise each other with good ideas;
- Raise the awareness of the stakeholders about the significance/ opportunity of the building for the city / neighbourhood development.
- Take opinions and feedback of the ULG members seriously and try to integrate them into the LAP.
- Do not duplicate structures: If you have something comparable to an ULG, use it. Add activities and stakeholders if needed; Not more than 15 persons if an ULG is to be able to work. If needed, involve more stakeholders in subordinated groups or an open forum; Establish durable structures: Structures should continue after having elaborated the LAPe.g. using the ULG for the implementation and monitoring of the LAP;
- A successful ULG requires time and a thorough preparation! Plan sufficient time for this involvement. Have an experienced "neutral" moderator in charge of the ULG, accepted by all partners, animating them to contribute to the LAP and thinking about and coordinating relevant activities.
- Do Public Relation; Have a 'project champion' who represents and stands for the reactivation of the building in public.
- Inform/ Involve important players that might not directly be involved in the ULG (get their support; inform them regularly about progress and results; think about actions how and when to integrate them in the process to secure/gain their support); Involve your regional/ national funding authority as they can provide information about regional/ national priorities and funding opportunities.

**Involvement of URBACT Local Groups in the development of the Local Action Plan**

**Hints & Tips for ULG involvement**

- Members have to benefit from participation in ULG
- Involve ULG from the very beginning and agree on ULG Road map
- Do not raise infeasible expectations what the ULG is about
- Build up trust between ULG members
- Bring stakeholders with different views and mind sets together to be "creative"
- Raise the awareness of the stakeholders about the significance of the building
- Take opinions and feedback of the ULG members seriously
- Do not duplicate structure; - 15 members; lasting structure
- Successful ULG requires time and a thorough preparation; have experienced moderator.
- Public Relation / project champion
- Involve/ inform mayor, political parties, Managing Authority and other stakeholders which might not directly be involved in the ULG

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## Liverpool's target building: The Wellington Rooms

The presentation and the site visit of the Wellington Rooms demonstrated in particular the importance to understand the history and context and the architectural, social and cultural significance of the building and to use this "knowledge" as a spin doctor for the reuse of the building: *"It is important to 'get under the skin' of a project – to gain a thorough understanding of the issues and context before starting the design process in earnest."*

Also it was demonstrated the importance to find out what is worth (and necessary) of protection. These "parts" are to be rehabilitated and to be integrated into the new use. Also it was demonstrated what can be changed and reconverted to ease new uses.

For that, the historical layout and "routes" through the building were compared to the situation of today. Further the historical development of the building over the last 200 years were showcased and the significance of the single rooms for the understanding of the history of the building.

Further the process of consultation was presented to agree the project brief / objectives of the project, which are to

- respond to the unique character of the building, and safeguard its immediate and longer term future;
- provide opportunities for working with local business and community focussed organisations to deliver a sustainable solution;
- add Value to City Centre regeneration through delivering an agreed set of economic benefits;
- accord with emerging strategies and initiatives for the City Centre and the wider Merseyside economy;
- effectively utilise existing and future public and private sector funding sources to deliver the preferred option.

For the further process the Wellington Rooms Steering group was founded, which has accompanied the further design process of the building, starting with a SWOT analysis.

As potential uses were identified:

- innovation hub,
- a restaurant/leisure area,
- hotel,
- university department (i.e. Irish study centre),
- commercial offices,
- museum/gallery

*The presentation about the Wellington Rooms can be downloaded from the 2<sup>nd</sup> Chance google drive:*  
<https://drive.google.com/open?id=oB8rEL89zueogUXdzRlduYmdUQoo>.

## Good-practices in Liverpool

### The Building Preservation Trust

#### Objective of the preservation trust

- to restore buildings of architectural and historic interest which are at risk from demolition;
- to find appropriate new uses for them which don't destroy the character;
- either to retain the building after restoration and to generate income from it for the Trust, or sell the building and use the proceeds for the next project.

#### Function of the preservation trust

It is a registered charity and limited company by a Board of 10 Trustees (all unpaid) who meet at least 4 times a year to provide professional advice and support for the Trust's employers, and ensure the Trust complies with the Charity Commissioners' and Registrar of Companies Legislation and guidelines for operation. The company is always limited to protect the Trustees for any liability if the Trust becomes insolvent.

Building Trusts are both Charities and Limited Companies. This is necessary so the terms of trading within the Charity comply with Charity Law (*see "reasons of private companies to support preservation trust"*).

#### Initiation and first steps of the preservation trust

A group of volunteers interested in building conservation came together to set up the charity. The charity has to have a Memorandum and Articles of Association which set out the rules for operating the charity and the company. The first activity was the renovation of a vacant semi-derelict building.

#### Sources of funding for the preservation trust

There are many sources of funding:

- Grant making bodies (often other charitable trusts whose objects are to donate funds from their endowment).
- Government or local authority grants.
- Bequests/legacies from private individuals on their death.
- Trading (e.g. rental income from properties).
- Fundraising (appeals to the public for specific gifts).
- Membership fees.

#### Reasons of private companies / people to support the preservation trust

To be a registered charity, the Trustees have to agree to certain rules for conducting business. The same applies to limited companies. Annual reports have to be sent to the Charity Commissioners for the Charity, and the Registrar of Companies for private companies to demonstrate everything complies with the Law.

#### Involvement of the community

The Trustees promote the projects and their work within the community and encourage others to participate in the Trust's activities. They hold public meetings, social events, produce newsletters, issue press releases, hold public exhibitions, use social media. The volunteers do hand-on works in the rehabilitation of the buildings.



Hosting Partner



COMUNE DI NAPOLI  
Lead Partner

URBACT III Action Planning Network  
Kick-off Meeting, 20.-21. June 2016  
Liverpool, Great Britain



### **Incentives for volunteers to take part in the activities of the preservation trust**

See "Involvement of the community". Younger volunteers gain training experience, acquire new craftsmen skills – all useful for CVs. Older ones (retired) have an opportunity to give something back to the community and develop new interests after a lifetime of work. Opportunity to meet new people of similar interests.

### **Work done by the volunteers**

Volunteers are encouraged to take on any task they are interested in and training is available where applicable. Our volunteers do:-

- Building construction (plastering/joinery/carpentry etc).
- Research
- Building maintenance
- Tours (acting as guides)
- Give talks
- Photography/graphics
- Social media

### **Activities of the preservation trust to find out and define the new uses for the vacant, derelict buildings**

It produces an Options Appraisal for each building, produced by a professional architect with a team of interested parties in the community. Consultation with as many people as possible is important.

*The presentation about the Building Preservation Trusts in rescuing vacant historic buildings can be downloaded from the 2<sup>nd</sup> Chance google drive:*

<https://drive.google.com/open?id=oB8rEL892ueogbmY5doRqMFlueDQ>



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## Site visits to St. Lukes Church, Stanley Dock, Liverpool's Ropewalks

### St. Lukes Church

Following documents about the activities to reactivate St. Lukes Church can be downloaded from the 2<sup>nd</sup> Chance google drive:

- Commissioning brief for professional services for repair & consolidation Works  
<https://drive.google.com/open?id=oB8rEL892ueogRoRkSTFQTjZ2M28>
- Works Report on structural repairs:  
<https://drive.google.com/open?id=oB8rEL892ueogOXNZSHFaMGE2aEo>
- Report of public consultation exercise to seek the public's views on the future of St Luke's Church: <https://drive.google.com/open?id=oB8rEL892ueogbThlcGgoaoVsNkk>
- Call for "Expression of interest" to appoint a suitable leaseholder to occupy and operate the premises: <https://drive.google.com/open?id=oB8rEL892ueogZVpyVWVjRHBwbUU>

### Stanley Dock

The presentation about the reuse of vacant buildings at Stanley dock can be downloaded from the 2<sup>nd</sup> Chance google drive: <https://drive.google.com/open?id=oB8rEL892ueogUGINUnZ6aHJITIE>

### Conservation Led Regeneration in Liverpool's Ropewalks

The summary paper about the Conservation Led Regeneration in Liverpool's Ropewalks can be downloaded from the 2<sup>nd</sup> Chance google drive:

<https://drive.google.com/open?id=oB8rEL892ueogN21BNnVRbnVFeko>