



# Book of Ideas

Kick-off Meeting Antwerp

Growth by Reconversion - URBACT III

22-23 October 2015

Let's kick off the  
Growth by Reconversion  
network!

**DOCUMENT FOR SCREEN READING**



Linkeroever

A Book of Ideas

**INTRODUCTION**

**PART 1**

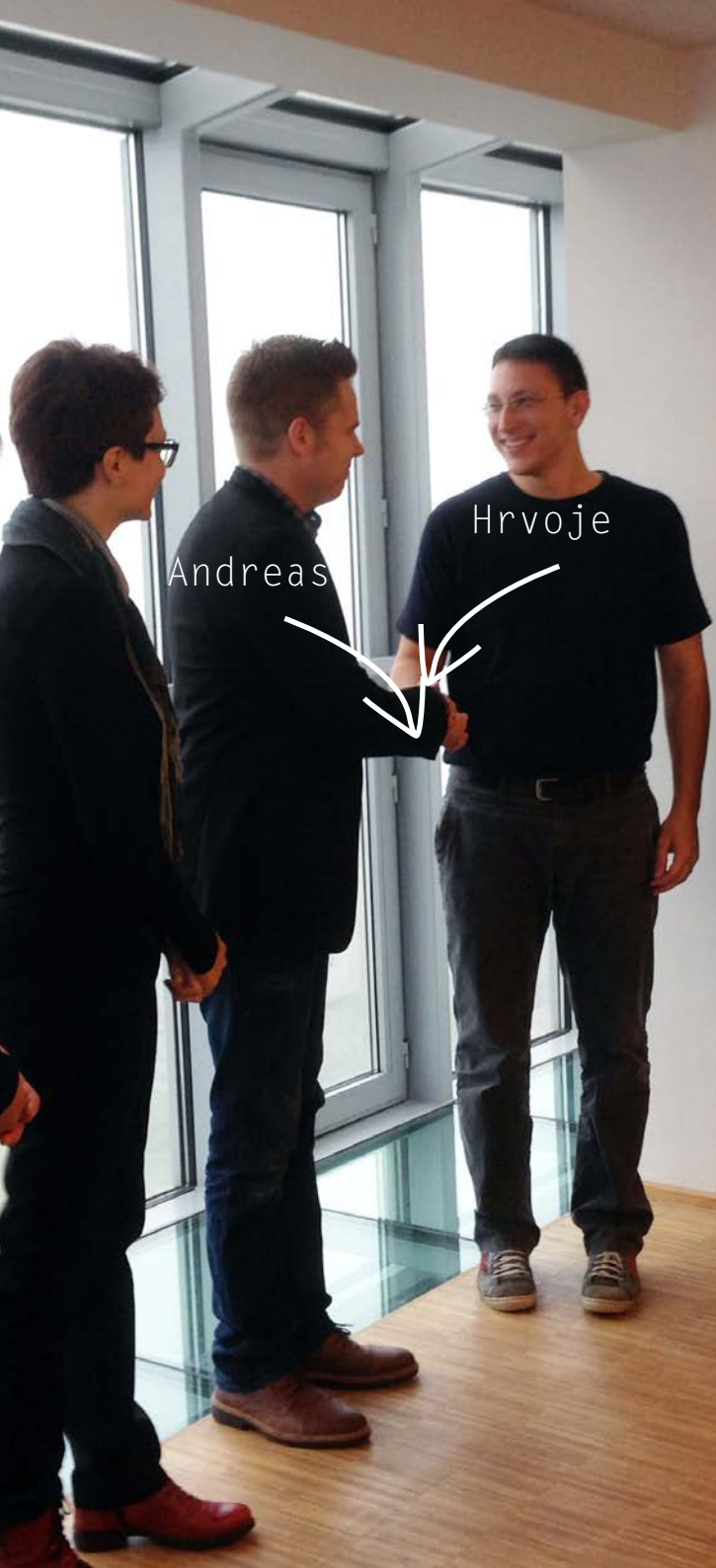
Our Network

**PART 2**

Our Theme

**PART 3**

Remarks



# INTRODUCTION

Dear reader,

I am proud to announce this first Book of Ideas covering the URBACT network Growth by Reconversion. It took us a little bit of time to find the right format, after our warm and enthusiastic Kick-off meeting. Because we really want to capture the energy and atmosphere of the Kick-off and pass it on to all network partners and readers. I hope you will get inspired again. Enjoy.

## What URBACT III is all about.

URBACT is a European Territorial Cooperation Programme (ETC), co-financed by ERDF. Its main objective is to promote integrated and sustainable urban development in EU cities.

The base of every URBACT network is an action-oriented plan, an integrated approach and a participatory method. We will explore further how we will incorporate and assure these qualities in our network and our local action plans.

During the Kick-off meeting, Melody Houk from the URBACT secretariat emphasized the importance of involving decision makers in the local action plan, the network activities and the capacity building workshops.

Last but not least, the URBACT secretariat highlights the importance of sharing results. It is important to capitalize and disseminate urban knowledge, policy recommendations and good practices to a wider audience of policy-makers and practitioners.



Wednesday 21st October,  
10PM, loaded car and  
very excited for the  
next day!



Organizing a meeting, takes a lot of time. As a city planner you want to focus on the content and you are excited to exchange ideas. But a big part of your time is also spent on practical matters. To write a Book of Ideas gives you the time to dive into the content again and to capitalize the knowledge of the network meeting.

by Isabelle Verhaert, Lead Partner

## A Book of Ideas.

This Book of Ideas is made for the participants of the Kick-off meeting, for their colleagues in the cities who are following the project and for the interested URBACT community. It is not a minute of the Kick-off meeting, it is rather an interpretation of the presentations and conversations of the event organisation. Therefore we added a final chapter 'REMARKS', which gives every participant the opportunity to react, to correct or to supplement the ideas.

In this way we try to make a more inspiring document that will encourage our partners to reflect on the meeting and to discuss the content in their own cities and local action groups. At the same time we are exploring new kinds of documentation and communication. We hope that this Book of Ideas can grow and transform throughout the 2 year partnership.

Every city that hosts a network meeting, will be invited to write a similar Book of Ideas a couple of days after this meeting. Although it is a challenging exercise, it is worthwhile to take this time to reflect on the time spent together and exchanged ideas. The lead expert Maarten van Tuijl can help or reflect on it. Please take your time to finish it. Hopefully you will feel the dynamic of the group and inspiring thoughts again writing everything down.

## THURSDAY OCTOBER 22

08:30 Departure from hotel

9:00 **WELCOME COFFEE**  
Welcome to Antwerp and IGLO  
by Maarten Van Tuijl, Isabelle Verhaert  
Question wall: date of site visit

9:30 **1.1 INTRODUCTION**  
Introduction to the Kick-off program  
Introduction to the Urbact Program  
by Pieter Beck, Melody Houk

10:30 **1.2 WHO ARE YOU**  
Let's break the ice and get to know each other professionally with the help of some improvisation theatre techniques  
by Pieter Beck

12:00 Bicycle journey

12:30 **1.3 SITE VISIT**  
Lageweg project visit, by Veva Roesems

13:00 Lunch  
14:00 Bicycle journey

14:30 **1.4 GROWTH BY RECONVERSION**  
Introduction of topic  
Defining the challenges and shared issues in an interactive session, by Maarten Van Tuijl

16:00 Time for fruit and coffee

16:30 **1.5 GIVE AND GET SESSION**  
What do you have to offer?  
What are the expected/desired outputs?  
Interactive session, by Pieter Beck

18:00 Bicycle journey

18:30 **RECEPTION**  
Hosted by alderman for spatial development  
at the City Hall

19:30 **DINNER**

## Kick-off meeting Antwerp.

The first Growth by Reconversion meeting was hosted by the city of Antwerp from the 22nd till 23rd of October. It was organised for the initial partnership of six cities: Vienna, Casoria, Düsseldorf, Solin and the Barcelona Metropolitan Region. The Kick-off meeting had three goals:

**Who are you?** Since a personal connection is the essence of a good network, we took our time to get to know each other. Theatre improvisation techniques taught us that 30 names can be memorised in only 15 minutes and created the perfect conditions to take a head start with an open mind in a friendly atmosphere. This environment was ideal to discuss the topic openly and constructively.

**What's your city's approach on the network topic?** The proposition in the application was put forward by the city of Antwerp, so focussing on the theme of the network was the next objective to address. All partner cities varied greatly in size and context. This variation can be an asset though, since the topic can be looked at from different angles. This awareness



What most people will remember are the bike journeys, the view from Linkeroever, the inspiring talks, the proximity of highways and parks and the improvisation exercises.

resulted in the need to sharpen our focus on the research question and will become the biggest challenge in the first phase of the application.

**What can be learned from Antwerp site explorations?** Central to the URBACT GbR Kick-off meeting is the 20th century belt in Antwerp, so all visitors were encouraged to cycle to three sites in the suburbs of Antwerp: IGLO in Linkeroever, Lageweg in Hoboken and Park Groot Schijn in Deurne. Each of these cases had specific challenges in reconverting, evolving from mono- to multifunctional communities, emphasizing qualitative characteristics and including all residents through participative trajectories.



## FRIDAY OCTOBER 23

08:30 Departure from hotel

09:45 **Recap day 1**  
by Pieter Beck  
Question wall: exemplary projects/  
strategies inside or outside your city?

10:00 **2.1 URBACT LOCAL GROUP**  
Stakeholder analysis, interactive session  
by Isabelle Verhaert

11:30 **2.2 SITE VISIT**  
Park Groot Schijn project visit, by Bert  
Claes and Kim Verstrepen

12:45 Lunch  
13:15 Bicycle journey

14:00 **2.3 INSPIRATIONAL SESSION**  
by Freek Persyn, s1N&E

15:00 **2.4 MANAGING THE NETWORK**  
Network agreements  
Finance management  
Time line  
Enlarging the network  
Communication  
by Dries De Herdt, Isabelle Verhaert, Isabel  
Michielsens

16:30 **HOT DEBRIEF**  
by Pieter Beck

17:00 **END OF THE FIRST KICK-OFF MEETING**



Intergenerational  
Project Linkeroever

# PART 1 AT THE TABLE

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## Our Network



**Andreas Hacker**  
Vienna



**Anna Attademo**  
Casoria



**Dujmo Zizic**  
Solin



**Enrico Formato**  
Casoria



**Andreas Schmitz**  
Düsseldorf



**Birgit Hundstorfer**  
Vienna



**Elena Argelich**  
Barcelona



**Francesco Frulio**  
Casoria



**Antonija Eremut**  
Erceg Solin



**Dries De Herdt**  
Antwerp



**Elisabeth Bach**  
Düsseldorf



**Freek Persyn**  
Inspiring speaker

# AT THE TABLE



**Veva Roesems**  
Antwerp



**Joan Caba**  
Barcelona



**Maarten Van Tuijl**  
Lead Expert



**Matthias Herding**  
Düsseldorf



**Isabelle Verhaert**  
Antwerp



**Kerstin Pluch**  
Vienna



**Machteld Bosschaerts**  
Antwerp



**Isabel Michielsen**  
Antwerp



**Virge Smets**  
Antwerp



**Klaas Meesters**  
Antwerp



**Marijana Zizic**  
Solin



**Melody Houk**  
Paris



# AT THE TABLE



**Hvroje Bartulovic  
Solin**



**Michele Moffa  
Casoria**



**Ruth Orzessel Kruppa  
Düsseldorf**



**Valerie Van de Velde  
Antwerp**



**Katlijn Van der Veken  
Antwerp**



**Mieke Belmans  
Antwerp**



**Salvatore Napolitano  
Casoria**



**Kurt Mittinger  
Vienna**



**Pieter Beck  
Antwerp**



**Toon Vanobbergen  
Antwerp**



Context is an essential indicator: the creation of context is essential in the goal to share knowledge (problem, approach, challenge, ...) concerning urban challenges.



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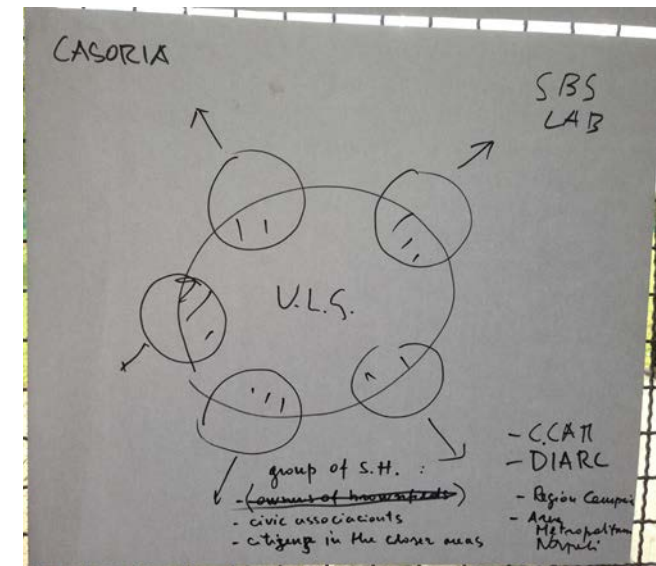
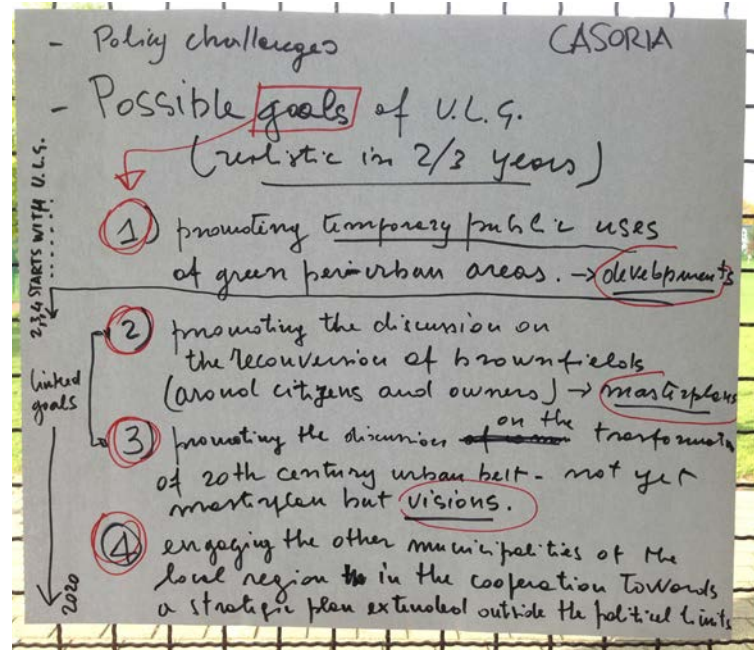
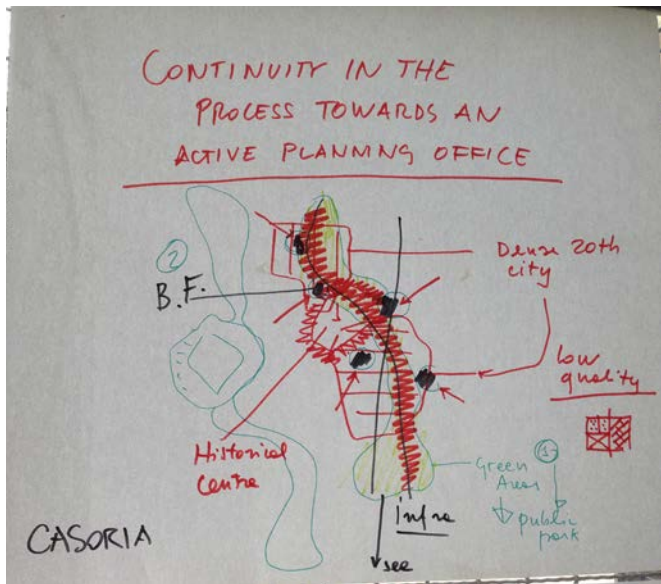
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Time for an Action Plan

# PART 1 CITIES & ACTION PLAN

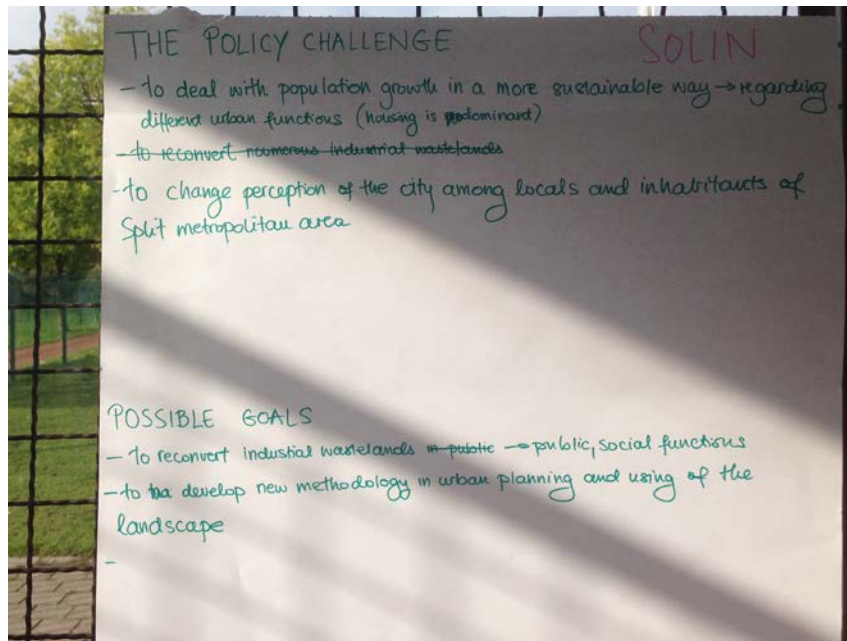
## Our Network



## Casoria

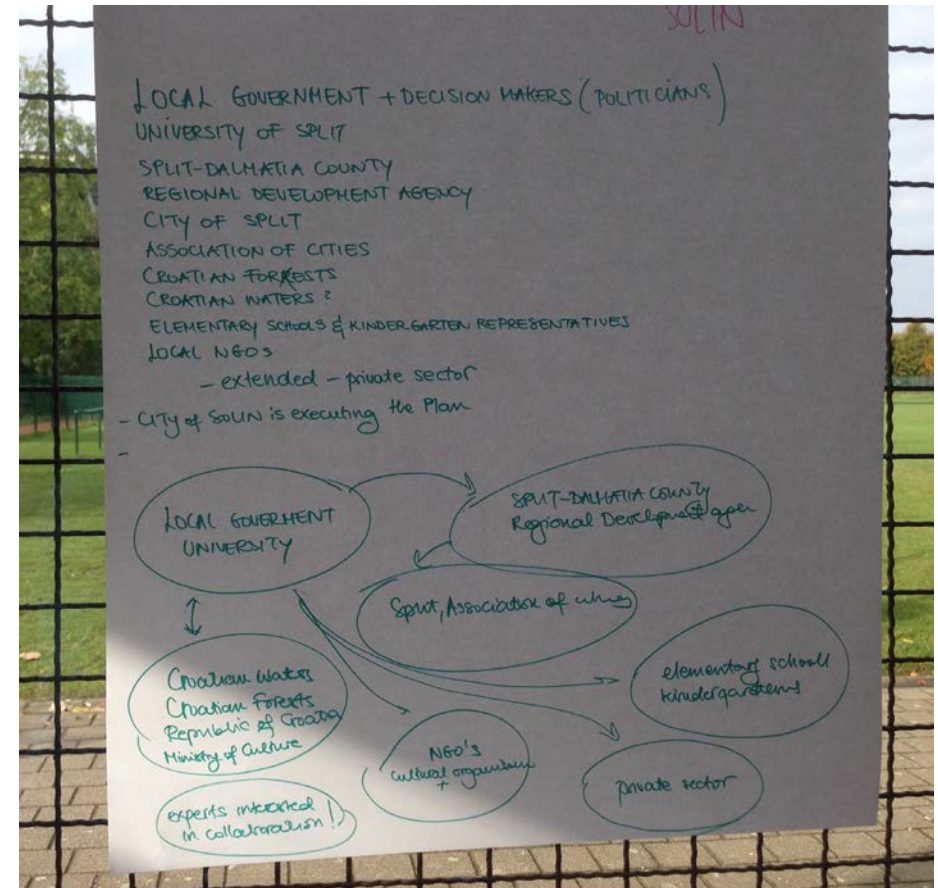
Casoria has made a strategic plan to improve high dense housing areas introducing green public space on one hand and to turn brownfield sites which were abandoned 30 years ago into new mixed urban areas. The city has a strategy to join public and private interest. The strategic plan defines some dialogue matters, but Casoria wants to share instruments and knowledge on realising projects in public-private partnerships. They want to create a transparent and open process together with the owners, but also with all the stakeholders in the city.

# CITIES & ACTION PLAN

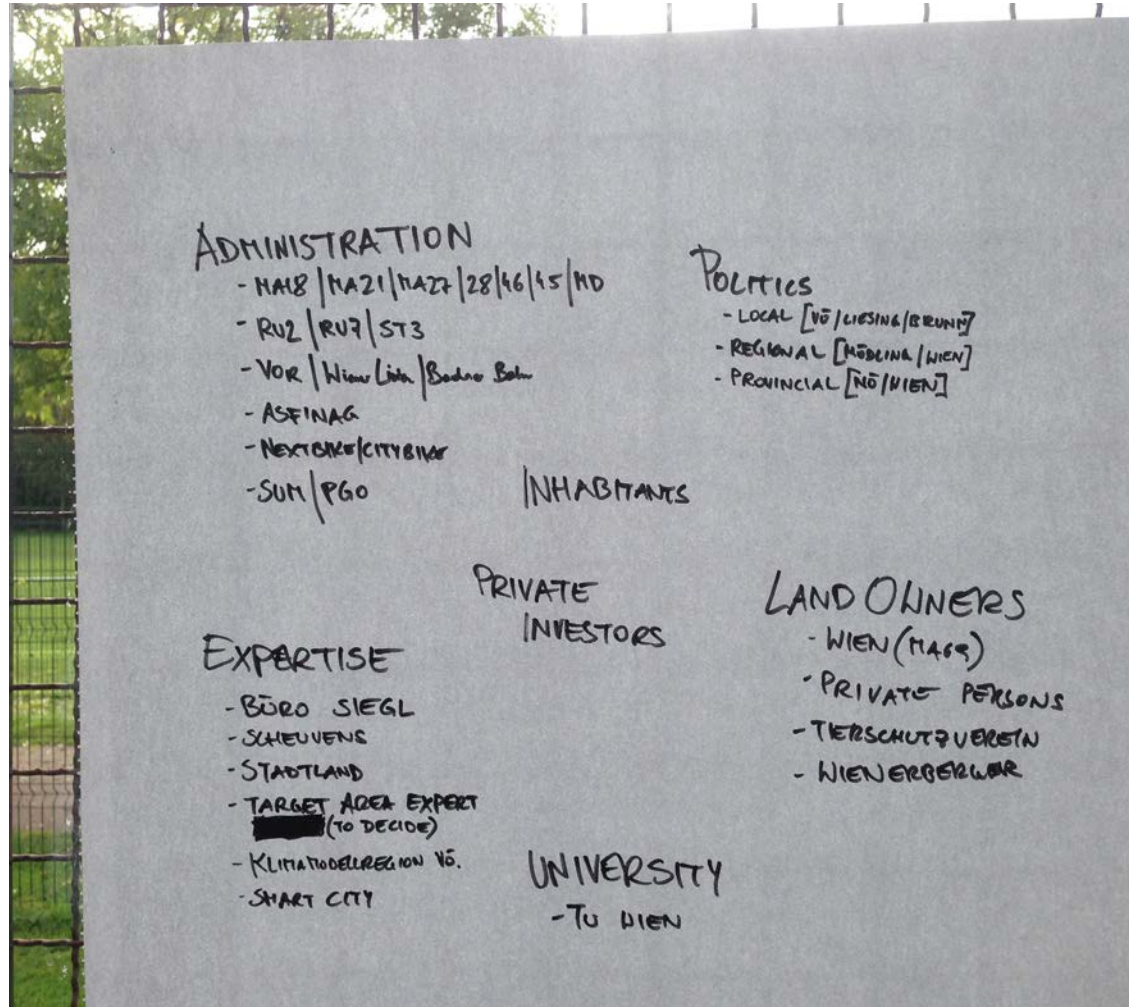


## Solin

Solin is a satellite city of Split, which works as a commuter and residential town. It is a place however with a lot of potential and Solin wants to use the URBACT network to make an action plan, defining priorities and directions for the future development of the city. They want to create a process that opens the minds and make a discussion possible with the stakeholders and the government. Solin is experienced in the creative approach and has a focus on implementation.



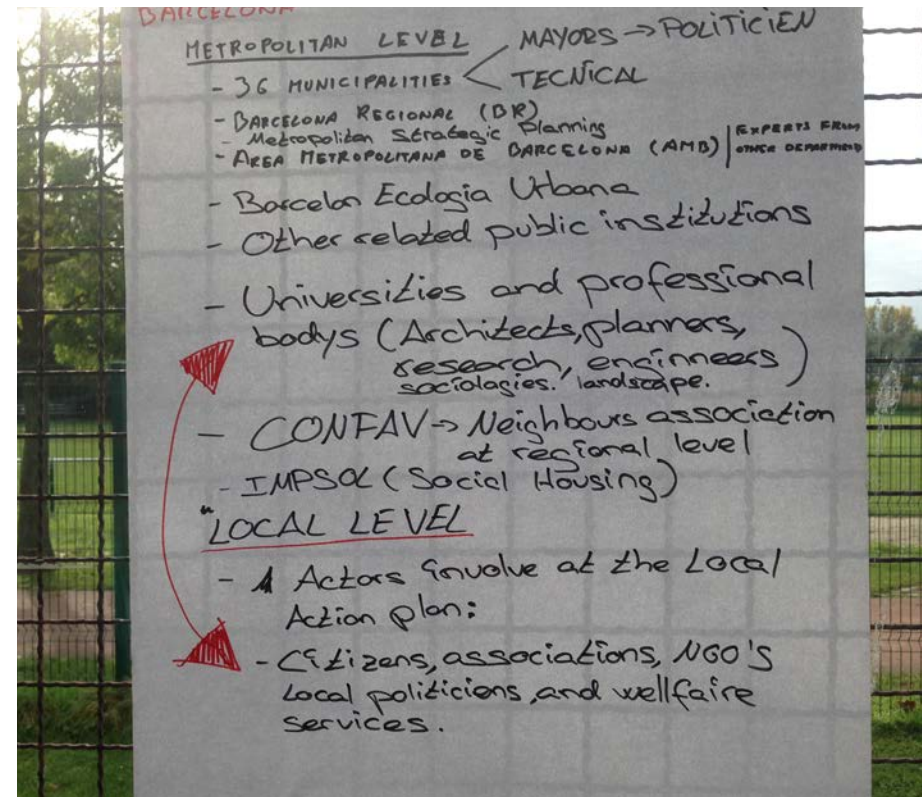
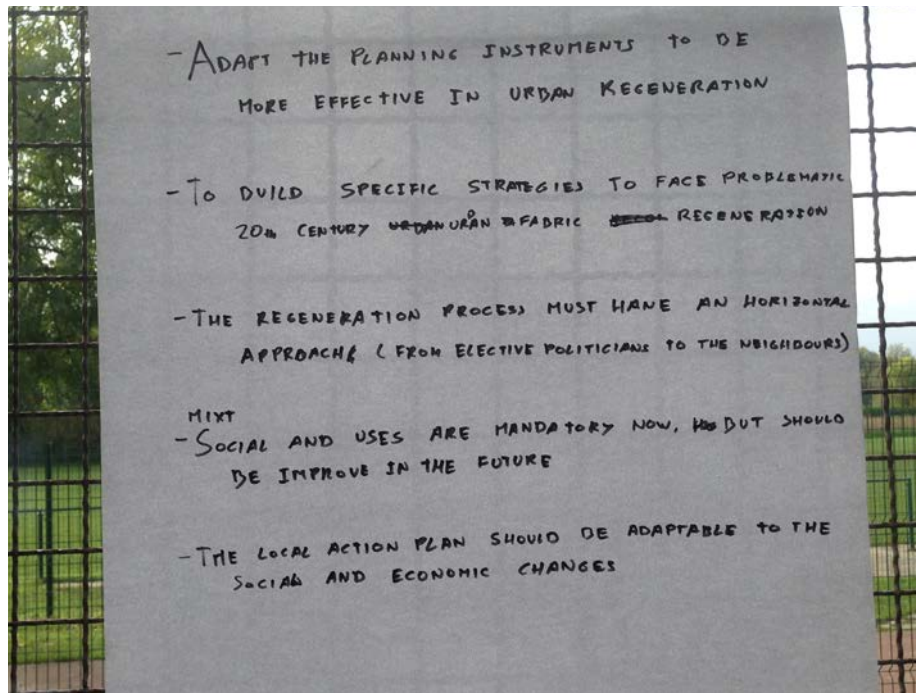
# CITIES & ACTION PLAN



## Vienna

Vienna has a lot of experience with an urban development plan (2014), participatory processes and flexible implementation plans. The city of Vienna lies in a broader metropolitan region of different towns and provinces. Yet urban planning and the property market work on the level of the city region. That is why decisions of different towns affect each other. Vienna wants to use the URBACT network to improve the cooperation between the different actors in the Vienna city region. They want to build a strategic frame as an agreement between Vienna and the metropolitan region. This is a complex issue, since it involves different actors and different political levels. Even the urban legislation differs in every province.

# CITIES & ACTION PLAN



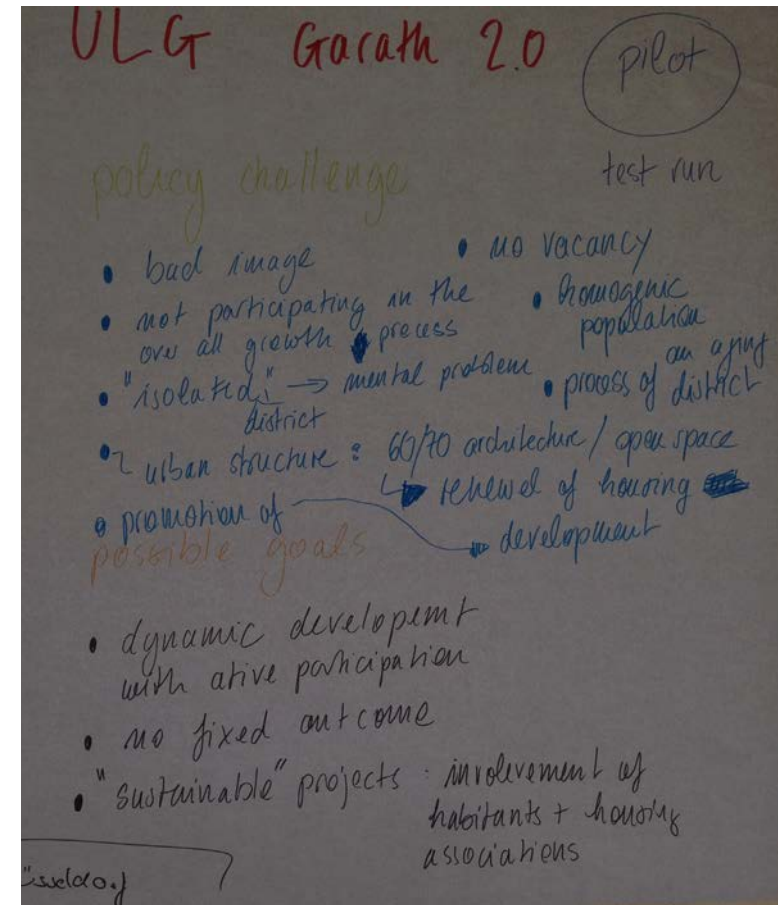
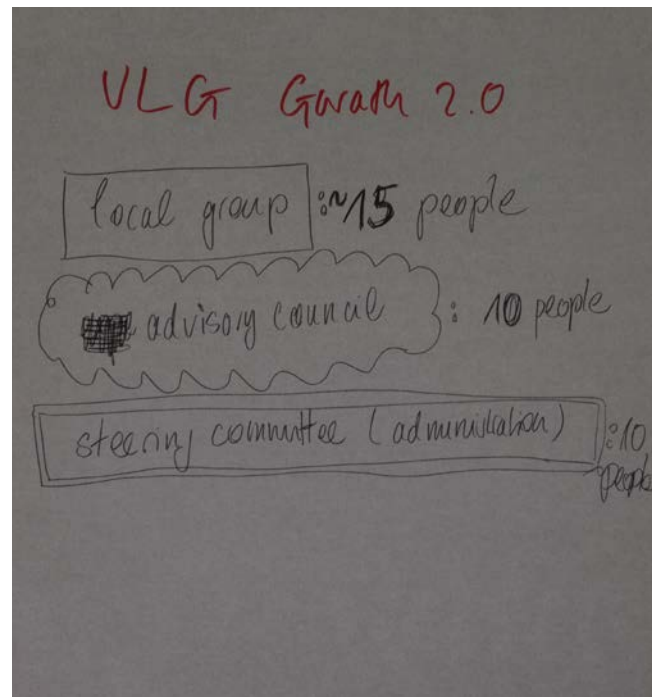
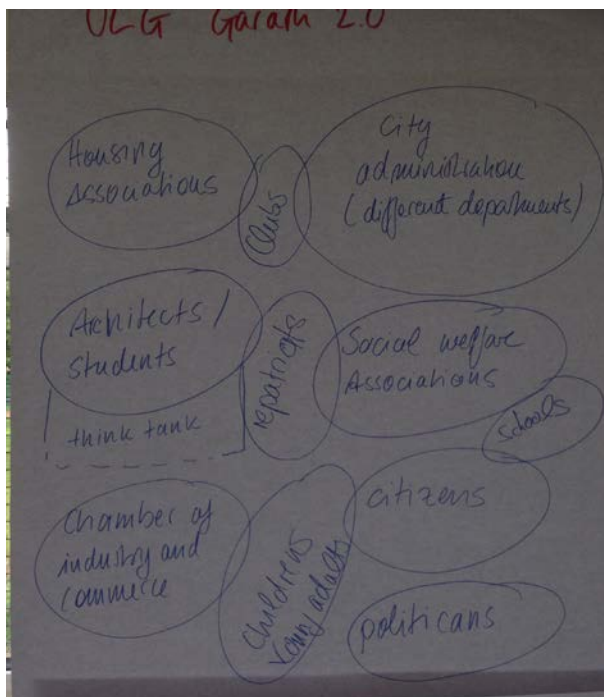
## Barcelona

Barcelona Metropolitan Region has no future growth planned due to the financial crisis, but had a large growth in the past. The reaction to the immigration wave of the '50 and '60 were quick and resulted into low quality urban expansions. The main challenge is to improve connection to the city and to mix functions and people. Barcelona is working on a masterplan, called PDU to deal with these challenges. The city activates a participation debate with local stakeholders. There have been a lot of studies done in preparation of this plan. Barcelona Metropolitan region is looking through the URBACT network at different planning tools for projects within the existing urban tissue. They are interested in mixing functions in existing residential areas to improve the social connection of the neighbourhoods. Barcelona is interested in working on different scales at the same time, combining the local and the

# CITIES & ACTION PLAN

## Düsseldorf

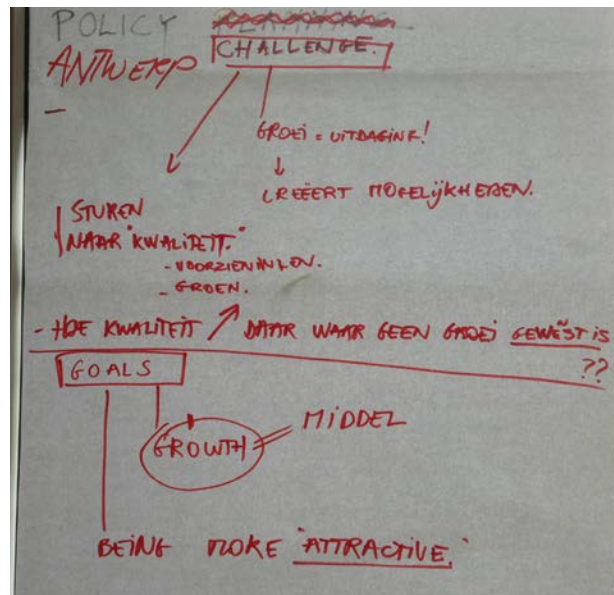
Düsseldorf has dealt with many reconversion projects from different scales, ranging from an existing building to larger neighbourhoods. Currently they are looking at a neighbourhood to learn how they can intervene in the existing fabric to make it a more attractive area in the city. This area should be a testing site to implement elsewhere in the city. They are looking at the following questions: What is the best density in this area? How can you create mixed functions and how can you convince investors of these mixed functions? Düsseldorf is growing in population, but this neighbourhood is not joining this positive trend. How can you put a neighbourhood in the spotlight?



# CITIES & ACTION PLAN

## Antwerp

Antwerpen has started the investigation of Lab XX a few years ago, looking how we can use the growing population to make the 20th century neighbourhoods around the city centre look more attractive. In Lab XX we are combining research by design with our experience in implementation processes. Antwerpen wants to use the URBACT network to focus and capitalize the investigations into an action plan. We want to learn from our past experience involving stakeholders and learn from other cities in the network to make a new local action group. In this group the different stakeholders should be involved in a qualitative way. At the same time we want to catch up on subjects and stakeholders that have not been addressed in the past.





20<sup>th</sup> century tissue in Antwerp



# PART 2 Growth by Reconversion

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## Our Theme



Our theme as described  
in the Application Form

### **2. (I.2) Summarized description of the issue to be addressed**

The theme unites cities and urban regions that seek to accommodate a growing population by carefully increasing densities within the city borders instead of expanding the urban territory. The aim is to develop a strategy for growth by reconversion by uncovering new planning practices, processes, instruments and partnerships. Different cities facing similar challenges each follow a local trajectory that is in turn enriched by the research, projects and solutions of the other cities in the network.

“The trick to having good ideas is not to sit around in glorious isolation and try to think big thoughts. The trick is to get more parts on the table.”

by Steven Johnson



# PART 2 To Inspire

## Our Theme



Normally URBACT networks are more streamlined. But this diversity can be an asset if you have a very focused research question.

by Freek Persyn, 51N4E  
and Melody Houk, URBACT



A metaphor for the 20th century  
tissue is the picture: Landscape of  
my personal belongings.  
by Paul Casaer

## To Inspire



Projects are not an  
outcome of a strategy, but it is  
happening at the same time.

by Freek Persyn, 51N4E

One of the goals of the Kick-off meeting is to inspire all participants. Through formal and informal conversations this goal was met. Freek Persyn (51N4E) added an outsiders perspective and pushed all participants to refocus by giving examples and questioning established thinking on the topic.

Freek showed us his reading of the 20th century tissue, as a space of transport. The periphery is usually designed as a pragmatic, consumer oriented space. The question is: “**How can we intervene in this area? How can we give it a new and attractive image?**”

# To Inspire

The developments in the 20th century tissue are sometimes very monofunctional (business parks or large clusters of services) or differ greatly in terms of scale (such as the modernist residential developments compared to the residential fabric that grew organically). In both cases, the urban components are the consequence of a serial logic, which involved repeating standard solutions. In that sense the suburb is not designed per se but rather a consequence of different developmental reasonings, which are more or less sensitive to the contextual potential. The outcome is a city that reads and feels like a disorganised patchwork of differences, with unexpected relations and leaps of scale, which yields just as many strange combinations as unproductive borderline cases. It is an environment with a lot of margin that originated from a development at different times based on different expectations.

## **How can you give a new layer to this area, how can you make new links?**

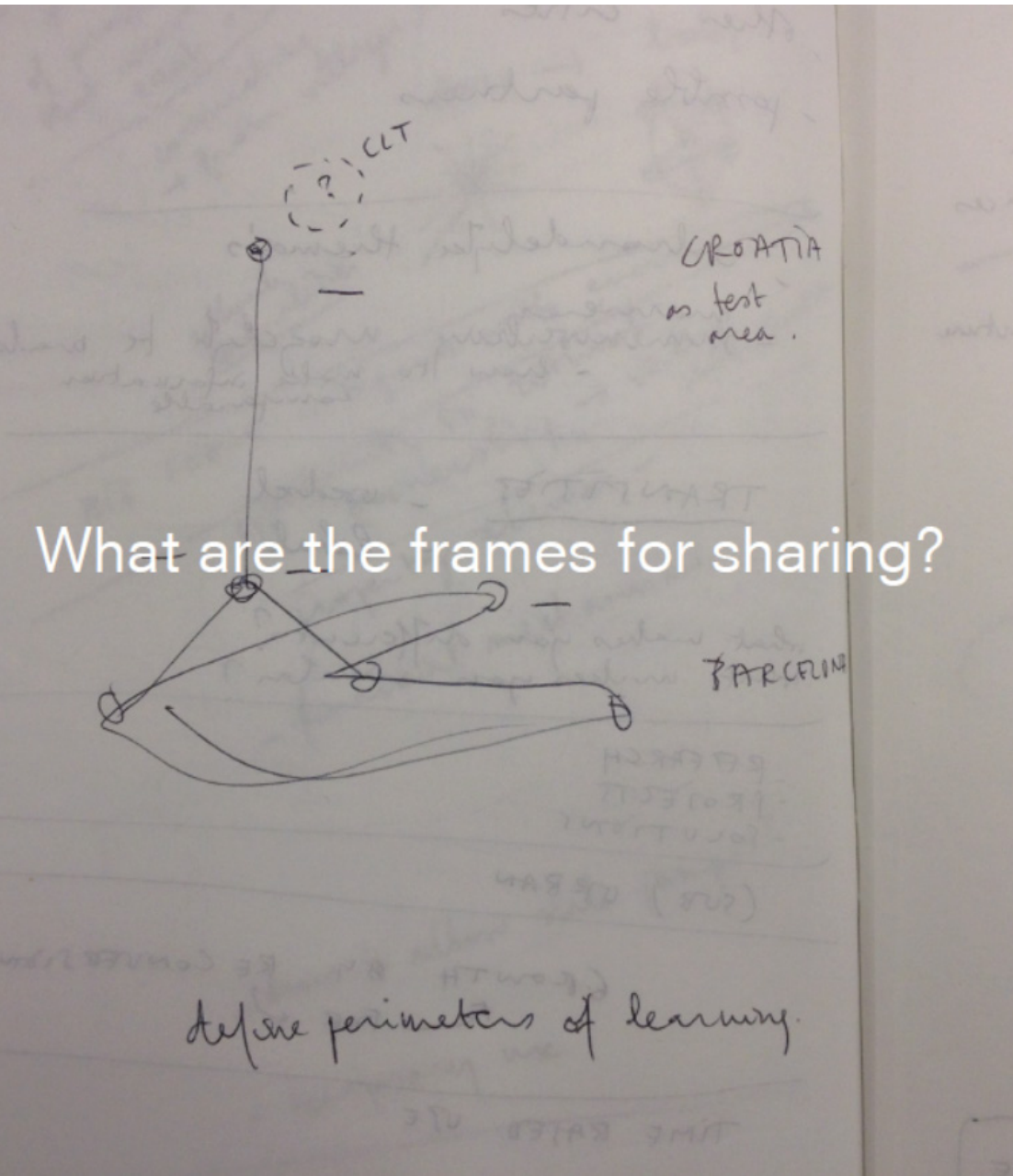
Freek's proposition is not to look merely at the urban structure, but to find new centre points. Start from the inside out and not from an overall view. He shows three projects on different scales that show a successful intervention in 20th century tissue by adding links, giving new meaning and attractiveness to a place and constructing a new identity: a strategic parcel (elderly home), a growing masterplan (C-mine, Genk) and a learning environment (Lab XX, Antwerp). He proposes three quality shifts:

From Extractive to Local Value Added

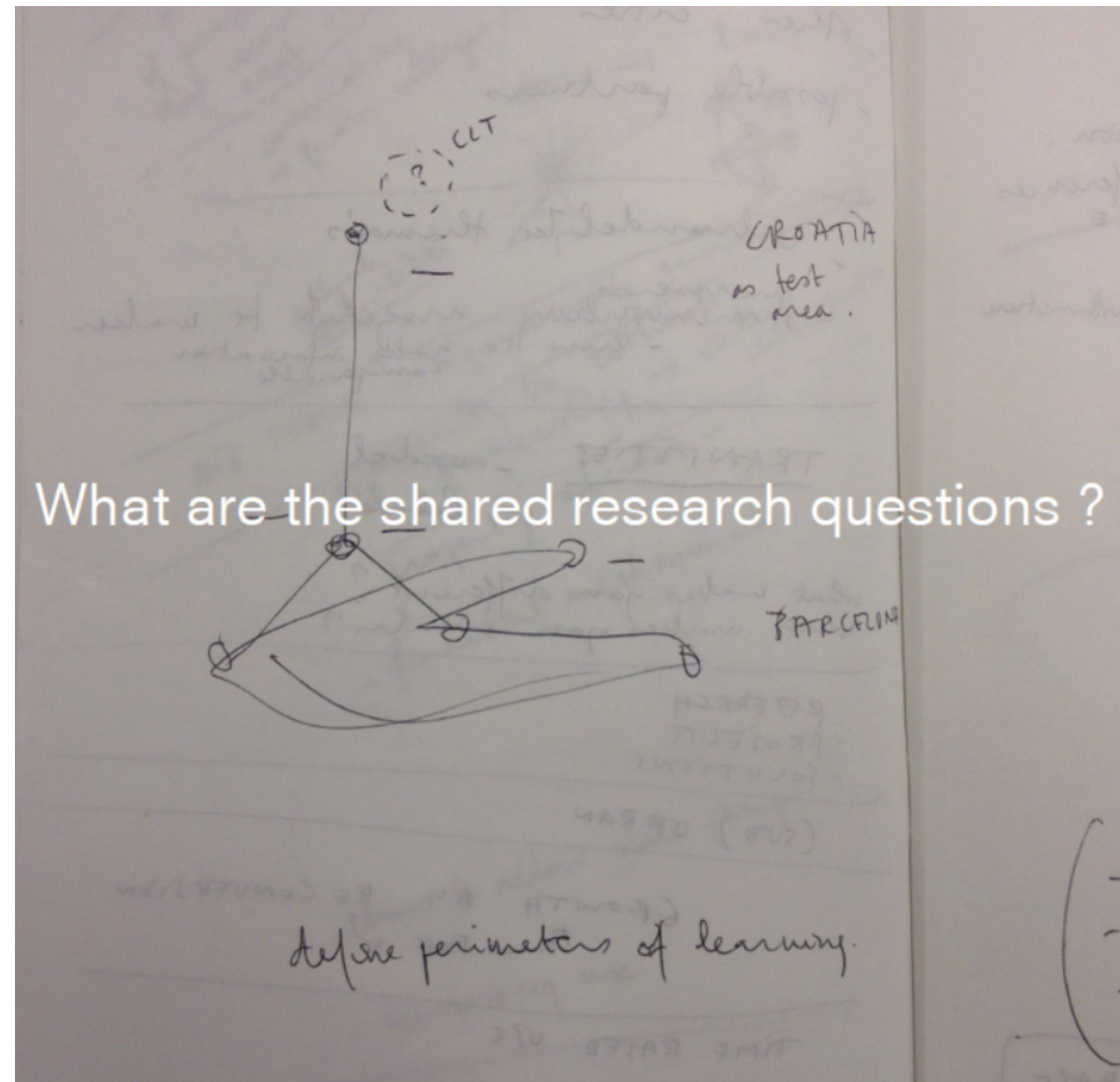
From Linear Planning to Adaptive Growth

From Sector Thinking to Collaborative Learning

# To Inspire



What are the frames for sharing?



What are the shared research questions?

# PART 2 Site Visits

## Our Theme

### Park Groot Schijn



What do I remember from the project and the visits:

- Park Groot Schijn started from a conflict situation between the city of Antwerp (who was planning a top down masterplan) and the users of the area.
- The shift came when the users got organised through the NGO « Antwerpen aan het woord ». The charter of participation between the city of Antwerp and all the users of the park was a symbolic turning point. The charter only stipulated on how to work together.
- Park Groot Schijn is an area at the border of the city, away from the interest and the spotlight of the city. By making an inspiring masterplan that is supported by everyone, they could bring focus and budget to this area.
- “You should start by executing parts of the plan and not wait for the budget of the entire masterplan. Incremental implementation encourages more interest and investments in an area.”
- Even during implementation, the ambition of the plan increased even more. What was not achievable during the masterplan phase (combining the soccer fields and the korfbal fields) was made possible through continual project management.



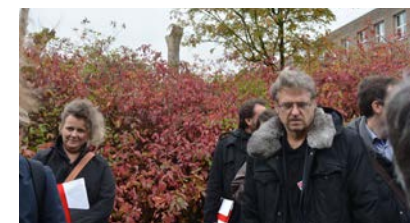
# Site Visits

What is particular in this project :

- Lageweg is a project site with ten different private owners and almost no public property. What is the role of the city in facilitating an implementation project ? The project currently defines three roles : facilitating, regulating, creating potentialities.
- Lageweg experiments with a different kind of process to encourage a cooperation across the plot border with different private owners. The process delays the development of a masterplan and focusses instead on the building of a coalition.
- Lageweg wants to make a new urban fabric in which housing and amenities can coexist with the make-industry (production).
- The stakeholders of the project are very different: a project developer, a school, families who inherited a piece of land, entrepreneurs of industries that are moving away as well as entrepreneurs who are staying and enlarging their businesses. The coalition process is also a process of collective learning based on different « design tables » and a financial model that is owned by every stakeholder.



Lageweg  
Hoboken



Give and get session



# PART 2 Refocus

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## Our Theme

Growth by Reconversion

Reconversion for Growth ?

### **Common goals, different characteristics.**

Summarizing the results of the 'give and get session' from the day before, Lead Expert Maarten van Tuijl presents a matrix of 7 project subthemes (demographic growth, densification, 'transforming 20th century tissue', mixed use, regional coordination, social inclusion and 'innovative planning + instruments') to which he compares the participating cities.

The matrix looks like this:

The conclusion is that the project theme and subthemes, which mainly originate out of the Antwerp case, are not universally applicable to all partner cities. Therefore the matrix shows many blanks on the original subthemes. Hence, the challenge needs to be refined and redefined to fit the situation in the different partner cities. Every partner gets the opportunity to discuss the subthemes, and to see whether or not the blanks need to be filled out and how they need to be filled out.

This will be worked out in the baseline study by Maarten van Tuijl and it will be discussed during the site visits.

# GROWTH BY RECONVERSION

DEMOGRAPHIC GROWTH

DENSIFICATION (PRESSURE ON LAND)

TRANSFORMING 20th C. TISSUE

MIXED USE (JOBS + AMENITIES)

REGIONAL COÖRDINATION

SOCIAL INCLUSION

INNOVATIVE PLANNING + INSTRUMENTS

A	B	C	D	S	V
✓			✓	✓	✓
✓	✓		✓	✓	✓
✓				✓	
✓		✓			
✓	✓			✓	✓
			✓		
✓			✓		

# PART 2 Redefining common ground

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## Our Theme

### Redefining common ground.

Cities in the network of Growth by Reconversion (GbR) are searching for a solution to the following challenge: how can we make existing 20th century urban tissue attractive and qualitative again? How can we add a different urban layer? For the past two decades, urban development and planning practice in European cities and regions have focussed on the renewal of metropolitan cores and historic inner cities. This has resulted in numerous success stories, but the wave of urban renewal in inner cities has generally coincided with strong population growth and demographic changes. Many inner cities have reached their peak in terms of density, population and mobility. At the same time most of the housing in 20th century (sub)urban areas are in need of renovation. The next logical step is a combined solution to these issues by reconverting the 20th century neighbourhoods to create a more sustainable and attractive environment.

The GbR network focuses on solving the challenge in a few very particular contexts:

- increasing population densities within city borders instead of expanding urban territory,
- uncovering new planning practices, processes, instruments and partnerships to achieve the best possible local outcome in existing urban tissue,
- regional coordination between historic inner cities, suburbs and greater metropolitan areas
- parallel development of an experimental setting as well as an action plan for tangible areas.

The network partners vary greatly in size and context. Though they are all united through the pressure on urban tissue due to rapid growth today or uncontrolled growth in the past that resulted in high densities or mono-functional areas. Each partner city is in a different point in this suburbanisation process.



Our theme  
converging towards  
a new and more real  
definition...

# Redefining Common Ground

## Keeping a strong set of guidelines.

Although we are redefining core elements of the network, Growth by Reconversion still strives for the unchanged and shared ambition to produce innovative and integrated plans and projects. We do not aim to tread on familiar paths. We want to experiment and innovate. The goal is to develop a strategy for 'Growth by Reconversion' by uncovering new planning practices, processes, instruments and partnerships. An integrated approach not only means sectorial integrations for our network, but also an integration of different crucial factors to planning: organisational, legal, spatial and financial.

Another ambition we clearly share amongst network partners is to execute, even though this is not an implementation network. All our research, action plans and learning activities must result in projects which are executed. Our ambition is to plan, learn and implement at the same time. Planning, implementation and learning must be activities that are fed by each other. We want to take the URBACT III starting point - action oriented network - to a whole new level.



... without  
changing the core  
values

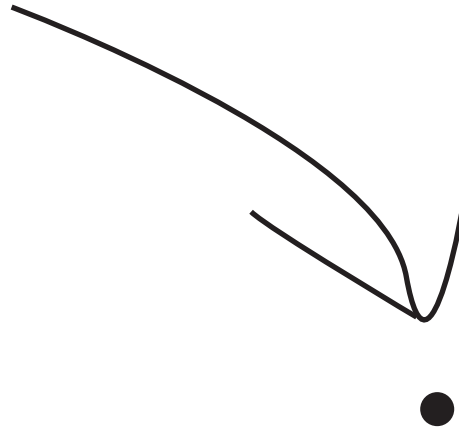
# PART 3 Your thoughts

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## Remarks

Did we forget anything?

This is your spot to  
add ideas or comments.



# You were fabulous

Not everything in this Book of Ideas is the absolute truth. An inspiring moment, a sketch, a remark, a picture, a plan, a laughter, a brilliant idea is captured in a document. This book is ment as a living memory of a meeting between people from six different European countries who shared more than facts and figures. It is the start of new ideas, a reformulation, an adjusted view to the topic.



## Colophon

Growth by Reconversion, URBACT III, October 2015

Pictures: Dries Luyten and participants to the Kick-off

Editors: Isabelle Verhaert, Isabel Michielsen, Maarten van Tuijl

Graphic design: Isabel Michielsen

November 2015



**EUROPEAN UNION**  
European Regional Development Fund

