

City of CHEMNITZ Integrated Action Plan



2ND  
CHANGE

WAKING UP THE  
SLEEPING GIANTS



## City of Chemnitz (Germany) Strategy for the reactivation and reuse of the Spinnbau in Altchemnitz

English summary of the Integrated Action Plan  
within the framework of the 2nd Chance network, Waking up the “sleeping giants”



Autumn leaves in front of the entrance on Altchemnitzer Straße (Photo: Kristin Schmidt)

Chemnitz, March 2018

City of Chemnitz (Germany)  
Strategy for the reactivation and reuse of the Spinnbau (spinning machine factory) in Altchemnitz  
English summary of the Integrated Action Plan

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## 1 Initial situation

As a result of the economic decline in the 1990s, vacant (former) industrial and housing buildings can be found right across the city. Many of them are in poor condition, and in some cases, they represent a public safety hazard to which the city authorities need to respond. The vacant buildings have a negative impact on their surroundings as they disrupt the cityscape, have a negative image and result in the “hollowing out” of the city centre. This situation also leads to public criticism of how the city administration is handling the issue. Since economic development is not particularly strong, demand for commercial and housing space is not strong either. This is an obstacle bringing the vacant buildings back into use, especially from an economic perspective. In addition, there are limited funds for promoting the rehabilitation and reuse of vacant buildings. Previously, vacant buildings were frequently demolished and brownfield sites cleared.

The City of Chemnitz has been pursuing an intensive integrated city and brownfield development programme for many years. A paradigm shift in land use took place in 2008, with the city moving away from “green meadow areas” on its outskirts and towards the revitalisation and redevelopment of inner-city transition areas and existing brownfield sites. Recently there has been a policy change as it is the city’s intention to preserve vacant buildings that represent part of its heritage and to bring them back into use. In addition, the city is monitoring brownfield sites using a derelict land register, and a brownfield development concept also forms part of the Chemnitz 2020 urban development strategy. A working group in charge of desperate and ruinous buildings has been established to coordinate work within the public administration. The city also has experience with projects to bring buildings back into use, starting, for example, with temporary use.

The reactivation of vacant buildings will help provide space for all kinds of use within the city, thereby contributing to the national goal of reducing new land use. Reuse also contributes to higher urban density, meaning urban infrastructure and services can be used more efficiently and profitably (traffic, urban technology, public utilities). Heritage value can also be preserved when the buildings in question are refurbished. All this supports the sustainable inner urban development.

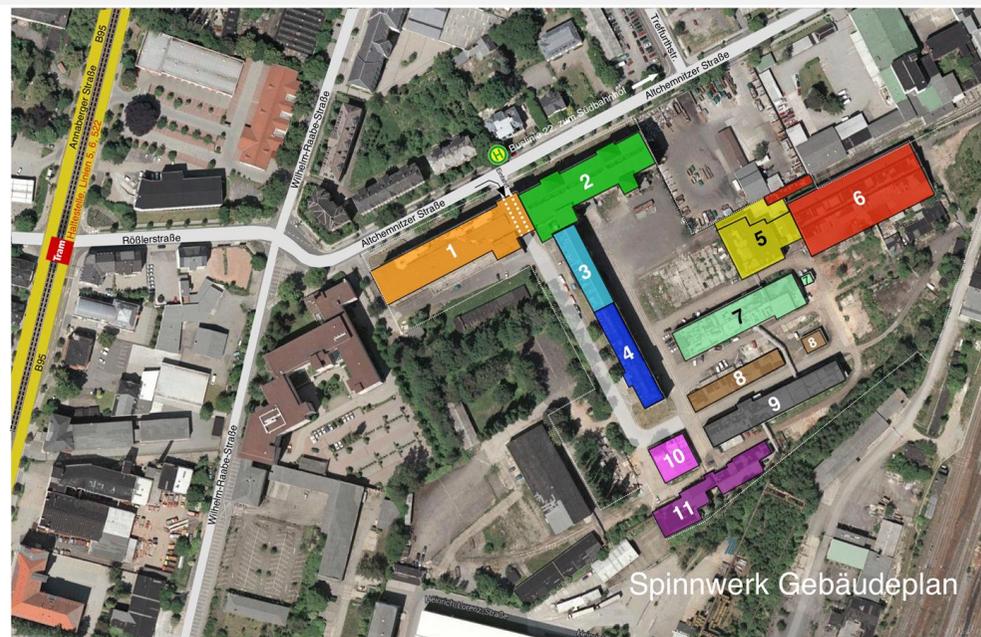
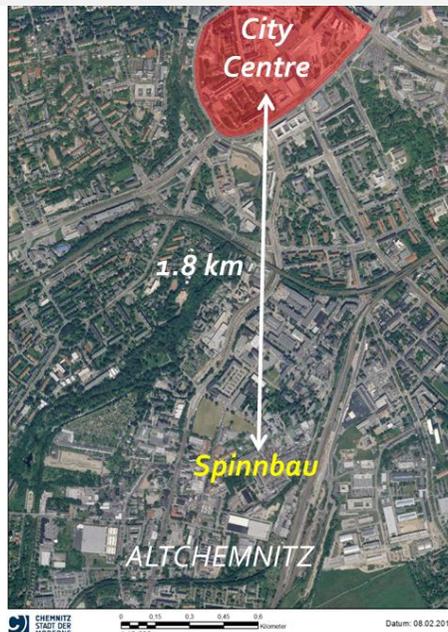
The traditional pilot area of Altchemnitz was examined in a spatial study in 2014 within the context of the provision of new commercial space. The Altchemnitz commercial area is embedded in the Chemnitz 2020 urban development concept. In the brownfield section of the concept, the revitalisation of Altchemnitz as a centre for commerce, services and owner engagement are highlighted as core objectives. The sub area covering approximately 80 hectares has been incorporated into the ERDF development zone.

To supply the growing demand for industrial real estates and historical monuments the municipality chose as a pilot revitalisation project the former spinning machine factory in Altchemnitz. The Spinnereimaschinenbau is an important example of Chemnitz’s industrial history, and one which defines its cityscape. Its reactivation will strengthen the identity of one the traditional industrial areas. Altchemnitz’ industrial and cultural buildings and architectural heritage are key elements of Chemnitz’s identity as a modern industrial city. Sustainability and resource conservation are high priorities for urban development and construction. Instead of developing greenfields, we have to return to the centre. The city has produced a redevelopment concept for the target area and appointed a neighbourhood manager.

The former owner did not invest in the giant property and did not undertake any significant rehabilitation work. This has changed with the new owner, who bought the property in 2013. The intention is to develop the complex and bring the buildings back into use step-by-step. Problems and challenges are the lack of a development perspective and of energy and media concepts. There is still a huge backlog of renovation needs. 2/3 of the buildings space is empty. The properties entrance is limited to one access point. There are barely heating or sanitation facilities. A complete refurbishment would require a very high sum of funds. Because it is so huge it is not easy to fill up as there is still a high vacancy in the city. This makes it difficult to attain revenues from rents in order to finance the refurbishment. There is only little deficient knowledge of the demand and market situation and potential user groups. Initial rehabilitation work has begun on spaces for which a user/tenant has been found.

<b>Spinnereimaschinenbau (spinning machine factory)</b>	Altchemnitzer Straße 27, DE-09120 Chemnitz, GERMANY
<b>Owner:</b> Spinnwerk GmbH und Co KG, Berlin, since 2013	Size (m <sup>2</sup> ): Plot: 4.7 ha; floor space: approx. 36,000 m <sup>2</sup> Vacant since: 1990/1996, today: partly in use, not completely vacant

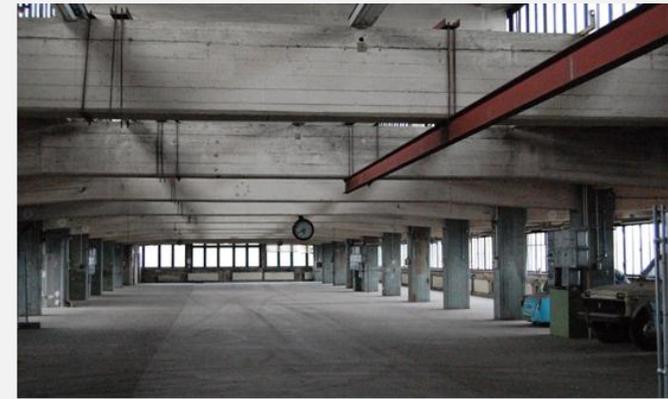
**Location:** The factory complex is situated in the historic district and traditional industrial area of Altchemnitz, located near to the centre and the city park. The main campus of Chemnitz University of Technology is not far from the property, but is separated from it by railway facilities.



Left: distance to the market (Orthophoto Saxony 2015), right: building plan for Spinnereimaschinenbau factory complex (fig. Spinnwerk 2016)

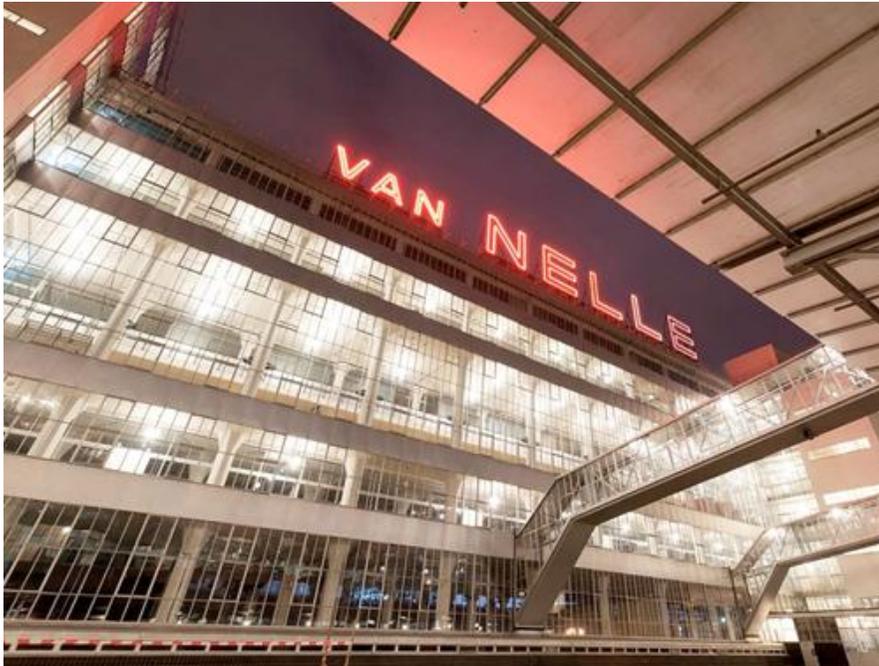
### Physical condition

The large factory complex consists of 11 buildings with 1 to 6 floors dating from the beginning of the 20th century to the 1960s. The distinctive T-shaped main building on Altchemnitzer Straße is a listed building. Since its closure in the mid-1990s, urban development of the site has been uncoordinated; it has seen hardly any investment, and only essential repairs have been carried out. Parts of the building are in a derelict condition, and the vacancy rate is approximately 60%. The site currently still looks neglected and unappealing.



Top row l. to r.: 1 Poor condition of the building envelope, 2 Restricted access, 3 Exposed load-bearing structure and open floor plan  
 Bottom row l. to r.: 4 Winter holiday in the Spinnerei Open Air Club, 5 Outdated technical infrastructure, 6 Repairs to Schmietex textile machines (Photos: City of Chemnitz)

## 2 Vision & objectives for the reactivation



Role model - renovated Van Nelle Factory in Rotterdam

### Decision on the site's future direction

The project partnership was formed between public authority and a private enterprise. The visioning needed external facilitation because there were different ideas about the development of the target site. In the end we did not come to an agreement for one common vision.

## Vision

- Urban interface between current industrial heritage and future science campus
- Waking up the sleeping giant and raising the profile of the industrial complex into a lively, open and intensively used building with a modern economic mix of functions and uses
- Moving towards a new energy landscape
- Spinnbau's neon writing shines in renewed splendour and tells of the revitalisation of the factory complex and the industrial estate Alt-chemnitz
- Cultural venue for creativity and for free development within the framework of the European Capital of Culture Chemnitz 2025



Opportunities for enhancing the site's image from ULG's point of view

Objectives

Issue	Specific objective	Situation-Change (Rationale)	Time frame
A: Energy supply	<p>To reduce energy consumption/ To increase the usage of regenerative energies/ To cover future energy demand from the facilities on-site</p>	<p><b>Energy demand:</b> Electricity and heat consumption is currently exorbitantly high across the property, it is intended to make provision and supply more self-sufficient, where financially feasible, electricity and heat will be generated locally from renewable energy sources, energy savings through the installation of new multi glazed windows and insulation where appropriate and feasible (bearing in mind the building’s listed status); replacement of lighting and illuminants (LEDs) an initial step has been taken in this direction with the photovoltaic system on Building 7 (since 2015)</p> <p><b>Energy facilities:</b> Implementation of Altchemnitz district energy concept measures: construction of a solar thermal system and heat buffer storage, erection of e-charging stations</p> <p><b>Building services:</b> All construction work must prioritise the modernisation of technical infrastructure (lifts, electrical engineering, heating and plumbing)</p>	Ongoing, long term
B: Economy and restoration	<p>To improve the state of repair/ To attract as users of the building: CCI, spin-offs of the university, further leisure, accessories and clothing businesses</p>	<p><b>Restoration and conservation:</b> Structural reinforcement in terms of waterproofing of roofs, replacement of old windows, façade renovation, renewal of technical equipment, fire protection</p> <p><b>Establishment of a business site:</b> promotion of industrial location through the communal business development CWE and the Altchemnitz neighbourhood management, based on the results of the creative workshop to set up a marketing strategy, to build up a cooperation with a university on urban production</p>	Short and medium term
C: Open spaces	<p>To develop open spaces in proper order/ To increase amenity values/ To adapt open spaces to climate change</p>	<p><b>Organisation and cleaning up:</b> Years of deposits and uncontrolled growth will be removed from the outdoor units, the open spaces will shortly cease to be used as a collection area for cars pre-export, the storage facility for the building company will be separated at least visually, green areas on the rear plot will be separated off more clearly and redesigned to give them a more natural feel, the areas alongside the neighbouring plots (in particular ThyssenKrupp Presta, CSM) and the railway facilities to the south east will particularly benefit from this</p> <p><b>Urban ecology/Climate change adaptation:</b> in the first instance, it is proposed to drain rainwater collecting on the plot embedded in a near-natural pond, the objective behind the design of the green spaces is to improve the quality of the environment for employees across the site as a whole (to enable them to relax during breaks, etc.) and simultaneously to ensure the area performs the required ecological functions</p>	Medium term

Issue	Specific objective	Situation-Change (Rationale)	Time frame
<p><b>D: Traffic access and public safety</b></p>	<p>To improve traffic infrastructure/                      To build a 2<sup>nd</sup> outer traffic access road/                      To link the Spinnbau to the University campus via a bridge for pedestrians and cyclists/                      To improve light sources in the open spaces</p>	<p><b>Traffic access:</b> Creation of a new thoroughfare to open up the site at the rear, footpath and cycle path to link the complex to the university campus via a smart bridge, structuring -and in some cases rebuilding- of existing transport infrastructure (internal roads, parking areas, site entrance and loading zones)</p> <p><b>Guidance and orientation system/Lighting:</b> To enable people to find their way around the site more easily, it will entail clear signage for internal roads, pathways, buildings and stairwells to all floors and rooms, a further key area for action is the need to ensure the site has appropriate security systems, an external lighting concept is required as a matter of urgency</p>	<p>Ongoing, long term</p>
<p><b>E: Social/ Tourism/ Culture</b></p>	<p>To open up the ground floor of the buildings 1+2 to the neighbourhood/                      To attract tourists to the site/                      To integrate the Spinnbau in the industrial heritage route of the city/                      To increase CCI usage</p>	<p><b>Social:</b> Encouraging public access and use of common goods, embedding the site in the neighbourhood</p> <p><b>Tourism:</b> Presenting and managing the site’s industrial cultural heritage, turning the history of the local area and its companies into an experience</p> <p><b>Culture:</b> Strengthening existing and future cultural use</p>	<p>Short term</p>

**Benefits**

In addition, the refurbishment would considerably improve the cityscape and streetscape, and preserve the property’s cultural and industrial heritage as an exceptional example of post-war modernism in the GDR.

### 3 Functions & uses for the building complex

Short term (≤ 3 years)	Medium term (4-10 years)	Long term (> 10 years)
<p>Issue B: Economy and restoration, C: Open Spaces</p> <p>Objectives: To attract as users of the building: further leisure businesses, To increase amenity values</p> <ul style="list-style-type: none"> <li>Leisure and sports facilities (boulder lounge, laser tech, escape room, open air club)</li> </ul>	<p>Issue E: Social/ Tourism/ Culture</p> <p>Objectives: To open up the ground floor of the buildings 1+2 to the Altchemnitz neighbourhood/ To increase CCI usage</p> <ul style="list-style-type: none"> <li>Gastronomy, cafés</li> <li>Cabaret</li> </ul>	<p>Issue B: Economy and restoration</p> <p>Objectives: To attract as users of the building: spin-offs of the university</p> <ul style="list-style-type: none"> <li>University spin-offs</li> <li>Conferences</li> </ul>
<p>Issue B: Economy and restoration, E: Social/ Tourism/ Culture</p> <p>Objectives: To improve the state of repair, To attract as users of the building: CCI</p> <ul style="list-style-type: none"> <li>Self-storage facilities</li> <li>Studios, workshops, offices</li> <li>Cultural and creative industry (KRACH creative space communal funding programme)</li> </ul>	<p>Issue B: Economy and restoration</p> <p>Objectives: To attract as users of the building: further accessories and clothing businesses</p> <ul style="list-style-type: none"> <li>Industry, clothing wholesaler, foodstore, services</li> <li>Arts &amp; Culture centre, studios</li> </ul>	<p>Issue E: Social/ Tourism/ Culture</p> <p>Objectives: To attract tourists to the site</p> <ul style="list-style-type: none"> <li>Temporary accommodation</li> </ul>

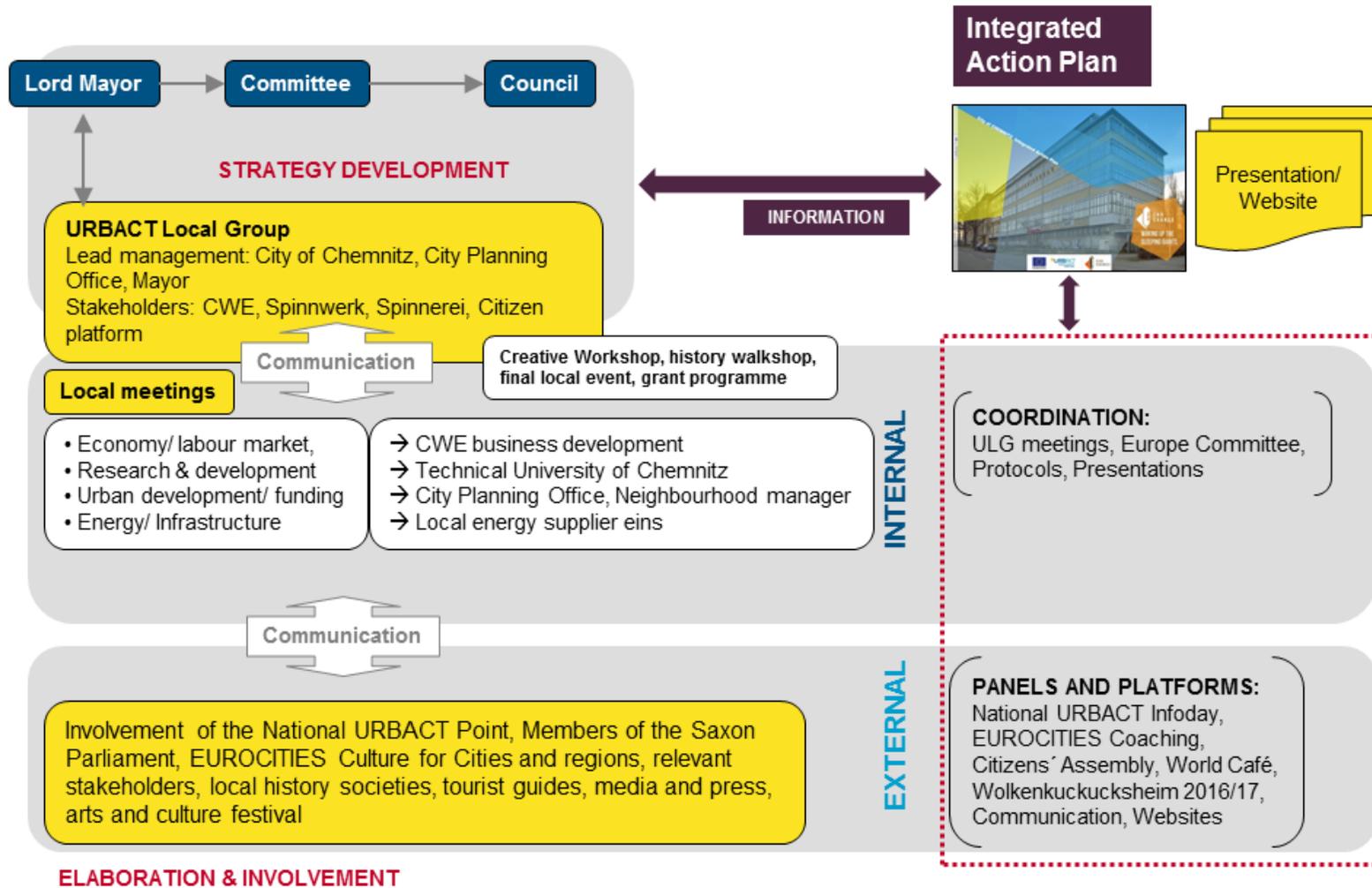
The target area could provide for a variety of commercial and cultural uses, for example workspace for freelancers and the self-employed, university spin-offs, culture, art and nightlife. In addition, the reactivation of the target area could connect it with its surroundings, in particular the nearby Chemnitz University of Technology and its student accommodation.

## 4 Actions & next steps for the reactivation

[↗ separate file](#)

## 5 Management & governance structure for the building (site) and the process

### Reactivation process



### Procedure of participation

*"The prior decisions are made by the owner. Here, our project group is able to support the strategy development and its implementation via networking."*  
 Michael Stötzer, Mayor

### Property management



Photo: Kristin Schmidt

Klaus Hirsch is an architect and Managing Director of **Spinnwerk GmbH & Co. KG**. The company acquired the former Spinnereimaschinenbau Chemnitz factory and administration buildings at the end of 2013 with the aim of developing the site as a good inner-city location for leasing commercial space. The team consists of four employees. The Spinnwerk development concept provides the basis for the refurbishment.

### Support/consultancy/coordination of funding

The **City of Chemnitz, City Planning Office**, is currently updating the urban planning concept for the target area. Parallel to this, the city's role is to work with the owner within a framework agreement to implement the measures in the Integrated Action Plan (IAP) and to continue cooperation and collaboration as part of the project group. The **City Planning Office** provides an overview of all issues and answers questions on funding opportunities.

2015/16	2017	2018
City Visit  December 2015	6 ULG Meetings 	2 ULG Meetings 
6 ULG Meetings 	Creative Workshop  March 2017	World Café  February 2018
Arts & Culture Festival WOKUHE  August 2016	National URBACT Infoday/ Workshop  June 2017	Final Local Event  April 2018
Europe Committee, National URBACT Infoday, Citizens' Assembly 	Arts & Culture Festival WOKUHE  August 2017	 co-operation is to be continued



Photo: Patrick Wiederanders

Patrick Wiederanders has been the **Neighbourhood Manager** for **Altchemnitz** since 2015, acting as communicator, facilitator and guide. The aim of this initiative by the City of Chemnitz is to support the revitalisation and development of a commercial area in the Altchemnitz district.

The economic development corporation **Chemnitzer Wirtschaftsförderungs- und Entwicklungsgesellschaft mbH (CWE)** provides information on investment support and a relocation and expansion service for companies and promotes measures to raise the city's profile.

### Stakeholder engagement

**Spinnerei Chemnitz** (Rebsch & Stocker GbR) is committed to the future of its events business and is happy to act as a partner to revitalise the site's cultural activities. It should also be possible to expand the catering and cultural offer further. It is proposed to continue discussions with former workers and stakeholders, coordinated by the **Chemnitz-Mitte citizens' platform**.

## 6 The elaboration process of the reactivation strategy



1

*In the Reactivation process the main focus is:  
"To balance the city's urban development interests with those of  
the private owner and to find a common denominator  
for the future reuse of the building."*

Thomas Mehlhorn, Project coordinator on lessons learnt



2



3

### Involvement of stakeholders/ULG

City of Chemnitz, Altchemnitz Neighbourhood Management,  
CWE (economic development corporation),  
City District Manager for the Creative Economy,  
Owner and management company, Spinnerei open event space,  
City Council and citizens' platform.  
Appointment of the above stakeholders on a voluntary basis.



4

- 1\_Tour with ULG and lead expert before the partnership expansion in Phase 2 (Photo: City of Chemnitz)  
2\_Visitors of the Wolkenkuckucksheim 2016 festival (Photo: Spinnerei Chemnitz)  
3\_ An creative vision for the sleeping giant (vision workshop, Photo: Kreatives Chemnitz)  
4\_Guided tour with former employees 2018 (Photo: Kristin Schmidt)

### General overview

URBACT has enabled us to establish an interdisciplinary project group, provide direction and benefit from trans-national exchanges. Project group consists of 10 members of the city administration, the private owner company, open space users and the citizenry. The owner has been encouraged to update his development concept in early 2017. We have led a creative workshop to jointly develop a vision, and festivals and public relations work has raised the site's profile. We have reached decisions in the ULG on improving the target area's security and regenerating its industrial culture.

### Key activities

- **Wolkenkuckucksheim 2016/17** arts and culture festival: Spinnerei e. V. organised a festival at the open event space Spinnerei, lasting three days, in which current works of music, installations and performances as well as several workshops were presented to raise awareness about artistic spaces in the target object.
- **Creative image and vision workshop** (March-May 2017, Kreatives Chemnitz): Ideas for the vision and image were developed in a collaborative workshop with creative professionals from a range of fields. The workshop used the Marco Spiess personas method to achieve this goal. The method and outcomes were presented to the ULG with the method then being applied in a hands-on session with ULG members using paper dolls as personas.
- Acceptance as a site on the local **Route of Industrial Culture**: Production and assembly of an information board next to the main entrance.
- Public call for **information on the history** of the local area and its companies; world café and guided tour with former employees in winter 2018; preparation of an exhibition

### Photos

## 7 General dealing with the prospects of vacant (industrial) properties in Chemnitz

Within the priority area of commerce, the selection of key properties and owners plays a major role in the long-term development of districts with built-up areas. This includes initiating and pursuing discussions with owners appearing to be suitable partners for initial implementation measures.

The role of the coordinator, who encourages information exchange on an ongoing basis, is linked to the neighbourhood management tool. Its key objective is to bring together stakeholders from the city administration, local politics, the private sector, local associations, and residents who are not members of any particular group. A further objective is to integrate different aspects of economic development, social empowerment and construction work in the district's development. The appointment of a neighbourhood manager to oversee the commercial development of existing stock follows the example of previous appointments of neighbourhood managers for urban transition areas, aiming to provide a readily accessible point of contact for all stakeholders at the heart of the transformation process. The neighbourhood manager's office should, where possible, be located on a striking industrial brownfield site so as to be able to stimulate activity outside the City Planning Office, including image promotion, marketing and public relations work.

A process is currently being tested for a selected target area (Altchemnitz commercial area). If the outcome of this is positive, the model will be adopted for other traditional commercial/industrial areas, such as those around Jagdschänkenstraße in the Siegmar district.

In addition, greater value needs to be accorded to IT internet support for indexing and marketing of brownfield sites. Communication is always based on the exchange of two key elements: information (data) and knowledge. The objective must be to acquire credible information from all parties. The use of external funding as a catalyst and trigger is essential given the assessment of general market conditions. The extension to industrial buildings of the best practice of the internal working group desperate and ruinous buildings could be very beneficial.

Michael Stötzer, Mayor for Urban Development and Construction, City of Chemnitz: "I would like to make greater use of the building protection tool. The City of Görlitz has set a good example, for instance in the way it has set about roof protection. It takes a lot of time before old buildings can be reused. Unsecured buildings do not have that time and should therefore be protected against further damage. More open and flexible support, irrespective of the type of property and its subsequent use, would be very helpful in certain cases."

It is important to encourage information sharing between local developers, managers and owners on local examples of good practice, the management of the revitalisation process and the sleeping giants and on revitalisation projects that have been successfully completed.

## 8 Contacts

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### **Links for further information**

[www.chemnitz.de](http://www.chemnitz.de)

On social media:

[www.facebook.com/Stadt.Chemnitz](https://www.facebook.com/Stadt.Chemnitz)

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