

Urban Maestro.

New governance strategies
for Urban Design

Design Environment

Porto, PT

29-31 January 2020
Workshop #2
Report

How can we set up
the right conditions
for future high-quality
developments?

UN HABITAT
UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

BOUWMEESTERMAITREARCHITECTE

UCL

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1. INTRODUCTION

The URBAN MAESTRO workshops aim to bring together private and public European stakeholders together (from national, subnational and local levels) and combine institution-based (top-down) with project-based (bottom-up) analysis. Via peer-to-peer learning methods, these innovative urban design practitioners will be stimulated to co-create recommendations to boost spatial quality in cities across Europe. The resulting Europe-wide typology of innovative urban design governance will feed into the global urban debate and stimulate a discussion about the role of architecture and urban design in the achievement of the urban dimension of the Sustainable Development Goals, the European Urban Agenda, and the New Urban Agenda.

After identifying an initial list of the most effective and innovative tools of urban design governance, and starting with their common principles, approaches, and challenges, the selected case studies are brought forward into a more focused stage of the investigation through in-depth studies and peer-to-peer learning activities. The workshops intend to develop a common understanding of the governance of urban design, share innovative practices, and create the basis for a European learning and reference framework on the innovative urban spatial policy. It also aims to build a long-term network for sharing best practices and supporting the drive to urban quality across the continent (and beyond).

1.1. Workshop dilemmas

Urban Maestro's second workshop took place in Porto on the 29-31st of January 2020, alongside the fourth annual EU Cities Forum organized by the European Commission DG REGIO. The workshop aimed to unpack the opportunities and constraints of setting up a quality-oriented design environment through a variety of innovative tools. It focused on the tools that influence the design process before the formal regulatory processes come into play (e.g. design competitions, meanwhile uses, quality audits, PPPs, etc.), and which thereby attempt to influence the political / stakeholder / development environment within which design occurs. The workshop focused on the following questions:

- How can we set up the right conditions for improving the quality of future developments?
- What tools might influence urban design processes before formal procedures?
- How to improve the culture of the decision-making environment?
- How can design competitions, meanwhile uses, quality audits, public-private partnerships, and other like-minded tools incentivize the quality of urban design?

1.2. Workshop programme

29.01.2020

Session 1. DESIGN ENVIRONMENT

- Michael Braum, director of IBA Heidelberg, IBA Heidelberg
- John Howie, NHS Scotland, chair of Place Standard Implementation group, Place Standard tool
- Claudia Thiesen, architect at Thiesen & Wolf, Collective Housing

Session 2. ENABLING THE CHANGE

- Kristiaan Borret, Brussels bouwmeester maitre architecte, Independent city architect position
- Stephane Durand, Grenoble-Alpes Metropole, Grenoble public spaces regeneration program
- Daan Zandbelt, College van Rijksadviseurs, Panorama lokaal
- Marie Guilguet and Fanny Cottet, Plateau Urban, Les Grands Voisins
- Laura Petrella, UN-Habitat – Conclusions

30.01.2020

Session 3. PORTUGUESE CASE STUDIES

- Walking tour. Visiting recent urban renewal objects and sites
- Pedro Baganha, Alderman of Urbanism, Public Space and Heritage, City Council of Porto, Porto urban strategies and visions
- Teresa Calix, Vice-president of the Faculty of Architecture – University of Porto, Ilhas do Porto
- Ana Catarino, AtelierMob, BipZip program in Lisbon

30.01.2020

Urban Maestro Support & Advisory group (by invitation only)

2. DAY 1. Session 1: Design Environment

2.1. URBAN MAESTRO New Governance Strategies for Urban Design / Matthew Carmona

Matthew Carmona, professor at University College London, introduced the Urban Maestro project and its main analytical framework concepts. He first presented the notion of urban design governance, defined here as “an intervention in the means and processes of designing the built environment, to shape both processes and outcomes in a defined public interest”. He then outlined Urban Maestro’s current work towards a European typology of tools for urban design governance. This typology gave basis to the structure of the Urban Maestro European survey that aimed to map out the urban design governance landscapes in Europe. The survey covered 32 European countries: 28 EU member states and the 4 EFTA countries, with 63 governmental and non-governmental institutions replying to the survey. The information gathered from the survey was then used to feedback into the typology of tools. The survey demonstrated the importance of informal approaches in complementing the formal side of the design governance landscape. Its results could be best concluded in 3 parts:

1. High-level non-legislative national policy (national priorities – approaches as an independent city architect, Davos declaration, Baukultur reports, etc.)
2. Informal tools of urban design governance
3. Allied financial mechanisms to incentivize good design

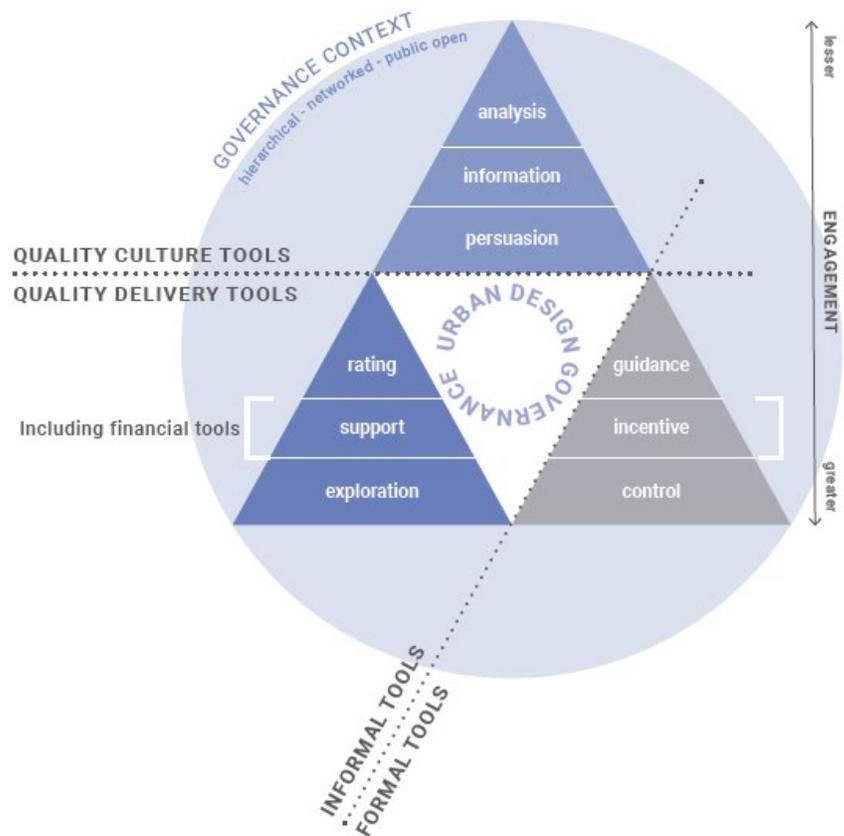
The analytical framework categories describe the informal urban design governance tools that are actively used across Europe: analysis, information, persuasion, rating, support, exploration. These tools are used for two main purposes: to develop a positive culture within which decision-making on design can occur (quality culture) and to assist in the delivery of better-quality projects and places (quality delivery).

The survey allowed Urban Maestro project to better identify a variety of mechanisms used to improve the quality of the built environment. Some of these examples were selected for deeper analysis through desktop research, interviews, and real-time exchanges. The case studies presented in the second workshop offer an overview of the first selection of highlighted case studies and include:

1. Place Standard tool
2. International Building Exhibition
3. “More Than Housing” Cooperative
4. Les Grands Voisins
5. Panorama Lokaal

6. Warsaw City Architect
7. Grenoble Public Space Programme
8. BIP-ZIP Programme

Urban Maestro Typology of Tools:



2.2. URBAN MAESTRO Learning Strategy / Simona Paplauskaite

Simona Paplauskaite, a team member of Brussels Bouwmeester Maitre Architecte, introduced the URBAN MAESTRO learning strategy that makes a part of 4 project phases – scoping, learning, sharing, adopting. She explained the overarching narrative of the event that aims to unpack the understanding of how different informal tools of urban design governance are applied in practice at different terms (before-during-after the project development). Consequently, the themes of the workshops include a spectrum of approaches that aim to improve the design environment, planning processes and establish long-term stewardship in the quest for excellence in designing the living environments.

She also reminded of the update of the project's online platform in March 2020 that will offer a possibility to access the documents as the analytical framework of the typology of tools, will allow browsing the research findings and use the mapping

platform with highlighted case studies. The website will also invite to actively engage and submit innovative successful practices across Europe and the world. In addition to that, it will also host a toolbox with video tutorials and co-created policy recommendations.

Urban Maestro New governance strategies for Urban Design

Latest information
Our survey results are available. Check it out here:
[.pdf](#)

Urban vocabulary for the new decade

Events for inclusive discussions
Feb. 2019 Kick-Off
June 2019 Urban Design Governance
Jan. 2020 Design Environment
May 2020 Softening the Processes

#UrbanDesignGovernance

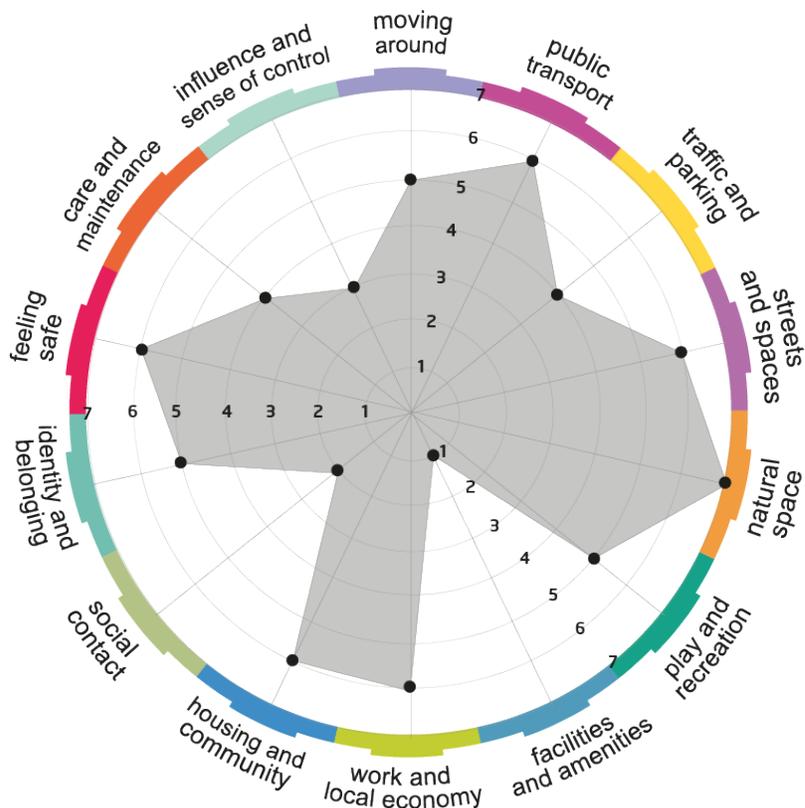
The graphic features the title 'Urban Maestro' in a large, bold, black font with a dotted, particle-like effect. To its right, the subtitle 'New governance strategies for Urban Design' is in a smaller, clean font. Below the title, there are several overlapping rectangular boxes. A light green box contains the text 'Urban vocabulary for the new decade'. A dark grey box contains 'Events for inclusive discussions' followed by a list of dates and event names: 'Feb. 2019 Kick-Off', 'June 2019 Urban Design Governance', 'Jan. 2020 Design Environment', and 'May 2020 Softening the Processes'. A central image shows an aerial view of a modern urban development with a large play button icon overlaid. A small grey box with a black background and white text '.pdf' is positioned to the right of the green box. At the bottom left of the graphic, the hashtag '#UrbanDesignGovernance' is displayed.

The announcement of new website to be launched in April 2020 - WWW.URBANMAESTRO.ORG

2.3. Case-Study 1: Place Standard tool / John Howie

John Howie, working for NHS Scotland and chair of Place Standard Implementation group, spoke about the potentials of using a place-quality evaluation tool to help promote better planning and put the voice of communities forward. Coming from a public health perspective, John Howie explained how health is often a vector of inequalities, demonstrating for instance how deprived areas in Glasgow link with the lower life expectancy. While the relationship between the built environment and the impact it can have on health and inequality is documented well, these links are very often indirect and difficult to grasp. To solve this problem, the 2012 Scottish policy statement 'Creating Places' committed to design a place standard tool to help simplify conversations around public health. A team of public health scientists, architects, and town planners worked together from 2012 to 2015 to create a free and easy-to-use tool to assess the quality of a place.

The tool consists of 14 questions, each corresponding to a theme. All questions are phrased in a way to refer to people's experiences of the place and is guided by a few aspects for people to consider. The answer for each question is turned into a simple scoring on a scale of 1-7, where 1 means there is a lot of room for improvement and 7 that there is little need for changes. All 14 themes are then plotted into a diagram identifying priorities for action, as illustrated in the picture below:



The Place Standard Compass Diagram © Crown Copyright-Scottish Government

John Howie explained that the quantitative results are not the focus of this project. Instead, the tool is used to help to engage a conversation between different actors, bringing people together across professional and non-professional boundaries. The tool was used for a variety of applications across Scotland, from local development plans to awareness raising. The Place Standard tool was tested in other spaces across the EU, such as Slovenia, Denmark, Latvia, Lithuania, and the Netherlands, illustrating the possibility of translating the tool across different contexts.

The Place Standard tool's main strength includes its capacity to combine the public health discourse and place making theory into an accessible tool. More than that, it offers to put people at the heart of decision making relative to their environment.

2.4. Case-Study 2: IBA Heidelberg / Michael Braum

Michael Braum, the director of IBA Heidelberg, explained how International Building Exhibitions (IBAs) help to create innovative visions that are sensitive to existing settings and conditions. He introduced the legacy of IBA and explained how the approach was set up in order to challenge and improve the quality of the architecture already back in 1901 and presented six ongoing IBA projects in Europe.

IBA are living labs for planning and architecture. They a focus on transformative challenges in a society, rooted in their locality. The process and implementation of IBAs aim to deliver new insights for the design of the built environment, with “9 main guidelines:

1. Linking the evolution of society with its spatial development
2. Addressing the just innovation in architecture, but also new concepts of urban and rural space
3. The Agenda needs to be derived from local or regional necessities
4. Prototypical solutions must be developed, addressing spatial, economical, ecological and social aspects
5. Excellence in build projects need to be linked to adequate processes and procedures
6. An international dimension must be implemented from the beginning through contributions on-site and relevance abroad
7. An exceptional status must be implemented for its duration creating a cross-disciplinary laboratory and pooling resources
8. As an experiment based on reality, all involved must agree on taking risks and being courageous
9. An appropriate structure is necessary for imagination and to challenge established procedures”

IBAs use a quadruple approach involving businesses, research & education, public administration, and civil society. It provides an innovative way of combining research and practice and including citizens to take responsibilities besides architects and investors in order to solve some of the city challenges.

IBA Heidelberg, which started in 2008, focuses on five main themes: Sciences, Knowledge Spaces, Networks, Urban Metabolism and Co-production. The IBA is a long process that includes the formation of a scientific advisory board, resolution from the city council, several years of preparation followed by weeks of exhibition and events, a final presentation and a continuous transfer of knowledge.



IBA Heidelberg PHVision © KCAP Architects&Planners

2.5. Case-study 3: Baugenossenschaft / Claudia Thiesen

Claudia Thiesen, co-founder of Thiesen & Wolf, spoke about the potential recipes for overcoming the challenges of organisation, financing, and management in collective housing schemes. The housing shortage question is a problem facing many cities across the world. As Claudia Thiesen explained, the situation in Switzerland is different from other countries as 25 percent of inhabitants are tenants and there are no big social housing projects. The city also does not sell land but leases it (from 60 to 90 years).



Hunziker Areal © Ursula Meisser

The Swiss cooperative housing system is based on private co-ownership. They are non-profit due to the rents being calculated on the effective costs and can have up to 30% subsidized flats (“social housing”) with limitations on tenants’ income and assets. They also eliminate land and properties from speculation and function democratically, with each person having a vote, regardless of the amount of money invested. The co-housing projects focus on solidarity principles, participatory processes, self-sufficiency (e.g. maximum 35m² per person), low-energy consumption, and inclusiveness. The Swiss tradition of non-profit housing dates back to the start of the 20th century and has established financial instruments ever since. To illustrate roughly the financing mechanism of cooperative housing projects, it consists of 65% - first mortgage from banks (1. Hypothek); 15% - loans from a cooperative, e.g. government bonds (Emissionszentrale EGW); 10% - tenants equity (Anteilkapital); 10% - low-interest loan, from the state, special conditions (Fonds de Roulement).

Claudia Thiesen provided examples of several housing cooperatives. The first one, *Kraftwerk1 Hardturm*, dates from 2001. It offers new forms of living together, combining individual rooms with common spaces, a “rue intérieure” linking shared households, and a “terrasse commune” an open terrace connecting all apartments. The second one, the *Hunziker Areal* that began in 2007, provides cluster apartments while still allowing for many common spaces. The project incorporates a variety of housing options to fulfill multiple needs and giving people the possibility to relocate when their needs change. Finally, *Zwicky Sud*, which began in 2016, explores ways in which people can feel more responsible for their surroundings, providing a structure where inhabitants can readjust the spaces over the years.

“Housing cooperatives in Zurich: built the most innovative projects in Zurich in the last years; make a contribution for sustainable urban development; can develop large areas professionally; see the city as a partner; secure long-term affordable housing and commercial space; focus on common goods and public benefit; involve people and let them take responsibility for their surroundings”

2.6. DAY 1. Session 1: Q&A's and Key messages

Following the presentations, the participants were invited to fill in a form with brief answers or keywords on what they liked, what surprised them, and their ultimate question on each of the projects. Then, these questions were used to feed into further discussion in groups of two or three participants. Questions and remarks arising from these discussions were then brought forward to the session's speakers during a Q&A panel session.

The first question concerned the transferability of the tools. Michael Braum claimed that IBAs have already been used in several cities in Switzerland, France, and Germany. He, however, remarked that in Germany, each project needs to be approved by the national advisory board and this board would not be able to review IBAs that come from outside the country. He suggested that it could be a task for the European Commission to approve IBAs and warned that these should not be market instruments but rather instruments for continuous learning. For John Howie, Place Standard is a transferable tool as it deals with global concepts and helps translate complexity. It was already used in 15 countries. Finally, Claudia Thiesen explained that collective housing could be reproduced in many contexts but that the specificity of Zurich, where the land is lent and not sold, means that the specific financial and legal processes of the Baugenossenschaft might not always be transferable.

Further questions directed to the IBA Heidelberg director centred on the potentialities for engaging communities and challenged the decision to build a new city on a green territory. Michael Braum agreed to the necessity of engaging inhabitants in the co-production of the projects. To the question of the city model, he clarified that the site in Heidelberg was an urbanised area beforehand.

The public was interested to know more about the practical outcomes of the Place Standard tool. John Howie explained that Place Standard is used as a means to complement spatial planning and that the implementation is therefore not the ultimate goal of the tool. Its main task is to ensure that there can be continuous conversations around the quality of place and its impact on health. Another question centred on the risk of the tool to be too reductionist. While John Howie agreed that this is a limited tool, he argued that the Place Standard tool has proved to be used in diverse forms, with some groups making creative use of the data and observations, in such a way that it does not limit the focus of the conversation.

Finally, the Zurich cooperative housing prompted questions on the soft power modalities for cooperative housing and its ability to sustain in the long term. Claudia Thiesen mentioned the social atmosphere, networks and relations with neighbours that gives power to the project beyond the sole focus on affordable rent. There is also a long-term perspective embedded in the projects; inhabitants have a lifetime right to

live there and the buildings need to last at least 80 years, and therefore cannot be built with poor quality materials. When asked about the potential spill overs of cooperative houses to outside public spaces, Claudia Thiesen answered that one of the principles of these projects is to be open to the public and try to create networks with the surroundings. While there is little chance of changing the city with one small project, these types of projects can nevertheless change attitudes and display alternative forms of ownership and ways of living.

Some of the most common comments from the event participants were:

Case Study 1. Place Standard tool

What did you like: interesting approach / incentivizing conversations / connection of different areas / process of developing the project / linking health and place quality / easy questions / integrational diverse engagement / human-oriented, not too “high-brow”

What did surprise you: the ease to use the tool / used by different stakeholders and countries / implementing / could not localize culture and cultural heritage in the description / scales of implementation and engagement

Your ultimate question:

- What was the involvement of architect, urban planners and landscape architects in the scheme?
- What is the evolution of the commitment level of local politicians?
- Any examples of real projects?
- Was there a need to fine-tune according to international contexts? Intangible heritage?
- How to use it in a practical way? (tangible results)

Case Study 2. IBA Heidelberg

What did you like: the actual projects that derived from the IBA / multi-actor approach, cross-institutions / the model and involvement process / diversity and variety of projects / enables long-term reflection / focus on the knowledge-based society / the strong ideology and the use of living labs that change in time

What did surprise you: the variety and range of projects / the new city model in the green landscape in contradiction to the most sustainability parameters / how long IBA already exists / talks about metabolism but no mention of reuse, etc. / started in 1900s with discussion on the quality of industrial architecture

Your ultimate question:

- Why only men were the directors of IBA?
- Implementation in long-term and legacy of visions?
- Is co-production happening only between professionals?
- How to keep it more than a marketing tool?
- Urban planning takes time – how to keep the modes of working updated?

Case Study 3. Collective Housing

What did you like: independent but supported by the state / principle of solidarity, multi-generational living and multi-revenue streams / very concrete / deals with a major issue of lack of affordable housing / the collaboration of city-citizens-funds

What did surprise you: 25% of non-profit housing in Switzerland / interesting principal of moving from one home to another / the effective involvement of people / participatory processes / the high number of projects and good quality criteria / the acceptance of the “shared apartments” and shared property

Your ultimate question:

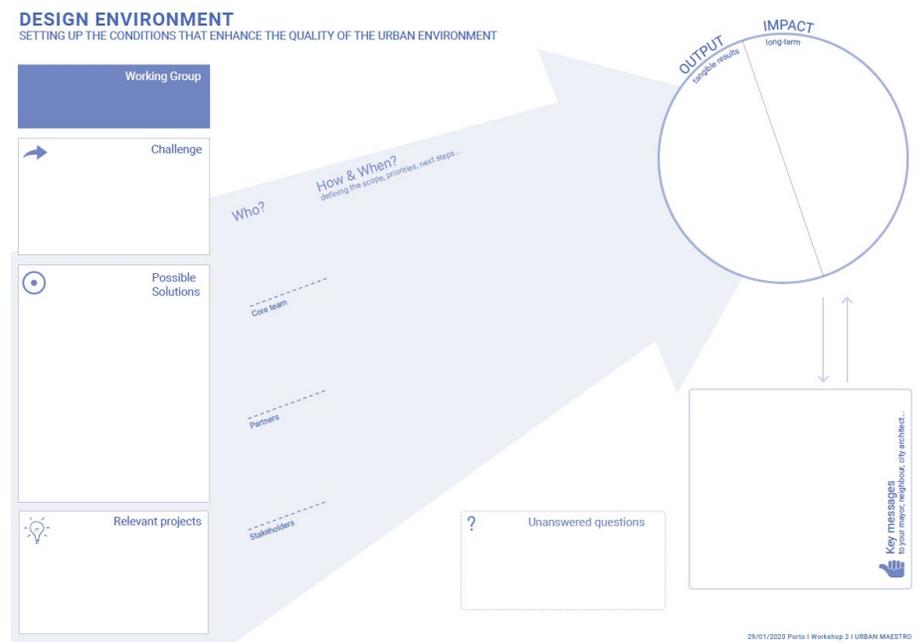
- How to find affordable land?
- What is the relationship to the rest of the city?
- Is it transferable?
- Publishing a methodology of the business model?
- Financial sustainability?
- How cheaper is it compared to conventional housing?

3. DAY 1. Session 2: Enabling the Change

Moderated by: Frederik Serroen (BMA)

The second session introduced four additional case studies. The audience was invited to ask immediate questions after each presentation to understand the approaches in more depth.

In the second part of the session, the audience divided into four working groups and tried to unpack the case studies through more constructive discussions. The representatives (guest speakers) of each initiative and two Urban Maestro team members led each table discussion. A printed poster, an adapted version of the *Design for Wiser Action* template, served as a support document for the analysis and allowed to collectively raise questions and propose solutions. The participants were asked to think of how these approaches (4 presented case studies) could be implemented in other contexts. This exercise was done through identifying the main challenges, searching for possible solutions through relevant references, defining various actors that would need to be involved to set up the initiative, describing the scope and priorities of the practical steps. Participants then had to think of the tangible results and long-term impact that such a process could have and the key messages that they would like to put forward.



Session 2. Design for Action Plan poster.

3.1. Challenge 1: Les Grands Voisins - Inclusive planning / Marie Guilguet and Fanny Cottet

Marie Guilguet and Fanny Cottet, both working for the non-profit organisation Plateau Urbain, presented the project “Les Grands Voisins” that they run together with Aurore and Yes We Camp. “Les Grand Voisins” is a collaborative project in the Saint-Vincent-de-Paul hospital site in the 14th arrondissement of Paris, which was disused for several years. The Paris municipality came up with the idea of temporary site occupation before the new construction of an eco-district. From 2015 to 2017, “Les Grands Voisins” provided housing for more than 600 people, space for over 250 small businesses, associations, artists, and artisans. Moreover, the project offered to the excluded and unemployed people the possibility to work and reconnect with society.

Since 2013, Plateau Urbain examines the possibilities of making use of vacant spaces, bringing together property owners with a diversity of tenants to make space for small organisations, cultural actors and promotes solidarity economy. Yes We Camp, also created in 2013, is a collective working on several projects in Marseille and Paris that employs brownfields and vacant buildings to bring together arts, solidarity, camping, emergency housing, and social integration. The Aurore organisation, created in 1871, in turn, works on providing housing to migrants, excluded people, and accompanies their social and professional reintegration.



Les Grands Voisins © Catherine Griss

From the City’s initial perspective, this temporary occupation aimed to help give life to the place before the new construction and attract the local population through various events and activities. Following the success of the project's first phase, a second phase was added to promote new forms of urban experimentation and explore what could be kept in the future development of the eco-district.

The cultural and artistic activities that the project proposes are all centered on solidarity and collaboration to enhance social inclusion. There is a strong focus on creating an open community. This is illustrated in the governance model of the project, outlined by Marie Guilguet and Fanny Cottet in their presentation, which comprises three thematic working groups, a committee for shared decisions, and a general council. The general council “Conseil des voisins” takes place once a month and is open to everyone. There is also an online platform with free access to meeting minutes and other documents.

“The Grands Voisins” project was never conceived as an outcome but as a process that is constantly changing and, therefore, must always remain flexible. The project proved to be self-sufficient through economic activities like events, workshops, and start-ups. Marie and Fanny described how the project helped to answer certain

issues of city life, such as the lack of public space in the centre of the city. It also proposed affordable housing, workshops, and office spaces. The non-obligation to consume and still access public spaces encouraged inclusivity and social mixing through diverse events and activities. Currently, the three organisations are working on gathering lessons and experiences from the "Les Grands Voisins" project to highlight the diversity of uses that can emerge from temporary urban occupation and provide recommendations for future urban development.

TABLE DISCUSSION 1: How to translate temporary experiences into operational planning schemes?

Moderated by: Simona Paplauskaitė (BMA), Frederic Saliez (UNH), Marie Guilguet (Plateau Urbain), and Fanny Cottet (Plateau Urbain)

POSSIBLE SOLUTIONS:

- Split, Croatia (temporary cultural building)
- Lx Factory (fostering cultural sector in a former sugar factory, 2-3 years temporary project turned into permanent private project, disadvantage – not contextual)
- 6B, Saint Ouen (cooperative with municipality, urban planners etc...)
- Maravilha, Lisbon (former worker's housing, open for 1 month to discuss future solutions, Cultural Centre – Refugee Centre, funded by municipality)

RELEVANT PROJECTS: La Preuve Par 7

WHO:

Core team – public authorities, land/ property owners

Partners – local commerce, residents, non-profit organisations...

Stakeholders – urban planners, urban developers...

HOW:

- Indicating current crisis or emergencies
- Analysing the territories
- Define the purpose of temporary occupation
- Obligations for owners/ public authorities/ operators
- How long? Defining the time length (defining the end often allows for temporary projects to exist)

- Organising public competitions
- What framework and strategy?
- Creating self-sufficient schemes
- Measure the impacts
- Further introduced in urban development processes

UNANSWERED QUESTIONS:

- How to create sustainable processes in temporary urban interventions?
- How should we keep the momentum created through temporary urbanism process?
- How to transfer a process of temporary urbanism to a permanent solution?
- How to convince the investors?
- Potential of temporary interventions – when is it successful?

KEY MESSAGES:

- Communicate clearly the timeline and purpose of the intervention
- Make people aware of the scope, priorities and future function of the urban intervention
- Avoid gentrification through the control of the purpose of the temporary occupation
- During temporary occupation develop the inhabitant's skills for future use
- Assure the space of freedom (not linked to consumption)

OUTPUT/ IMPACT:

- Maintain or mitigate structured issues in abandoned or unoccupied buildings
- Improve life conditions for local people; activation/ empowerment of local communities
- Respond to emergency or social distress situations in urban territories
- Strengthen the sense of belonging and place identity
- Legal tool (“right to do/ create/ experiment”, Permis de faire, Bouchain Article 88)
- Public Charter on temporary occupation (Paris, 2019)

KEY TAKEAWAYS:

Simona Paplauskaite, the team member of Brussels Bouwmeester Maitre Architecte, presented the key takeaways of the discussion. The group has discussed the challenges of temporality, partnership, financial aspect and others. Simona presented an action plan for setting up successful temporary urbanism interventions

starting with:

1. Analysing the territory and identifying current urgencies and crisis;
2. Defining the purposes and goals;
3. Collaborating with landowners and investors;
4. Having a clear agenda with defined obligations;
5. Planning the end of activity;
6. Creating a financial plan;
7. Measuring the impact.

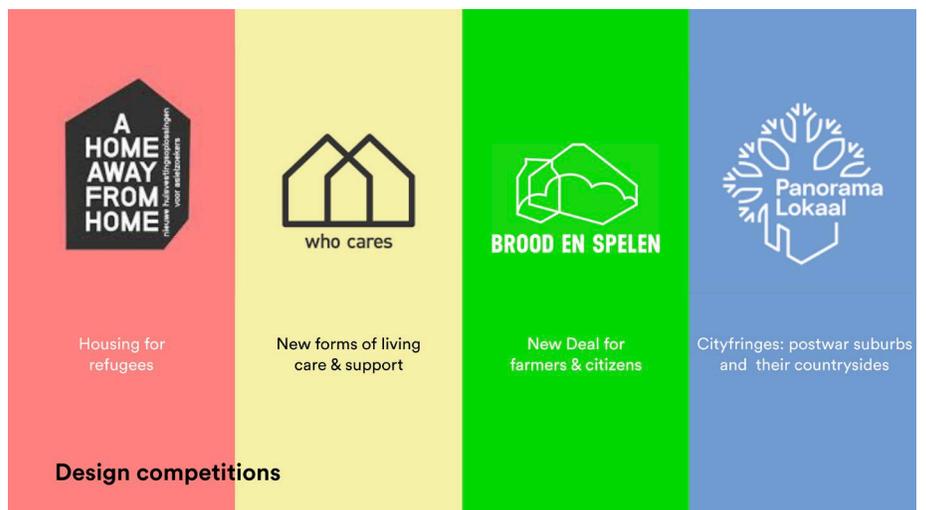
Temporary occupations are often presented as grassroots bottom-up initiatives and do effectively build on the energy of community mobilization. However, in an apparent paradox, a key ingredient for the success of Grand Voisins seems to be the fact that the initiative was taken by the local political leadership, who entrusted a local NGO in conducting the experiment and maintained a strong top-down political support over time.

3.2. Challenge 2: Panorama Lokaal - Preparing cities for future challenges / Daan Zandbelt

Daan Zandbelt, an architect and urbanist at College van Rijksadviseurs (Board of Government Advisors of the Netherlands) presented the project Panorama Lokaal - a design competition aimed at improving post-war suburbs and their surroundings. The Board of Government Advisers of the Netherlands, chaired by the Chief Government Architect (Rijksbouwmeester), advises the government on spatial quality. It proposes a variety of soft power tools (policies, research by design, q-teams) to influence urban planning from policy advice to design competitions. Panorama Lokaal is one of several other design competitions organised by the board, which addresses the issues of housing for refugees, new forms of care and support for the elderly, and deals between farmers and citizens.

Firstly, Daan Zandbelt introduced the structure and context of urban planning in the Netherlands. He used the work of Mondrian as a metaphor for the formation of a new chapter in Dutch planning and illustrating the shift to more integrated design strategies. Daan Zandbelt discussed the importance of avoiding monocultures, which are not future proof.

Panorama Lokaal aims at dealing with several big challenges while using them as drivers for change. Post-war neighbourhoods are particularly prone to a variety of issues, from the risks of climate change to loneliness and social exclusion. The planning authorities and developers have often overlooked these areas. The new type of competition draws attention to these neighbourhoods. In the first phase, seven locations were selected and for each, a coalition of municipality actors, housing associations, residents and other local parties worked together to form a joint assignment aimed at improving the suburbs and its surroundings. In the second phase, the selected design teams (3 teams per location) will develop proposals until a jury selects one winning team per site to develop their proposals further.



A variety of alternative competition types for architecture and urban planning © College van Rijksadviseurs

Daan Zandbelt claims that we should embrace the change and the challenges of the future as opportunities to make life better. Competitions, such as the one of Panorama Lokaal, have the potential of mobilizing a variety of actors to work together on responding to such challenges.

TABLE DISCUSSION 2: Can we secure sustainable partnerships for future developments now?

Moderated by: Matthew Carmona (UCL), Julie Collet (BMA), and Daan Zandbelt (College van Rijksadviseurs)

POSSIBLE SOLUTIONS:

- Abstract through everyday “listening”
- Collaborative mindset to take part
- Showing multiple visions to choose from > collective desire
- Financial part to plan (land in public ownership)

RELEVANT PROJECTS:

- Densification across Europe > not avoiding the complexity
- “We drive solar”

WHO:

Core team - public (and/or) private sector; whoever has an issue to solve

Stakeholders – driven by stakeholders, not architects; need to have buy in from local stakeholders (not to compete the outcomes but to do something)

HOW:

- What is the challenge for a competition (for generating ideas, not selecting winners)? When there are complicated interconnected issues, the competitions do not predefine solutions for inspiring conversations/ actions/ identifying partners/ resources/ support.
- Any tool can be used well or poorly
- Need infrastructure to follow through
- Never promise what will be the outcomes

KEY TAKEAWAYS:

Matthew Carmona, professor at University College London, presented the key takeaways of the discussion. No tools represent a panacea for good design, but design competitions are very valuable for generating debate and innovative ideas and can be used for more than just high profile prestige project. Using competitions to focus on ordinary places and on common design problems can be very valuable, providing generalizable lessons for sites beyond those that are subject to the competition.

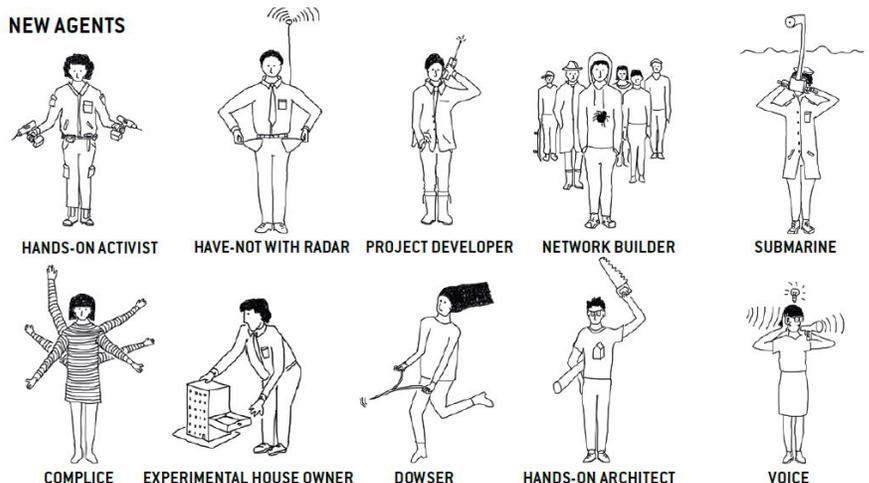
In this respect, competitions as a design governance tool are not about defining winners (although that is necessary to encourage involvement) but are instead part of a learning culture in which innovative solutions for different problems can inform ongoing practice. Competitions themselves need an infrastructure and resourcing to make them work, but the outcomes are often less important than the process. The aim should be for competitions to inform an ongoing debate and to be part of a change process, but not necessary to identify all the answers.

3.3. Challenge 3: City Architect - Unblocking the public authorities / Kristiaan Borret

Kristiaan Borret, the Bouwmeester of the Brussels Capital Region spoke about his work and the impact that such a position can have on the quality of the built environment. The Bouwmeester Maitre Architecte (BMA) is a government-appointed official working from an independent position with a mission to monitor and improve the design quality of urban development projects. It does so through controlling, initiating, and serving as a catalyst for a better design. The scale of work includes all projects in Brussels Capital Region, both public and private. The Government finances the BMA position but BMA remains independent, as it is not working for a particular political party, neither a public administration body. This allows the BMA to work in a more transversal way, avoiding silos and working both in and out of the system.

There are currently 15 other people working in the team of the BMA. Four main soft power tools used in practice are design competitions, quality chambers, research by design, and communication. Above 50 percent of the time is spent on organising and accompanying competition processes. The competition's selection procedures are organised in 2 steps and focus on transparency with all the jury's reports being published, even those of non-winning projects. The competitions are also organised to assist private developers as a means of ensuring better-quality projects. The "quality chambers" is an alternative to design reviews. These are expert panels, which comprise at least 5 meetings. Since 2019, Brussels planning legislation made the design quality review compulsory for any projects exceeding the surface of 5000 square meters. "Research by design" tool offers alternatives to the initial design guidelines and is used to positively influence urban planning policy decisions. Finally, BMA also uses diverse communication channels to promote and raise awareness about the importance of architecture and urban design quality.

NEW AGENTS



Identifying the change makers – "new agents".

The BMA's guidance role goes much further than simply controlling the legal regulations. It strives for quality from the beginning of the project. As with any form of soft power, it is never absolute but serves for convincing others in a variety of informal ways. For Kristiaan Borret, these soft power mechanisms are important as they provide a means to respond to and embrace the complexity of the city.

TABLE DISCUSSION 3: How to mobilize different actors for the sake of better design of our cities?

Moderated by: Joao Bento (UCL), Clara Bourgin (UNH), and Kristiaan Borret (BMA)

CHALLENGES:

- "Picking your battles"
- Soft power inequity
- Dealing with friction at political level

POSSIBLE SOLUTIONS:

- As sharing of soft power is not equally shared by stakeholders, it is important to empower people that are outside the decision-making arena to be able to include their contribution for solving "wicked problems"
- Move ahead of planning & the ability of influence the projects in a preliminary stage
- Set ambitions / visions for the city

WHO:

- Create conditions for different people / departments to get together (break silos)
- Promote multi-stakeholders' partnerships

HOW:

- Open design competitions
- Pro-active advice and support to the developers (e.g. organizing design competitions)
- Bring examples of design quality to city governments (key exemplary projects)
- Delegating > forcing people to be explicit can lead to better decisions
- Incorporate design-led planning at local level (neighbourhood level)
- Established an external design advisory board
- Options: independent city architect, architectural advisor, external advisory board

KEY MESSAGES:

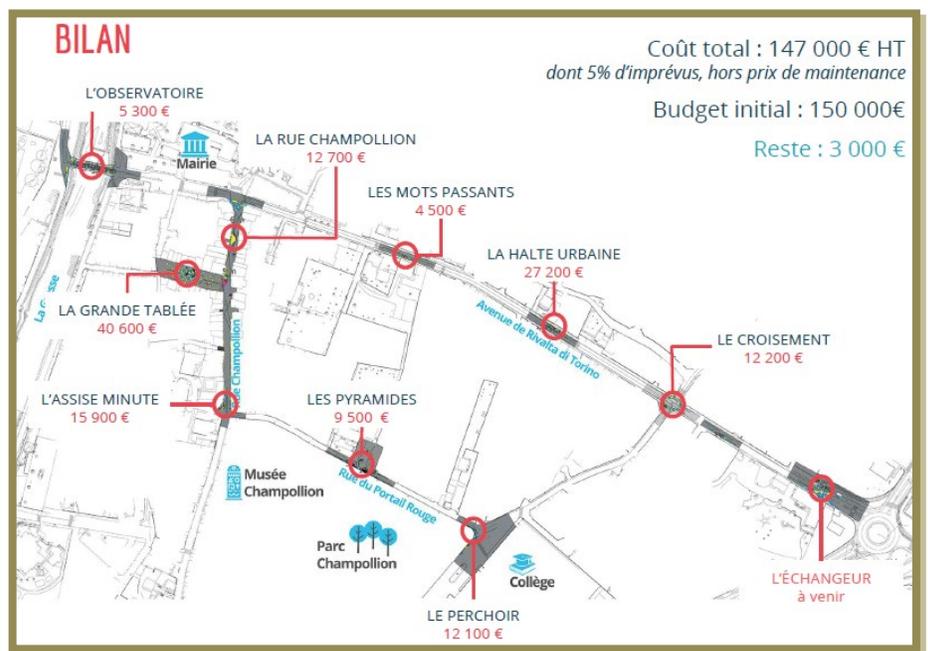
- Empower new actors
- Influence others on raising standards
- Design leadership

KEY TAKEAWAYS:

Joao Bento, an associate professor at University College London, presented the key takeaways of the discussion. He identified mobilizing different stakeholders to raise standards for the quality of the built environment as one of the key challenges. The co-created dilemmas and solutions departed from the presented example of BMA. Joao noted that a lot of importance was drawn to the design leadership and influencing others in soft ways already in preliminary stages of the project. A more independent city architect – Bouwmeester position allows breaking the silos and empowering the agencies that normally do not take part in many planning and design stages. Joao concluded that identifying local contexts and their challenges is crucial to best define the roles and tools of Bouwmeester.

3.4 Challenge 4: Grenoble public spaces - Organizing a process for incremental interventions on public spaces over time / Stephane Durand

Stephane Durand, the head of the service for the quality of public spaces in Grenoble, France, discussed ways of transforming public spaces cost-effectively. Stephane Durand first provided an overview of the context in Grenoble. He explained that in 2015 a national law transferred the management of public spaces from the municipalities to the Metropole administrative body. The challenge was then to create one coherent and efficient vision. The 49 administrations and the Metropole worked together to develop a "Guide for public space" around five main principles to build a common understanding and approach to the design and management of public spaces across the region.



The map identifying the selected sites and investments to temporary public space projects.

In Vif, one of the municipalities in the Isère department, Stephane Durand and his team proposed a three-step approach for improving the quality of public spaces. The first step, model making, aimed at going beyond what is considered "not possible" to build and creating an innovative vision of the public spaces. It specifically tackled the target locations as a trigger for further possible investment and explored different uses of the public spaces. In the second step, the 48 hours challenge, a selected landscape architect analysed the created models. He had only 48 hours to sketch new concepts for implementing the vision. In the third step, the ideas were collectively realized into temporary projects. These installations were later explored together with the administration and different stakeholders to explore new place qualities and potentials that were improved through cost and time effective processes.

This tool can have two important financial advantages. The first advantage is that it enables the city to save costs. Instead of building one expensive public project that risks being a sunk cost, it suggests creating a series of short-term and less expensive experiments that can test and demonstrate the local needs. The second is that this type of process can help facilitate positive spillovers and encourage the involvement of private actors and investors.

TABLE DISCUSSION 4: Can innovative use of funding address improve the urban quality?

Moderated by: Tommaso Gabrieli (UCL), Cecilia Bertozzi (UNH), and Stephane Durand (Grenoble-Alpes Métropole)

RELEVANT PROJECTS outlined include crowdfunding initiatives; “Art & Chocolate” (inter-generational, socio-economic impact, cross-sector collaborations; pop up football pitch “5 a side” that reduced anti-social behavior and security costs; community bars in Brussels (e.g. bar Eliza); VGC association set up by the Flemish Government.

WHO:

Core team – with skills and competences, plus vision and charisma

Partners – more diverse and transversal: public, commerce, civil society, academic sector

Stakeholders – local business enterprises, students, associations

HOW:

- Integrated approaches (economical, cultural, social, health...)
- Monitor the impact of the experimentation to be able to adapt it later
- Participatory budget
- Reassuring the aspect of experimenting a transformation (incremental)

KEY MESSAGES:

- We cannot fund everything anymore
- Second effect of creating synergies involving new actors (for example, private sector)
- Experimenting first to ensure that the investments fill the objectives
- The funding sources can be “usual” (public) but the strategy is innovative

- You do not need to do everything to be successful

UNANSWERED QUESTIONS:

- Is innovative funding possible or is it the use of funding that is innovative?
- What are the boundaries of public space?

KEY TAKEAWAYS:

Tommaso Gabrieli, an associate professor at University College London, presented the key takeaways of the discussion. The approach of explorative projects shows two main types of financial benefits. The first one is efficiency, when using limited resources effectively one can already evaluate the risks and consequences of bigger investments. The second one is creating synergies of positive partnerships. In the traditional funding models, you are not sure how stakeholders divide their roles, whereas in experiment-based methodology you can start with a few projects and easier overcome the limits between private and public sectors. It also improves the possibility to interest private actors after proving certain advantages (for example, better conditions for setting up the business due to improved security and attractiveness of spaces, etc.).

3.5. DAY 1. Conclusion of Session 1 and 2

Laura Petrella, the leader of the City Planning, Extension and Design Unit for UN-Habitat, provided a short conclusion of the first day of workshops. She noted that the motivation of bringing back the people in the centre of the decision-making processes and outcomes came important across all presentations. She pointed out how necessary it is to bring back the issues of marginal communities, affordability, and health to the debate on the design of the cities. When talking about different case studies that were presented in the workshop, she was impressed by the diversity of alliances that function in different contexts. She also highlighted the importance to analyze the financial component in more depth as it remains an underdeveloped but essential element for the sustainability of any projects. Referring to the three-pronged approach, promoted by the UN-Habitat "New Urban Agenda" - urban design, urban finance, and urban legislation - Laura Petrella spoke about the potential of the Urban Maestro project in enriching this approach by including other types of governance that go beyond legislation.

Finally, she mentioned the significance of scaling the knowledge up. She suggested searching for ways to make the lessons from sessions 1 and 2 work on a bigger scale and beyond the European context.

4. DAY 2. PORTUGUESE CASE STUDIES

4.1. WALKING TOUR / CULTOUR

A group of the event participants met in front of the City Council of Porto for a guided tour lead by local architects from the Cultour organisation and after separating to 3 groups visited these recent urban renewal projects and sites:

- Avenida dos Aliados, urban renewal, Siza Vieira & Souto Mouro, 2005
- Praça de Lisboa, design competition, Balonas & Menano, 2013
- Rua das Flores, urban renewal, 2001
- Praça da Ribeira, urban renewal 2001
- Douro Riverside, urban renewal, Manuel Sá Fernandes, 2011

The tour provided several illustrations of how the specific conditions of decision-making do translate in strategic urban design choices, therefore illustrating the importance of addressing urban design governance.

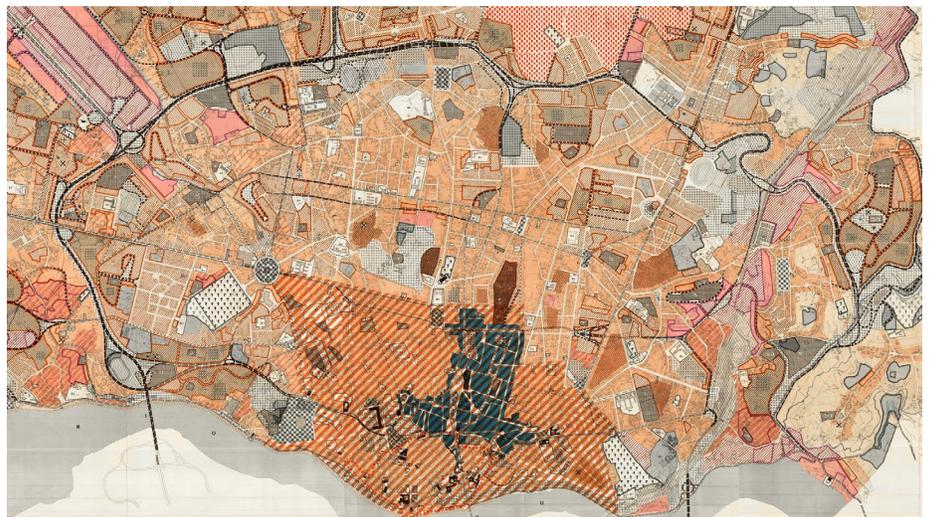


Walking tour © Joao Bento

4.2. Case-Study 1 : Setting a vision for the city: ongoing projects of urban renewal in Porto / Pedro Baganha

Pedro Baganha, the Alderman of Urbanism, Public Space and Heritage for the city council of Porto provided brief overview of urban conditions and planning challenges in the city.

In the first part, Pedro Baganha spoke about the rehabilitation of the historical city centre. In 1962, a French architect Robert Auzelle proposed a plan to “modernise” the city, driving for the construction of new roads and parking. Due to the lack of funding, only parts of this vision could be executed. As Pedro Baganha argued - if there had not been a lack of money, a lot of the historical medieval site would have been lost to the plan. The CRUARB (Comissariado para a Renovação Urbana da Área de Ribeira/Barredo), created by the national government in 1974, undertook a series of surveys and studies which provided a better understanding of Porto Historic Centre and contributed to the compilation of the proposal to the World Heritage site, which was approved in 1996. In 2004, Porto Vivo SRU, a joint venture between the state and the city, replaced CRUARB as the official body in charge of the rehabilitation of the Porto Historical Centre. From 2006 onwards, Porto gradually became one of the major touristic destinations in the country, posing new challenges for the city centre. A new city strategy "Plan 2020" aims to provide a new approach to the outer ring of the city and increase the availability of affordable housing.



“Auzelle plan” 1962, Porto

In the second part of his presentation, Pedro Baganha spoke about public space renovations and the aims to make the city more walkable. He mentioned the idea of “soft” public spaces, as spaces that are malleable and not predefined. One of the main aims of the renovations is also to spread economic activity to other parts of the

city. The third part focused on the housing issues and discussed the “Ilhas do Porto” which have long been seen as a problem by the municipality. After 120 years of plans to eradicate them, 957 Ilhas persist. However, Pedro Baganha debates that the Ilhas should not be considered an urban problem but should be regarded as an urban condition and affordable means to fight gentrification. One of the main problems of the city of Porto remains housing affordability for middle-class populations.

Finally, Pedro Baganha discussed the importance of culture, as an agent of urban transformation and identity factor and a means to advance urban cohesion, democracy, and economic development.

4.3. Case-Study 2 : Collaborative rehabilitation of the “Ilhas do Porto” / Teresa Calix

Teresa Cáliz, the vice-president of the Faculty of Architecture of the University of Porto, discussed how the university could help to encourage different stakeholders to deliver better design taken into account the inhabitant's needs. She introduced the “Family Architect” project, a program enacted inside the faculty of Architecture that aims to improve the living conditions of people living in the “Ilhas do Porto”.

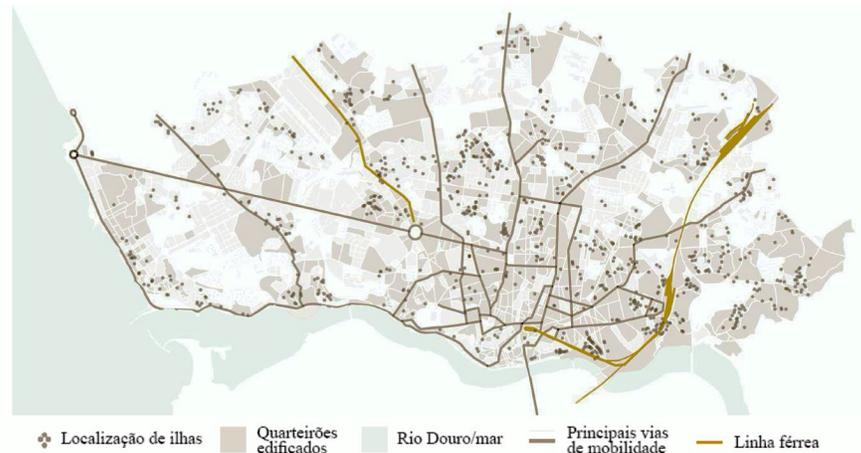


Fig.2. “Planta do Porto de 1920 (fonte: autores do artigo). Na figura (...) podemos verificar a localização das ilhas associada aos eixos de mobilidade, diferenciando os percursos do Comboio, do Train e do carro elétrico” in ORO, Aitor Varea, et al, “Nem perpetuar nem erradicar: uma proposta de transição para as ilhas do Porto”, in Revista de Morfologia Urbana, 2019, p.4

Location of Ilhas (ORO, Aitor Varea, et al, “Nem perpetuar nem erradicar: uma proposta de transição para as ilhas do Porto”, in Revista de Morfologia Urbana, 2019, p.4)

Teresa Cáliz first introduced the living conditions in the Ilhas, a type of characteristic urban neighborhood in Porto. These housings are special for their density and offer very limited living and public space areas, poor health conditions, and accessibility. She then introduced the SAAL program (Ambulatory Service of Local Support) which influenced the "Family Architect" project. The program, which took place between 1974 and 1976, centred around 4 principles. The 1st principle was the power of the “decentralization mechanism” that includes the sharing of responsibilities. The 2nd was the connection between the technicians and the residents in the elaboration of the project. This principle was important to counteract the usual alienation of residents regarding the decision processes. The 3rd was the “right to stay”. It stood for recognizing that these communities lived in poor housing conditions but the location suited them well. Finally, the 4th principle was the financial model. It specified that 40% of the funding would be guaranteed by the State and the remaining 60% would depend on the self-promotion of housing by residents and associations, which could as well include self-construction. The project was however unsuccessful and ended after two years.

The "Family Architect" experience was built on the second and third principles of the SAAL program. Through this program, initiated by the Faculty of Architecture, teams of students would go to the Ilhas to survey the existing social and physical situation and then work on architectural design proposals. The project enables a double opportunity - it allows shortening the distances between active institutions and organs of power and offers the students an experience of a participative design and practical project operations. At the same time, it allows students to make important contributions to real issues and gain awareness of the local urban and social issues.

4.4. Case-Study 3 : BIP/ZIP Lisbon project / Ana Catarino

Finally, Ana Catarino from AtelierMob presented the BipZip Lisbon funding program to support community-driven projects in deprived neighbourhoods. The BIP/ZIP officially began in 2011 and is managed by Lisbon Municipality's Body of Housing and Local Development. The funding program helped to develop hundreds of interventions at the neighbourhood level. The priority was to identify the most deprived areas and establish greater connections between local citizens and the local authorities. The program's primary goal is the promotion of active citizenship and the strengthening of social and territorial cohesion in the city. To date, there have been five editions of the program.

Public participation is one of the benchmarks of the BipZip program. As part of the BIP/ZIP program, Ateliermob carried out consultation and assemblies to determine the local priorities. An innovative element highlighted by Ana Catarino is the fact that the program has no fixed methodology. It is rather based on developing the work processes in time. Her presentation outlined several projects undertaken through this program. One of the successes of BIP/ZIP has been the strengthening of a sense of belonging and increased engagement of citizens in shaping their neighbourhoods.



Prodac Norte, Lisbon 2011-2016 © Atelier Mob

4.5. DAY 2. Session 3: Q&A's and Key messages

Moderated by: Ugo Guarnacci, EASME, DG Research & Innovation, European Commission

Pedro Baganha was asked to explain the notion of “soft public space”. He referred to it using the examples of de-motorized and shared streets, transforming public space into pedestrian-priority areas. Responding to the issue of Airbnb apartments in Porto, Pedro Baganha noted that specific transitory regulations are set up until definitive rules are defined. They aim to keep the balance between fixed and temporary housing. The city acknowledges both the benefits and risks of tourism and now sets up defined housing typology ratios in geographical zones that allow Airbnb to a certain percentage.

Teresa Calix later added that there are a lot more possibilities to develop PPPs thanks to the good relationship with the municipality and the department of urbanism.

Ana Catarino returned to explain that the initiative of BipZip started already in 2011. When asked to explain how the jury works for making decisions around quality and financial aspects, she explained that there is a list of principles designated to the judgement criteria but there is a lot of flexibility on it as well.

In regards to the impact of international and European funding sources for urban regeneration and the way it relates to the local people, Pedro Baganha stated that there is no intermediate (regional) power mechanisms in Portugal, that the financing depends a lot on EU (especially infrastructure, public initiatives). Therefore, the local people understand the importance of Europe as it improved the tradition of urban planning. Teresa Calix added that there is still a lack of non-market led public housing.

Other questions from the audience focused on:

1. Concepts of circular economy (non-physical) and how much are they considered (e.g. urban gardening, local economies, energy schemes, water system)
2. Quality. Does it help or not to get funding? Talking of speculation, gentrification, etc...
3. Involving citizens in the new vision for the city
4. Cultural economics. Elaborating on the implemented activities and the examples of spillover effects.

Pedro Baganha noted that the new Porto masterplan considers water systems and superimposes green and blue structures. The city is tackling climate change through nature-based solutions as, for example, flood retention areas. Densification of the inner city is planned only with respect to the creation of new public spaces. The Porto municipality is too small for creating food supply systems. Nevertheless, they follow the national program on soft energy production. To the question of the best example of participation, he mentioned the partnership with the universities.

Meanwhile, Ana Catarino continued to advocate strongly for participatory processes. In her opinion, a good project is collective and has partners that can clearly explain their aims and goals from the very start. It should also allow for error and conflict to arise without any fear to fail and experiment again. Ana Catarino believes that successful projects have the tendency to activate and trigger other projects to appear.

It is important to create awareness of the complexity of the city. Teresa Calix said that while trying to establish new types of collaborations, it is often difficult to get funding for applied research projects.

Pedro Baganha concluded that the cities could progress more positively when social cohesion and culture policies work together. He talked about the importance of desacralizing the cultural activities and bringing them back to the local people. It increases the sense of belonging, citizenship, and offers important contributions to the character and identity of the place.

5. Workshop 2. Key takeaways and conclusions

Less about “community participation” and more about “stronger cooperation”

While some case studies (e.g. IBA) seem to rely heavily on the existence of long-term financial support that may be difficult to mobilize in all contexts, other cases show that meaningful results can be achieved with relatively inexpensive measures.

These appear to build on the public or practitioners’ motivation to contribute to a higher-level political objective (e.g. contributing to the achievement of the SDGs, promoting social cohesion, local identity, addressing climate change, etc.) and higher quality of the living environments.

It is important to offer a “perspective of which people can dream” as it mobilizes positive forces and contribute to a greater alignment of stakeholders’ uncoordinated interventions. Perception is important and storytelling plays an important role.

Adopting a place-based approach allows for going beyond technocratic obstacles and strengthens stakeholders’ cooperation modalities. A place-based approach is not only a technical consideration, it means mobilizing social forces that have to do with the local identity, the self-esteem, enthusiasm for a common project, etc. This could be described as the economy of the commons.

One shall consider the key role of all processes that directly or indirectly contribute to strengthen cooperation modalities among the wide diversity of stakeholders as it may influence the urban space that is delivered. This means going beyond the primary idea of the community participation. Cooperation modalities include community participation but also largely focus on alignment of political priorities, setting up the working relationships among experts, etc.

The quality of the conversation is important

Rather than focusing on immediate results, some practices have emphasized the importance of stimulating the debate on the quality of the living environment and the importance of the quality of this conversation. This approach can create new roles in the decision-making environment, opening it up for a new kind of leadership and engagement in the design processes.

The language we use when we talk about architecture, urban planning, built environment, and development processes is vital for a common understanding between professionals and citizens. Instead of discussing it from the “design versus well-being” perspective, common vocabulary can help to identify mutual goals and

values. The Place Standard tool is an excellent example as it uses simplified language and clear questions for guiding the discussion and, therefore, can easily be transferred to any context.

Exploration may lead to structural transformation

We have seen projects that seek to change attitudes and explore alternative forms of ownership as well as alternative ways of living. While exploratory in nature, these projects seek to create a structural impact on society by demonstrating the viability of innovative solutions. Such demonstration seems to be an important motivation factor for some stakeholders.

The example of housing models that have reinforced the surface and access to the common areas, in proportion to private homes, raise interesting questions on the capacity of social acceptance or, on the contrary, the enhanced attractiveness associated with design innovation.

Need to go deeper in exploring financial models

Although the workshop allowed us to learn about potential of innovative use of limited funding that results in positive spillovers, quite several presentations fell short of bringing clarity on the economy and business models associated with the specific tool. This calls for further analysis and future peer-to-peer learning.

Building positive partnerships, allowing for flexibility

Successful examples seem to have created a positive coalition of partners on an approach or a specific longer-term vision of the aspired qualitative development. Counting on such common understanding (be it implicit or explicit) or mutual trust, allowed partners to embark in a process that is not fully defined from the beginning, leaving space for improvisation, innovation, adjustment, creating new hybrid processes and integrating non-market values. It is important to stay free from predetermined results.

While allowing for greater flexibility is associated both with increased risk for lower quality projects and increased opportunity for higher quality, success in conducting experiments contribute to building know-how and trust among stakeholders.

Power of combining strong political leadership and bottom-up community engagement

Temporary occupation schemes are powerful instruments to mobilize community forces, demonstrate the value of specific design solutions or functions, and reinforce neighborhood cohesion and conviviality. However, temporary occupation can also lead to exacerbate local conflicts if their modalities are not sufficiently defined (duration, governance process, responsibility, objectives, etc.) or not sufficiently supported/endorsed by the local political leadership.

Several of the successful examples seem to build on the powerful combination of having both a strong political leadership and an active community engagement.

“Soft power: much to say, but nothing to tell”

The balance between soft power mechanisms and the powers of public authorities can be really challenging. For example, College van Rijksadviseurs in the Netherlands can try to influence, convince, seduce the governmental bodies into certain decisions, but never have the final word over the decisions taken. This limits the impact of their work that cannot always be realized or realized up to the initial ambition.

Using formal instruments to support informal processes

While looking for innovative best practices, it is important to understand how the common European governance practices shape the background for the development processes. The use of formal instruments (land use control, taxation modalities, etc.) is central in making informal processes viable or not. Success comes from aligning formal and informal modalities towards the same objective.

For example, maintaining a control on the proportion of dwellings dedicated to touristic occupation is critical. It can help to preserve the character and identity of a place, a sense of belonging and, ultimately, the value of the entire settlement. This can only be achieved through hard power regulation.

Tools are often more complex than they initially appear or are used in complex combinations. Urban design governance tools, as identified in URBAN MAESTRO typology, are rarely used in isolation. What we see is that most successful practices do make use of a combination of various tools, including formal and informal approaches, and including quality-delivery and quality-culture tools. A defined practice will often make use of several tools or several dimensions that go beyond the simple definition of tool categories.

For example, architecture competitions are commonly understood as a mechanism that allows rating projects and selecting design teams to be contracted. In practice, competitions are also used to generate ideas about potential uses of a defined piece of land, identify potential locations for defined uses, or simply stimulate a debate on potential design solutions and indirectly raise awareness on a defined issue.

Beyond the classification that helps to understand these mechanisms, there seems to be a synergy between quality-delivery and quality-culture tools. It may sometimes be difficult to distinguish if, for example, organizing a competition is contributing more to the quality of a specific project or the overall quality culture, or Baukultur.