

PROJECT 3 – INDUSTRIAL AND PORT HERITAGE

The site - The closing of the Île de Nantes' Shipyards in 1987 is a key date in the history of the island. Their relocation to Saint-Nazaire opened up a number of brownfield sites in the centre of Nantes. The transfer left booms, cranes and other port infrastructures at the Quai des Antilles and the former shipyards.

The project - The former shipyards redevelopment project aims at restoring this location to a special place in the heart of Nantes, and confirming its status of public space open to all and part of the network of public areas, whilst reaffirming its link with the Loire. A major contemporary urban park for long-term or temporary activities, public gatherings and events, such as the "2007 Estuaire" event, the first edition of the Biennale of contemporary art in June 2007.

REVIT value-added - Works to restore slipways and infrastructures, and preserve industrial buildings. Development of services that will link the site to other urban facilities, maintenance works to adapt the port buildings to allow them to accommodate restoration activities and musical and artistic events.

Timetable - Engineering studies: 2003-2004
Preliminary town planning project: 2004-2005.

Commencement of works: 2006.

ESTIMATED INVESTMENT BUDGET AS PART OF REVIT: 935,000 EUROS

Project partners

Initiated by Nantes Métropole and Nantes municipality, the transformation of the Île de Nantes is intended as an open project that is not set in stone; a shared project capable of accommodating a diverse range of initiatives. The process of change is the product of political determination and ambition, of discussion with public-sector partners, urban development professionals and local residents.

It is constructed step by step through consultation, negotiation and debate between all those concerned. SAMOA (Société d'Aménagement de la Métropole Ouest Atlantique) is the entity charged with the task of guiding the overall project and its operational management. Alexandre Chemetoff and Atelier l'Île de Nantes are the main urban contractors.

The implementation of the REVIT project for the Île de Nantes is founded on local co-operation between:

- Nantes Métropole, the Communauté Urbaine, as the political promoters of the local REVIT project
- SAMOA, for project operations
- Nantes municipality, for local consultation arrangements
- The Caisse des Dépôts.



The future Shipyards' urban park



The Grey Titan Crane on the former Nantes Shipyards site – Île de Nantes

© Samoa - Vincent Jacques



The start-up park in a former Alstom industrial hall

City of Tilburg Area Report

The **City of Tilburg** is situated in the southern part of the Netherlands. With more than 200,000 inhabitants, it is the sixth largest city in the Netherlands. Tilburg was dominated by the textile industry until the 1960s, but it has now developed into a modern (industrial) city with the accompanying cultural and educational facilities. People of approximately 125 different nationalities live and work together in the city and two of its surrounding villages (Berkel-Enschot and Udenhout). Tilburg has an important economic influence on the region with almost 8,000 (international) businesses, 1,100 hectares of industrial land and 460,000 square metres of office space. Tilburg is still growing: population growth between 1997 and 2005 was 8.8% (average growth in the Netherlands is 4%).

Tilburg chose to use two relatively small brownfield sites to test and demonstrate good practice methodologies developed through the REVIT project: one of the sites is Volt/Phoenix, which is located near the city centre; the other is Dirigentenlaan, located in the North of Tilburg. Despite their relatively small sizes (together approximately 15 hectares), a complex set of social, economic and environmental factors make them interesting sites that are ideal for developing and testing new processes and techniques. Tilburg is committed to the three main topics of REVIT: namely stakeholder engagement, Public Private Partnerships (PPP), and sustainable brownfield regeneration. However, the demonstration projects focus particularly on PPPs and sustainability. Stakeholder engagement processes are well-developed in this city and are already incorporated into Tilburg's administration functions, being widely expected for new development proposals.



Stakeholder Engagement

In Tilburg, an area-specific working strategy is used to manage stakeholder engagement. This is based on four departments being responsible for their own, different, parts of the city. Staff within these teams deal with the aspirations and needs of the community, organisations and companies. This is undertaken within the boundaries of city policy. Professional staff actively seek joint solutions in the development and supervision of their respective areas. The advantage of this working method is that staff have ongoing stakeholder networks, from which "up to date" information is used to support compatible development proposals.

In addition, Tilburg has a special public participation regulation. This regulation states that the public concerned have the right to participate in every area of municipal policy. When new (spatial) plans are being developed, the mayor and aldermen decide which members of the public are likely to be affected and may therefore be invited to participate. On this basis, stakeholders are invited to participate if they will, or are likely to be affected by the proposed development, or if they have an interest in it. Where stakeholders are represented by organisations, the mayor and aldermen take an active role to work with these organisations to agree the most appropriate engagement procedures and processes.

The mayor and aldermen must provide information to invited stakeholders in such a way that they are able to understand the proposals and the procedures for engagement. The stakeholders concerned are given the opportunity to formulate supplementary issues, which are then considered for inclusion. A communication plan is developed and agreed for the planning of larger brownfield regeneration projects. This plan details how communication should take place throughout the project. At least every three months the communication plan is reviewed and, depending on the project plan, may be revised to take account of new issues. This plan defines the different target groups, the communication strategy, the internal and external communication clients and the different ways of communicating. The communication plan also provides a detailed agenda about when, where and with whom the communication should take place. This communication plan is supplementary to the official public participation regulation.

Sustainable Brownfield Redevelopment

The Environmental Profile Process and GPR Tool

It is essential to make an integrated approach towards achieving a desired quality for the living and built environment. Tilburg has developed three different tools that integrate environmental themes into spatial plans. These are: The Environmental Profile Process; the sustainable building tool (GPR); and the Industrial Estate Atlas.

The Environmental Profile Process brings together site-specific information, different disciplines, local challenges and six environmental themes (water, energy, material-use, waste, health, and living quality). Each time a site is to be evaluated for development, a workshop is set up to agree generic sustainable development targets for the area and to agree specific environmental



themes for the new buildings. Through this process evaluators are guided to describe the present state of environmental resources and to seek to inspire improved sustainable construction techniques. Pictures and quoted examples of good practice are used to trigger the imagination and stimulate planners, designers and architects to go beyond standard solutions. The six themes are included in a matrix to offer a dynamic overview to the project leader.

The sustainable building tool (GPR) is a software package that provides information, following data input from past examples, on the potential levels of sustainable attainment against the six environmental themes, based on the design and construction of new buildings.

These two tools enable planners, developers and designers to plan development of site-specific areas, as well as specific buildings, with an informed approach to environmental sustainability.



The five steps to this process are:-

- **Step 1** GIS-based analysis: all digitally available (environmental) data is collected
- **Step 2** Workshop: Different disciplines join in a workshop to discuss data, challenges and set priorities
- **Step 3** Based on a top-three priority, three themes are extensively described and illustrated in the profile
- **Step 4** A matrix is developed to provide an overview of indicators, ambitions, actions needed and relevant links to the sustainable building tool (GPR)
- **Step 5** GPR tool: Building-specific targets are verified using a digital tool against the themes of water, energy, material-use, waste, health, and living quality

In the case of the Volt/Phoenix area, the environmental profile process resulted in evaluators focusing on energy efficiency, noise reduction measures, and smart working and living combinations. As a result, specifications for new buildings have been required to have higher GPR scores; i.e. higher environmental targets for energy and water use.

Industrial Estate Atlas

In 2006 Tilburg decided to update the information pertaining to twenty nine major brownfield areas in and around the city. New environmental information about these brownfields was also added. In order to obtain this information and undertake the updates, Tilburg developed a three-way strategy:

- obtain printed information and create a booklet
- obtain digitally accessible information and convert this to a pdf-file format, accompanied by maps and pictures
- obtain and provide information, via the geographic information system (GIS), on Tilburg's intranet and on the Internet

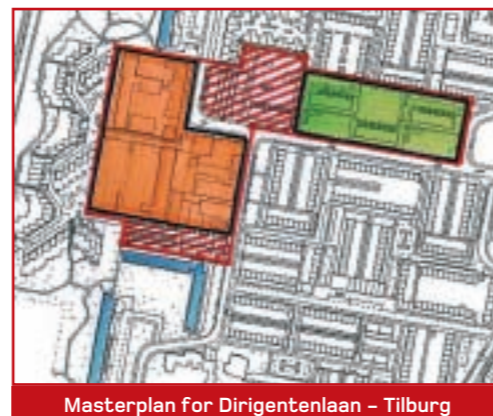
Tilburg has detailed the different sites on its GIS in order to provide up-to-date information to prospective clients on all its brownfield sites. The GIS map now includes brownfield-relevant information that has links to additional pdf-based information. This system also includes the outline of buildings, names them and describes their function. It allows for cross-referencing, thus providing a window into brownfield-relevant information even when this is not originally sought.

Dirigentenlaan – Using the Neighbourhood Development Company

The brownfield Dirigentenlaan is situated in the Stokhasselt district, which is located in the north of Tilburg. This is part of a so-called “priority area”, given special attention as a result of below-average living conditions and employment. The revitalisation concept for Dirigentenlaan includes developments such as a new school that will also function, outside school hours, as a general facility for children. In addition, following the demolition of redundant business units, the plans for the site cater for new housing, integrated with appropriate small-scale business enterprises. The revitalisation of Dirigentenlaan is not a project in itself; it is part of an overall redevelopment programme for the Stokhasselt neighbourhood. This programme is based on a strategy, running from 2001 –2005, based on an action plan that lasts to 2015. The focus for the neighbourhood is to create better social, economic and environmental conditions for its inhabitants. Important measures of the plan are, for example, to introduce new and more expensive housing concepts; build a school that includes other functions; and create a better and safer public area for the inhabitants. This has been supported by social events that have been planned with, and by, local people. Stakeholder engagement, as stated earlier, has been essential during this part of the planning process.

The building corporation “Wonen Breburg” is an important stakeholder in the area. The corporation owns 90% of the rented houses in Stokhasselt. Without the commitment of the corporation, the redevelopment programme would be likely to fail. Because of this key role, “Wonen Breburg” has been directly involved, from the beginning, in formulating the action plan. During the planning process, all participants agreed to develop a new form of Public Private Partnership (PPP), and in 2005 the Neighbourhood Development Company (NDC) was founded, based on the partnership between The City of Tilburg and “Wonen Breburg”. Both parties signed a letter of intent to implement the first phase of the action plan for the redevelopment of Stokhasselt during the REVIT Annual Conference in Tilburg in 2005. The agreement and action plan provides for the spreading of the financial risks and benefits for parties (total funding 5.6 million Euros during Phase 1). This was the result of a negotiating process that lasted virtually two years.

The NDC is proving to be a useful instrument to solve financial issues and stimulate redevelopment. In addition, the inhabitants have been engaged in the action plan following the financial support provided by the partnership. In return, the NDC has shown commitment and consistency. The development of this new form of PPP, and use of the NDC, has proved to be an effective financial mechanism for the City of Tilburg. The REVIT programme, together with “Wonen Breburg” as a committed partner, has provided Tilburg with the opportunity to experiment with this mechanism. Based on this first positive experience in Stokhasselt, the City Council has committed to research the feasibility of developing NDC’s in neighbourhoods with similar circumstances.



Masterplan for Dirigentenlaan – Tilburg

The Volt/Phoenix complex – PPP in practice

The Volt/Phoenix site is approximately 11 hectares and, although established by Philips, it remained unused for 10 years. Today the site has a diversity of functions, from private working areas, storage companies and small shops, to a go-kart centre. The site is generally of a poor quality, except the front building, which makes up part of Tilburg's industrial heritage. After Philips left the area, the former Academy of Journalism occupied the building: now it is in use as a facility for start-up enterprises.

Redevelopment of the site is urgently required. This is needed to save the industrial heritage on the site and to upgrade the area, replacing the run-down business units with new housing and innovative working areas. The site is unusual in that it has been classified a brownfield site whilst still functioning. One of the first improvements has been to the former monastery at the north of the site, which has been transformed into a residential building with an attractive garden. The site is very interesting from a social point of view, as it is situated in the middle of an old Tilburg neighbourhood called Broekhoven. All the actions and measures on the site will thus directly influence the surrounding neighbourhood.

The City of Tilburg planned to buy the Volt/Phoenix complex, but this was not successfully negotiated. On January 4th 2002, KDO Vastgoedontwikkeling, a private investor, became the owner of the Volt/Phoenix complex. Initially there was no intention that KDO Vastgoedontwikkeling would participate as partner in the REVIT consortium. The City of Tilburg and KDO Vastgoedontwikkeling have an agreement that, after redevelopment, parts of the Volt/Phoenix site owned by KDO Vastgoedontwikkeling would become public areas and be transferred to the City of Tilburg.

Due to changing circumstances, the partners foresaw that the completion of the site redevelopment by KDO Vastgoedontwikkeling would be delayed, including the transition of the remaining parts of the site to the City of Tilburg. To secure the investment and ambitions, KDO Vastgoedontwikkeling became a member of the REVIT consortium. In this new arrangement the private sector made a larger investment than originally planned. This model was based on that of SAMOA, the PPP that was established for redevelopment of the REVIT site in Nantes.

This injection of investment has resulted in the ground-remediation work being virtually complete. A contract partner has completed a technical feasibility study for the renovation of the former Academy of Journalism and this has led to the start of the first phase of the renovation of the industrial heritage site. Demolition of former industrial buildings on the Phoenix site has been completed. In addition, new housing, infrastructure and underground parking facilities on the Phoenix site have been implemented. The total investment to date has been approximately 4,5 million Euros. Thus the transformation has begun.

The PPP model used for Volt/Phoenix is different from Dirigentenlaan and just as effective. Although the City of Tilburg does not own the redevelopment area, partnership with a private party has helped to transform the brownfield Volt/Phoenix into a new and attractive area. Special demands from the City of Tilburg in terms of preserving the industrial heritage and integrating the site into the neighbourhood have been partly fulfilled. The financial contribution from the REVIT project has played an important role in overcoming key financial risks, and knowledge and experience from other REVIT partners have influenced the positive regeneration of this area.



The Volt/Phoenix complex – Tilburg



The Volt/Phoenix complex – Tilburg



Site preparation – Tilburg