





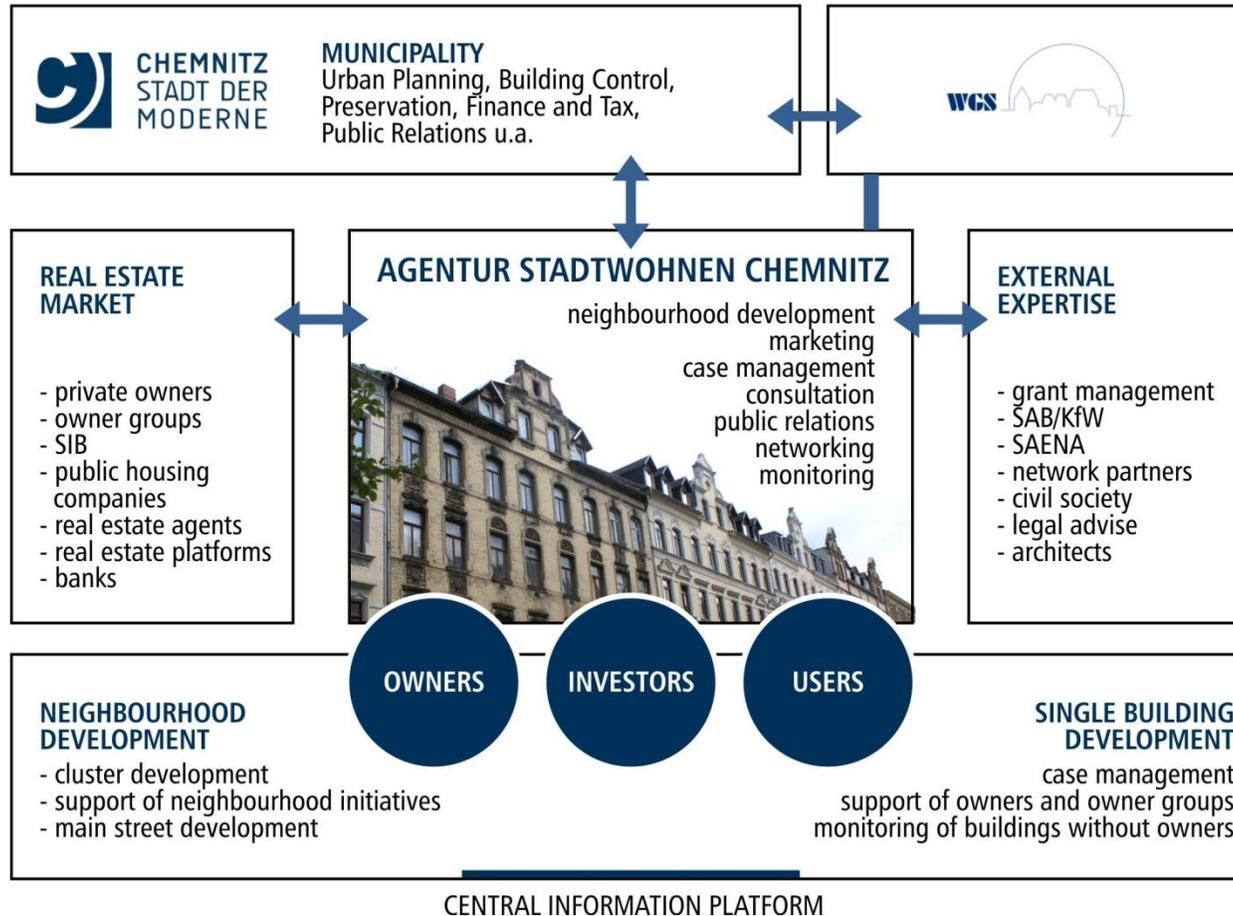
ALT/BAU

ALTERNATIVE BUILDING
ACTIVATION UNITS

**CONNECTING AND COORDINATING
PUBLIC AND PRIVATE STAKEHOLDERS**

FINAL CAPACITY BUILDING WEBINAR, 19 APRIL 2021

STAKEHOLDERS

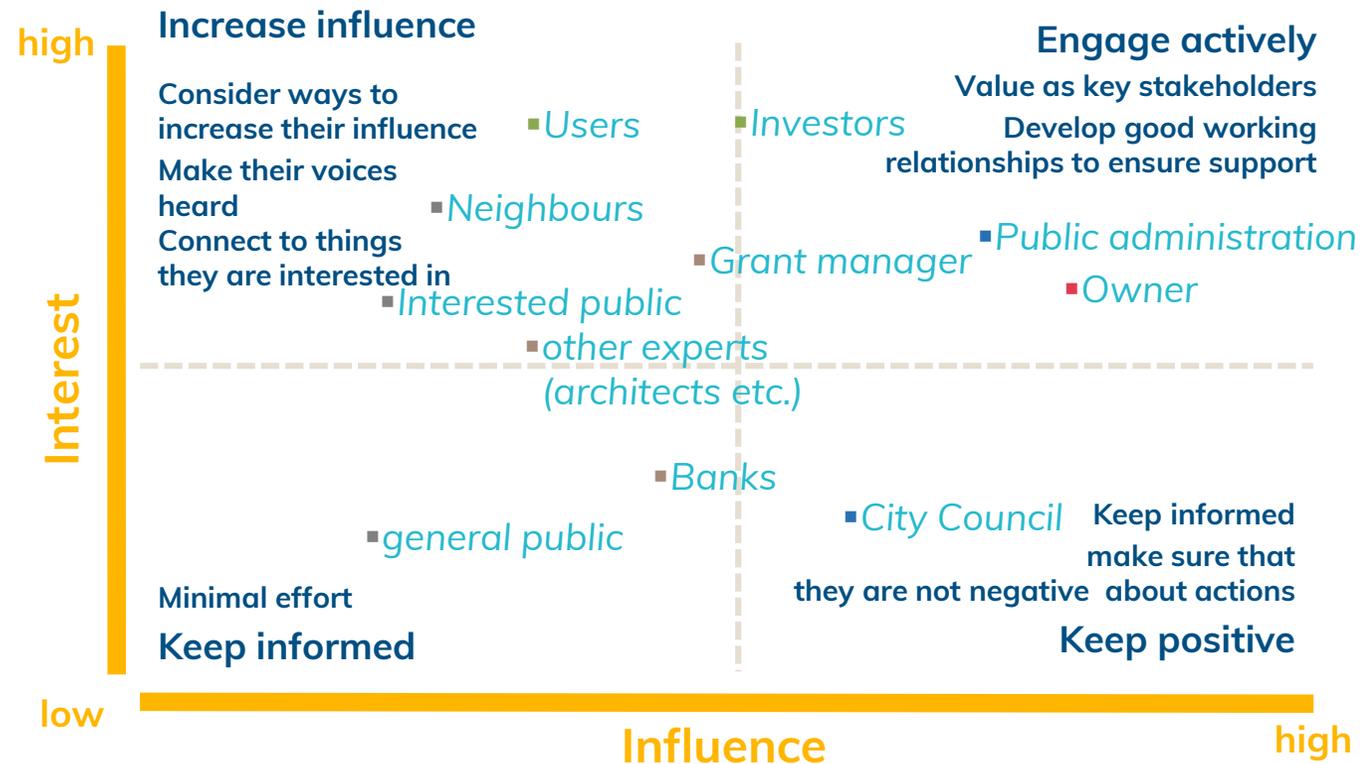


STAKEHOLDERS



GENERAL REMARKS

- / basic stakeholder analysis at the beginning
- / scope of contact with different stakeholders as a result of “learning by doing” and negotiation with the city administration
- / very **target-oriented**: to foster contact with stakeholders that are important for the results =revitalisation of buildings.
- / **flexible** to react on short notice to requests



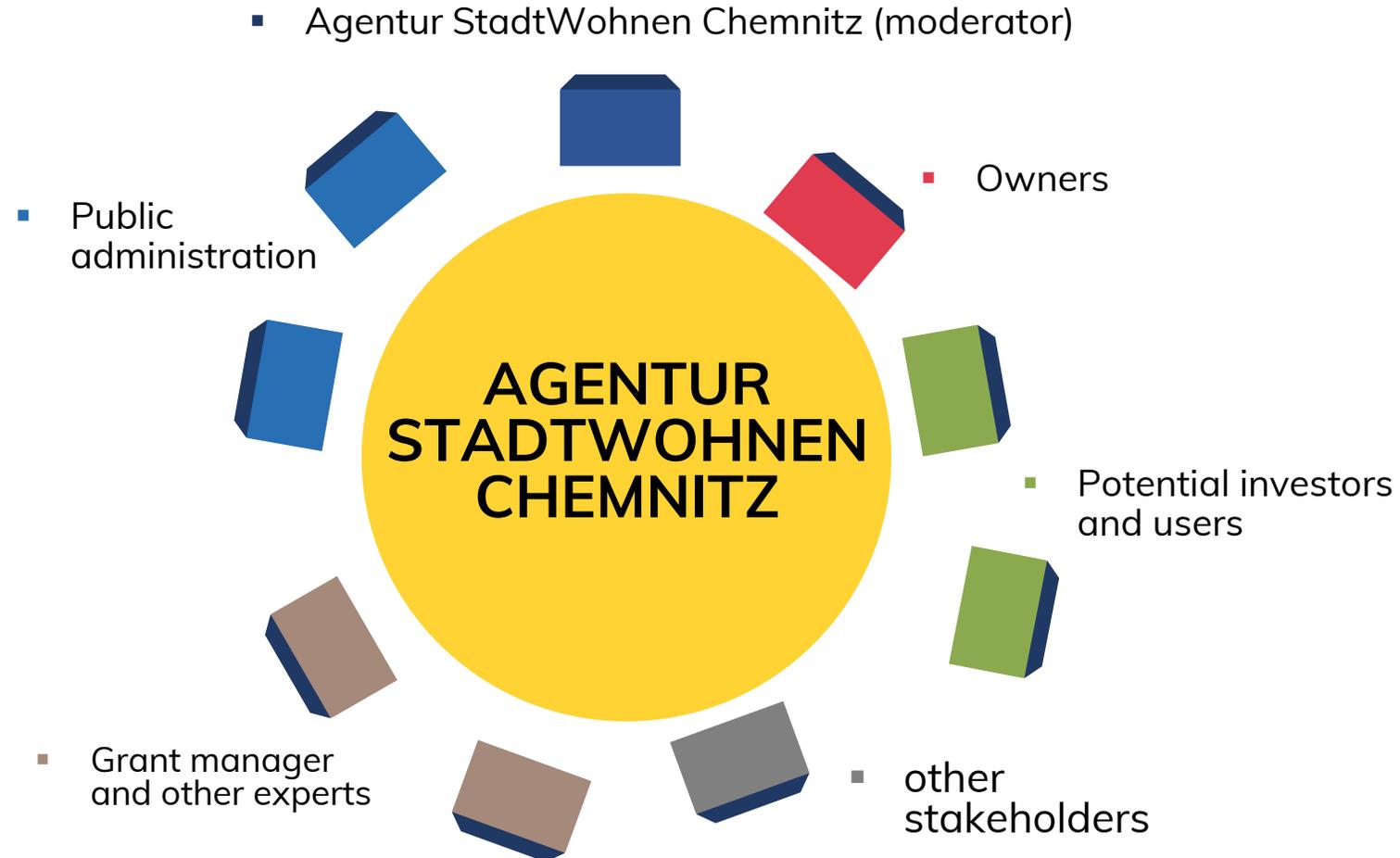
STAKEHOLDERS



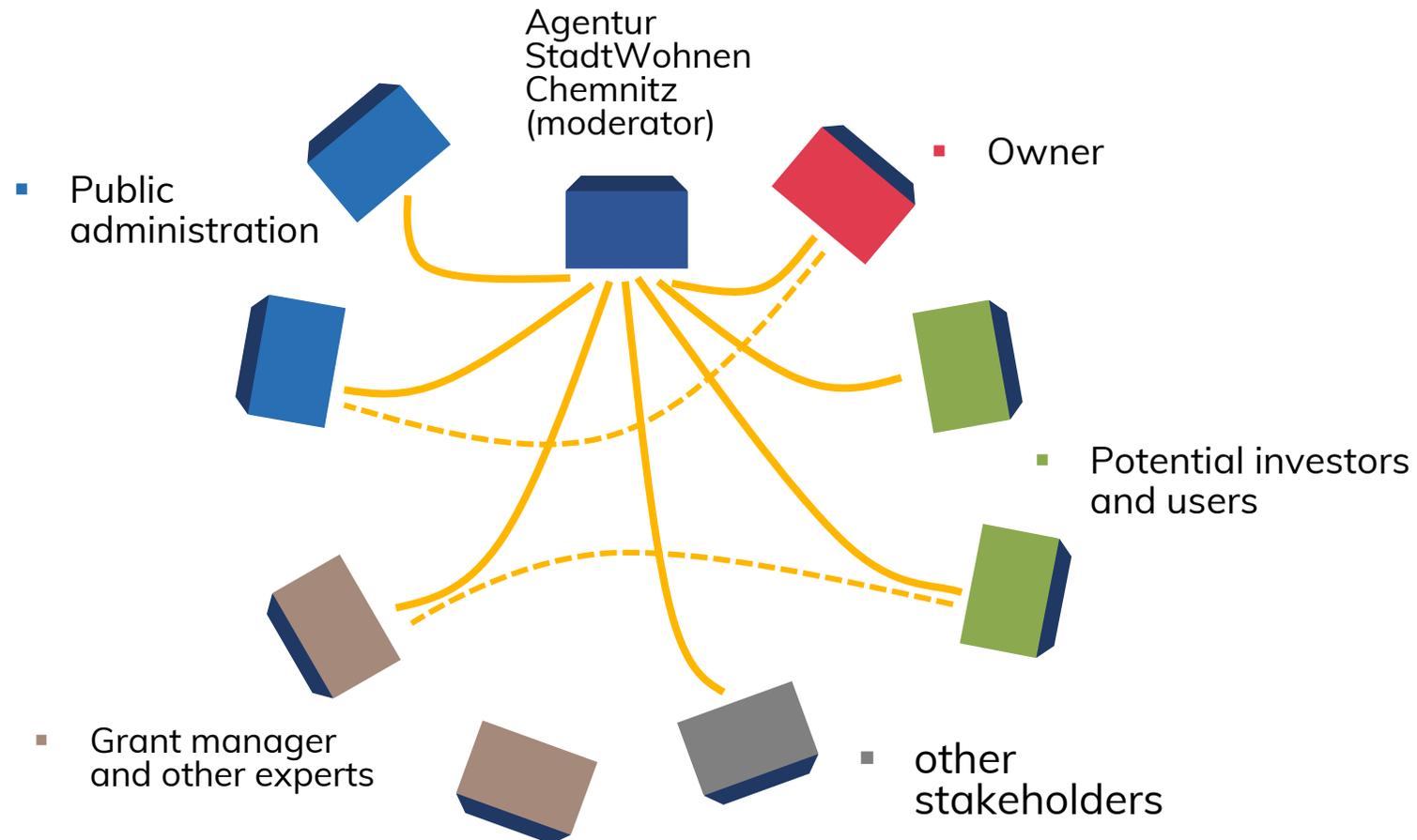
TYPICAL ISSUES TO BE COORDINATED

- / **site visits:** owners, investors/users, partly city administration or other stakeholders
- / **meetings/approaches to difficult cases:** owners, relevant departments by city, grant managers etc.
- / **contact exchange:** passing on contact details between relevant stakeholders (agreement on data security beforehand)
- / **dissemination:** sensitivity among core stakeholder group (agency, administration, grant managers) to pass on relevant information (dangerous building conditions, changes in ownership, new contact details)
- / **handling requests from administration:** availability of agency to inform in its informal function as central collector of data on single buildings
- / **foreclosures:** staying up to date in the process and strategic information exchange
- / **initial consultation:** for owners and investors/users to take the next steps (helpful contacts, agenda, etc.)
- / **detective work:** finding owners together with city administration and other owners
- / **additional buildings:** finding new buildings to take care of (initiative by agency or city administration), usually in development areas
- / **publication of interesting events:** through direct contact or the agency's website
- / **publications:** some (rather reactive) communication with the press etc. on the work of the agency

STAKEHOLDERS



STAKEHOLDERS



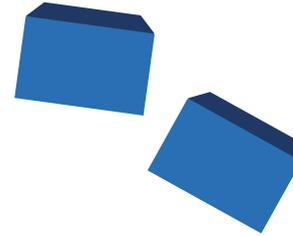
INTEGRATION

- / sectoral
- / horizontal
- / vertical
- / spatial

PUBLIC ADMINISTRATION



OVERVIEW



- / different departments with sectoral interests
- / mostly **direct contact** to the relevant people in the departments by phone, e-mail or direct talk
- / regular meetings:
 - **Steering Committee** for the agency
 - Working Group **“Ruinous Buildings”**
- / ad hoc meetings focused on specific cases or site visits
- / **regular update** on developments (lists, specific information on single buildings)



INFORMATION FOR THE AGENCY

- / strategic guidance
- / specific sectoral information from departments
- / ownership information



INFORMATION BY THE AGENCY

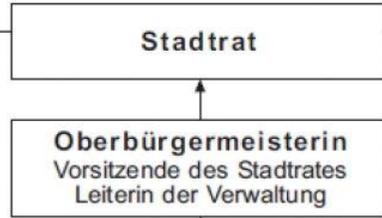
- / working progress and results
- / specific sectoral information to departments (regular or on request)
- / strategic suggestions

Stadtrat und Ausschüsse

City Council's Construction Committee

- beratende Ausschüsse:**
- Petitionsausschuss
 - Strategieausschuss Verwaltung 2020
 - Vergabeausschuss

- beschließende Ausschüsse:**
- Verwaltungs- und Finanzausschuss
 - **Planungs-, Bau- und Umweltausschuss**
 - Schul- und Sportausschuss
 - Sozialausschuss
 - Kulturausschuss
 - Betriebsausschuss
 - Umliegungsausschuss
 - Jugendhilfeausschuss



- Ortschaftsräte:**
- Einsiedel
 - Euba
 - Grüna
 - Klaffenbach
 - Kleinobersdorf-Altenhain
 - Mittelbach
 - Röhrsdorf
 - Wittgensdorf

- Beiräte:**
- AGENDA-Beirat
 - Behindertenbeirat
 - Kleingartenbeirat
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ALT/BAU
ALTERNATIVE BUILDING
ACTIVATION UNITS



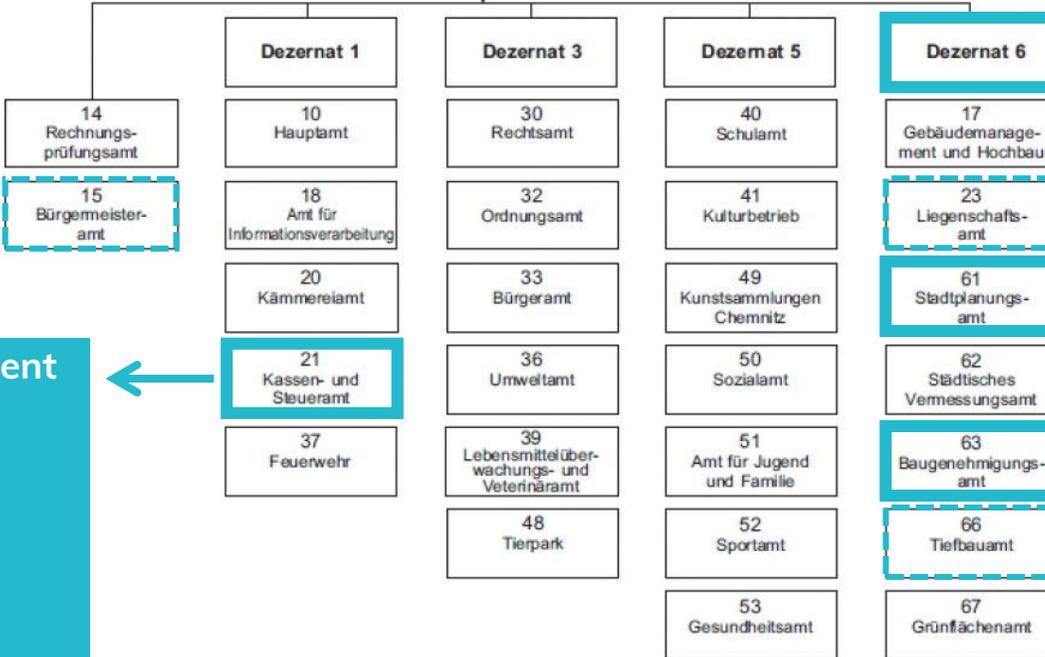
Organisationseinheiten der Stadtverwaltung

Personalrat

Mayor's Office: Public Relations

Tax Department

update on problematic buildings (tax arrears, foreclosures, inheritance matters)



Abfallentsorgungs- u. Stadtreinigungsbetrieb der Stadt Chemnitz (ASR)

Entsorgungsbetrieb der Stadt Chemnitz (ESC)

Friedhofs- und Bestattungsbetrieb der Stadt Chemnitz

Urban Planning Department

strategic and organisational guidance (financing of agency)

urban development areas

urban development planning

Building Control Department

Working Group "Ruinous Buildings"

Building Inspection/Building Permit

Preservation and Monuments

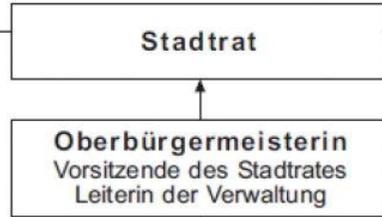
Eigenbetriebe

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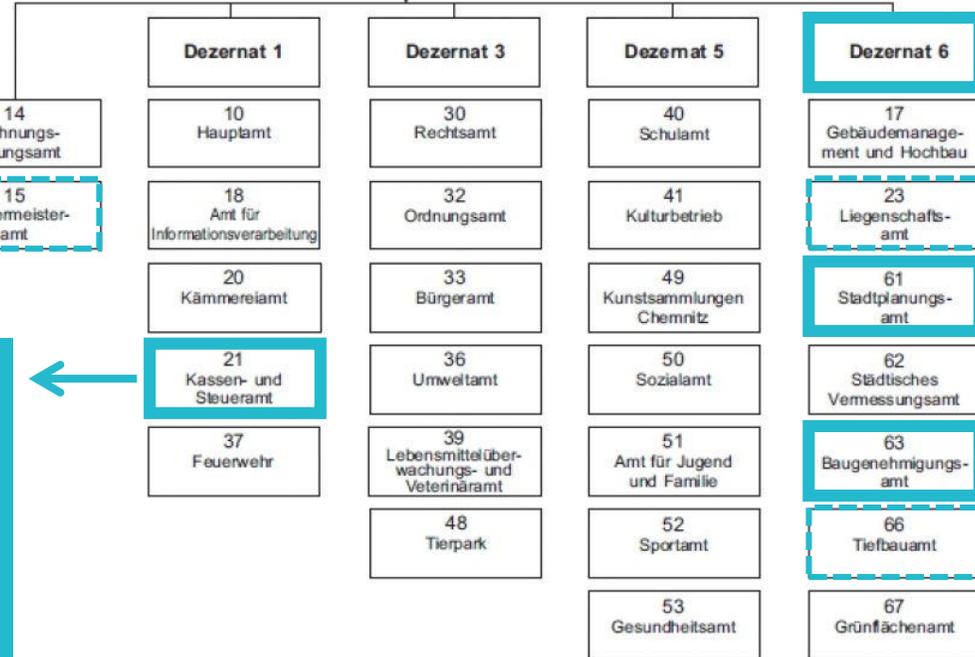
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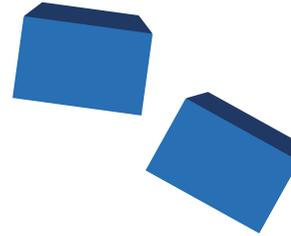
AGENTUR StadtWohnen CHEMNITZ

Eigenbetriebe

PUBLIC ADMINISTRATION



STEERING COMMITTEE



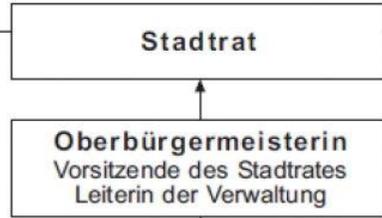
- / meeting **twice per year** (June and November), 1.5-2 hours
- / constant group from Urban Planning Department and Building Control Department
- / **usual components** of the Steering Committee agenda:
 - update on recent developments
 - focus on problematic cases
 - thematic input (e.g. analyses of owner typologies, publication...)
 - outlook into upcoming projects and challenges
 - definition of tasks
- / **Presentation, Steering Committee Minutes and Results List** as reporting documents supplemented by the Building Database, Contact List and Communication Notes

Stadtrat und Ausschüsse

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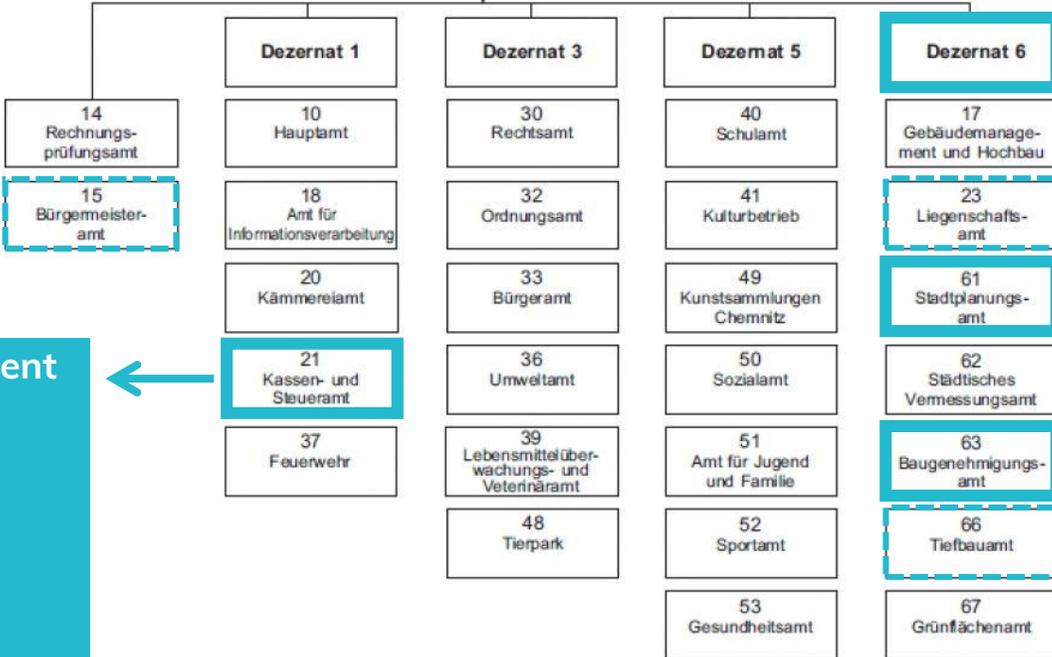
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Eigenbetriebe



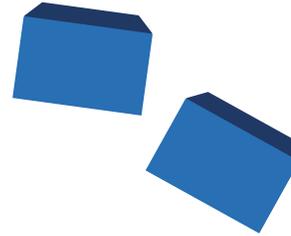
AGENTUR
StadtWohnen
CHEMNITZ



PUBLIC ADMINISTRATION



WORKING GROUP “RUINOUS BUILDINGS”



- / meeting **four times per year**, 1.5 hours
- / constant group from Urban Planning Department, Building Control Department, Tax Department and ad hoc participants
- / **usual components** of the Working Group agenda:
 - discussion of structurally damaged or severely neglected buildings
 - information exchange between stakeholders
 - decision on legal measures to be taken

STAKEHOLDERS

GRANT MANAGERS



- / either located within the city administration, WGS, or other private companies (Bayerngrund, GGG or STEG)
- / content-related communication
- / continuous update comparable to the city administration



INFORMATION FOR THE AGENCY

- / information on relevant developments and revitalisation processes
- / information on owners
- / neighbourhood updates

INFORMATION BY THE AGENCY

- / information on relevant communication with owners
- / information on relevant developments
- / organisation of meetings and site visits
- / strategic suggestions

STAKEHOLDERS

OWNERS



/ pro-active and direct approach in any communication channel that proves successful

letters
phone call
e-mail
facebook
whatsapp
visit in person
mediators

ALT/BAU
ALTERNATIVE BUILDING
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INFORMATION FOR THE AGENCY

- / information on the building
- / information on the owner
- / plans and intentions, price
- / ownership information

INFORMATION BY THE AGENCY

- / information about agency
- / options for development (urban planning, funding...)
- / contacts of stakeholders
- / organisation of site visits and meetings

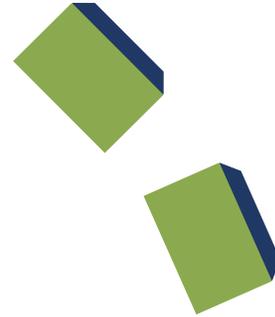
STAKEHOLDERS

POTENTIAL INVESTORS AND USERS

/ contact usually initiated by investor or user

letters
phone call
e-mail
meetings

/ step-by-step process, continuing interest as hint for reliability



ALT/BAU
ALTERNATIVE BUILDING
ACTIVATION UNITS



INFORMATION FOR THE AGENCY

- / plans and intentions
- / search profile

INFORMATION BY THE AGENCY

- / information on available buildings (sale, foreclosure)
- / information on housing and real estate market
- / contacts of stakeholders
- / organisation of site visits

STAKEHOLDERS



COOPERATIVE HOUSING PROJECT



- / The Cooperative Housing Project contributes **consultation on legal issues, financing and group dynamics**; the Agency supports the **search for the right buildings** and related issues
- / participation in events
- / site visits
- / continuous update on recent developments and projects by phone and e-mail, frequent meetings



INFORMATION FOR THE AGENCY

- / information on relevant developments
- / information on project groups
- / methodological issues



INFORMATION BY THE AGENCY

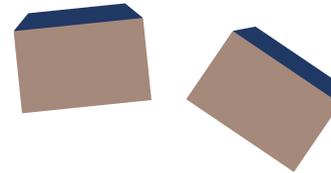
- / information on communication with owners
- / information on relevant developments
- / organisation of meetings and site visits
- / strategic suggestions

STAKEHOLDERS



EXPERTS AND OTHER STAKEHOLDERS

- / communication on **ad hoc** basis
- / other experts and stakeholders include:
 - neighbourhood managers
 - owner associations
 - business improvement projects
 - local projects and initiatives
 - neighbours and interested individuals
 - architects
 - federal/state development banks
 - private/local banks
 - public housing company
 - real estate agents
 - research institutions
 - etc.



INFORMATION FOR THE AGENCY

- / information on buildings
- / information on the real estate market and developments



INFORMATION BY THE AGENCY

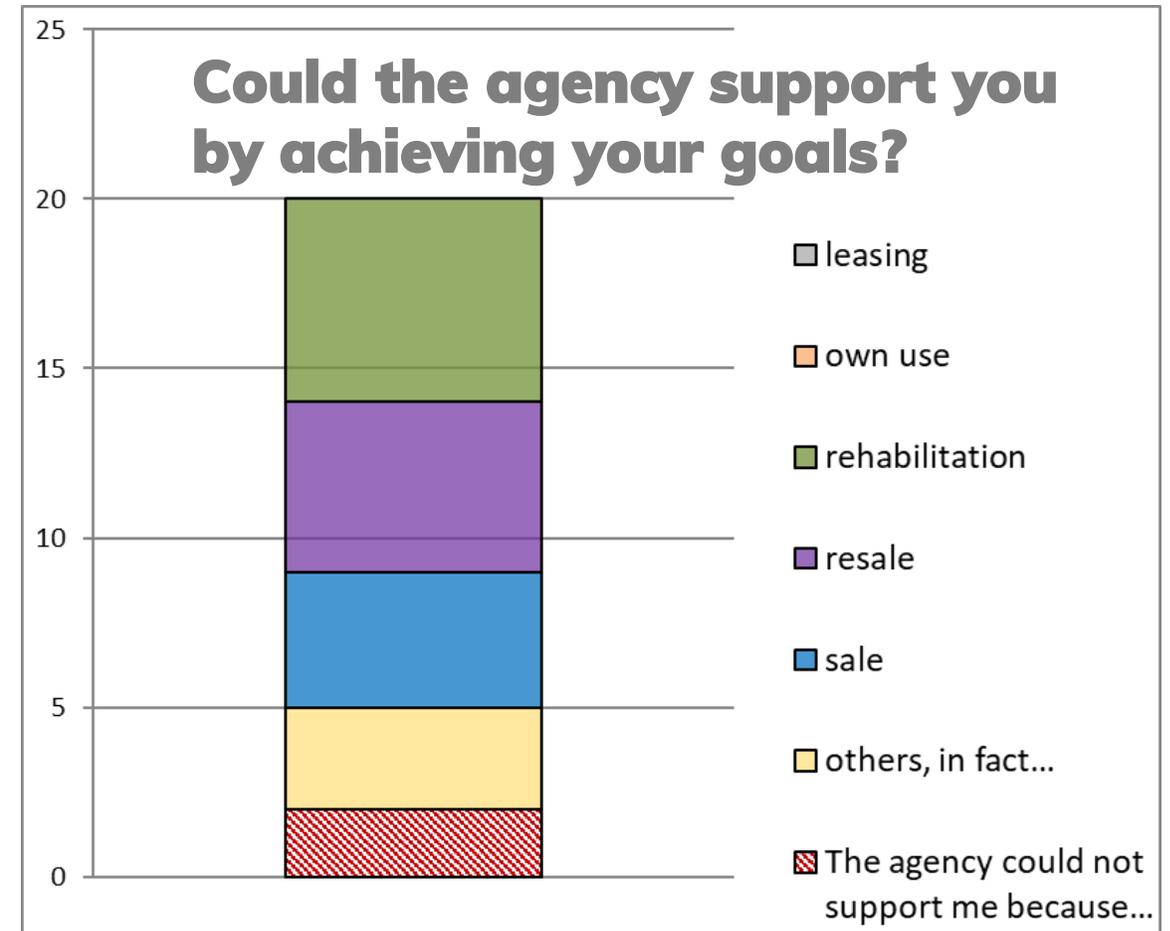
- / discussion of recent relevant developments and general issues
- / contact to stakeholders

EVALUATION OF CHEMNITZ'S AGENCY



RECOMMENDATIONS FOR OUR FUTURE / LESSONS LEARNED

- / Strengthen the profile
- / Extend public relations
- / Expand the subsidy consultancy
- / Create (new) platforms for exchange
- / Adapt consulting services to “new” target groups
- / Actively move up and talk to owners and local stakeholders

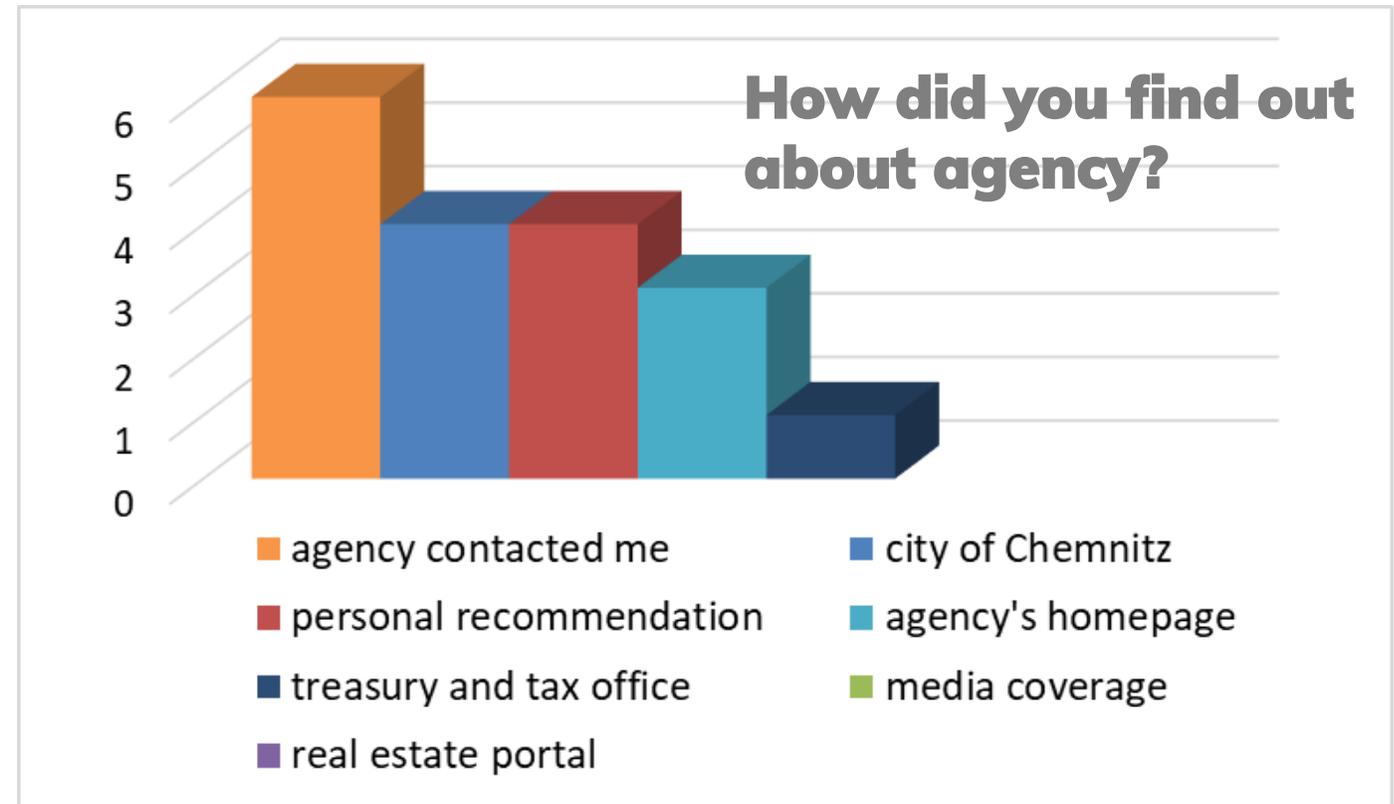


RECOMMENDATIONS



TASKS

- / Stakeholder analysis
- / Stakeholder-oriented communication
- / Tailored tools for different topics and stakeholders/institutions
- / Develop a model for the coordination of stakeholders
- / Evaluate your position, partners and methodology



MONITORING



CONTACT LOG

- / continuous chronological documentation of communications and changes in the information in the database
- / recurring feedback and information exchange with the city administration

EXAMPLE

- / 15.02.17 Documentation of buildings in the quarter, photographs;
- / 07.04.17: Owner data from the city administration;
- / 12.04.17 Letter to the owner;
- / 25.06.17 Phone call, owner interested in selling the building, owned by his grand-parents, he lives out of town and cannot take care, he will send the filled-in questionnaire, appointment for August;
- / 07.07.17 Data collection, contact Mr. Müller (building control department) for further information;
- / 11.07.17 filled-in questionnaire arrived together with a date for appointment;
- / 24.08.17 Creation of a building profile and sent to the owner;
- / 26.08.17 Meeting with the owner inside the building, documentation of building status and discussion of options, to be published, key left with the agency for future visits;
- / 28.08.17 Publication on the Agency's website, info to two people from the agency's contact list searching for this kind of building;
- / 15.09.18 Visit of the building with a potential investor (Company ABC);
etc.

DATA PROTECTION



SHARED INFORMATION

- / work in compliance with General Data Protection Regulation
- / **access to database only by agency's staff**
and its backup by Ms. Fromm (Urban Renewal Department)
- / information from **public** sources can be shared
- / information on owners and their plans/intentions
are to be kept **private**
- / exception: communication with city administration
and permission by owner



ALT/BAU

ALTERNATIVE BUILDING
ACTIVATION UNITS

**THANK YOU! GRAZIE! VIELEN DANK! PALDIES!
MULTUMESC! MERCI! GRÀCIES! DZIĘKUJĘ!**