

Julia Hartmann, commissioner for housing and accessibility

Small-scaled, urban, diverse

The Tübingen development strategy





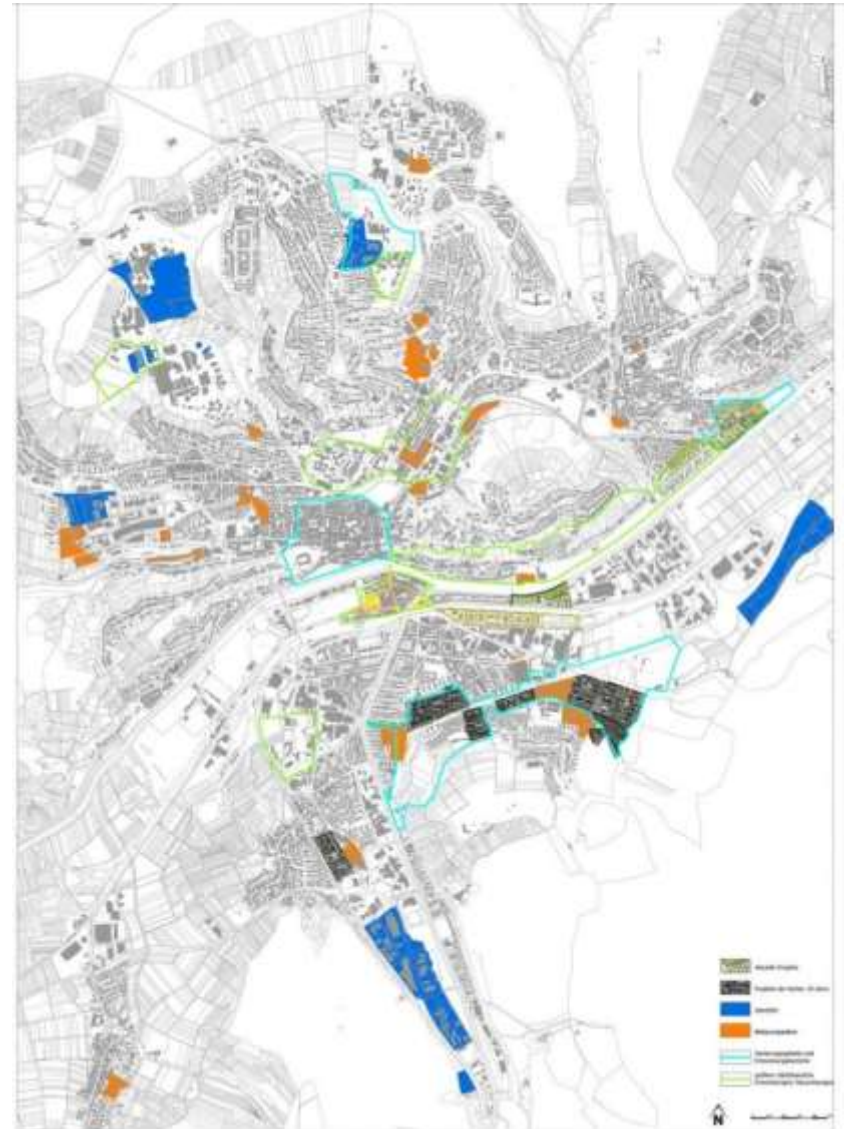
- 40 km south of Stuttgart - approx. 90.000 inhabitants and 40.000 jobs
University as main employer, growing KI and Bio technology Hub
- high density, growing by 1000 inhabitants per year -> high prices
- almost no green field development since 1985, despite these limits:
new homes for approx. 15.000 people
- municipality as main actor in development of new urban quarters

Structure

1. Tübingen: background, development goals and concept
2. Development principles
3. Who builds the city? The concept of private co-housing groups
4. Steps and tools of urban development:
the „Alte Weberei“ as an example
5. The future: securing diversity and affordability

Priorities of Tübingen's development

- Strengthening and refurbishing the medieval centre
- Further development of university and university clinic
- **Interior development with new urban quarters**





New quarters: goals of the Tübingen development concept

- Renewal and improvement of the underdeveloped parts of the city
- “Brown field” development instead of “Green field” development
- Urban neighbourhoods instead of monofunctional residential areas



Bild: Universitätsstadt Tübingen

Hindenburg barracks 1991



Französisches Viertel



Loretto barracks 1921

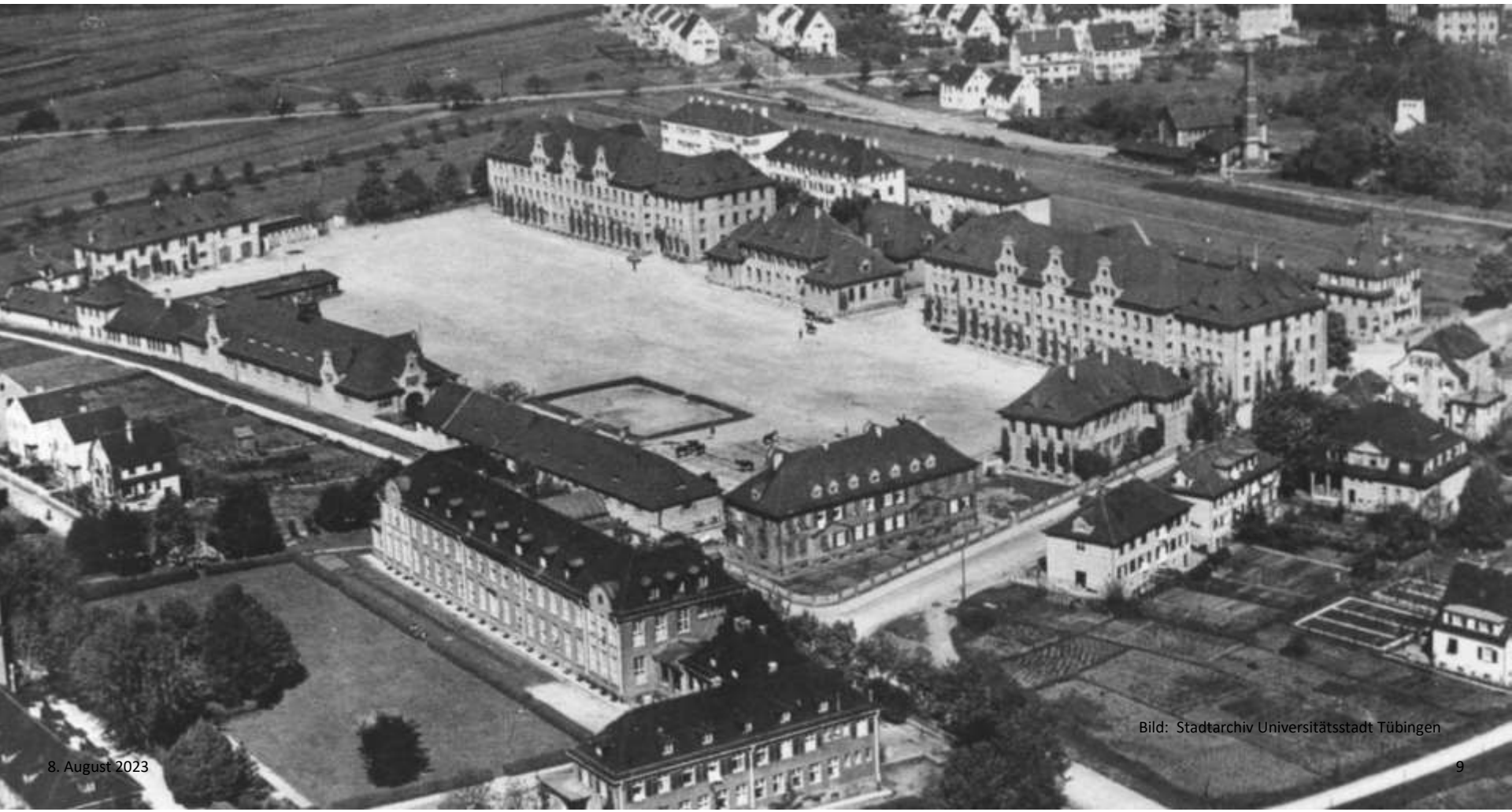


Bild: Stadtarchiv Universitätsstadt Tübingen

Loretto quarter 2006



Wurster & Dietz 1956



Mühlenviertel 2011



Württemberg textile mill / Egeria 2010

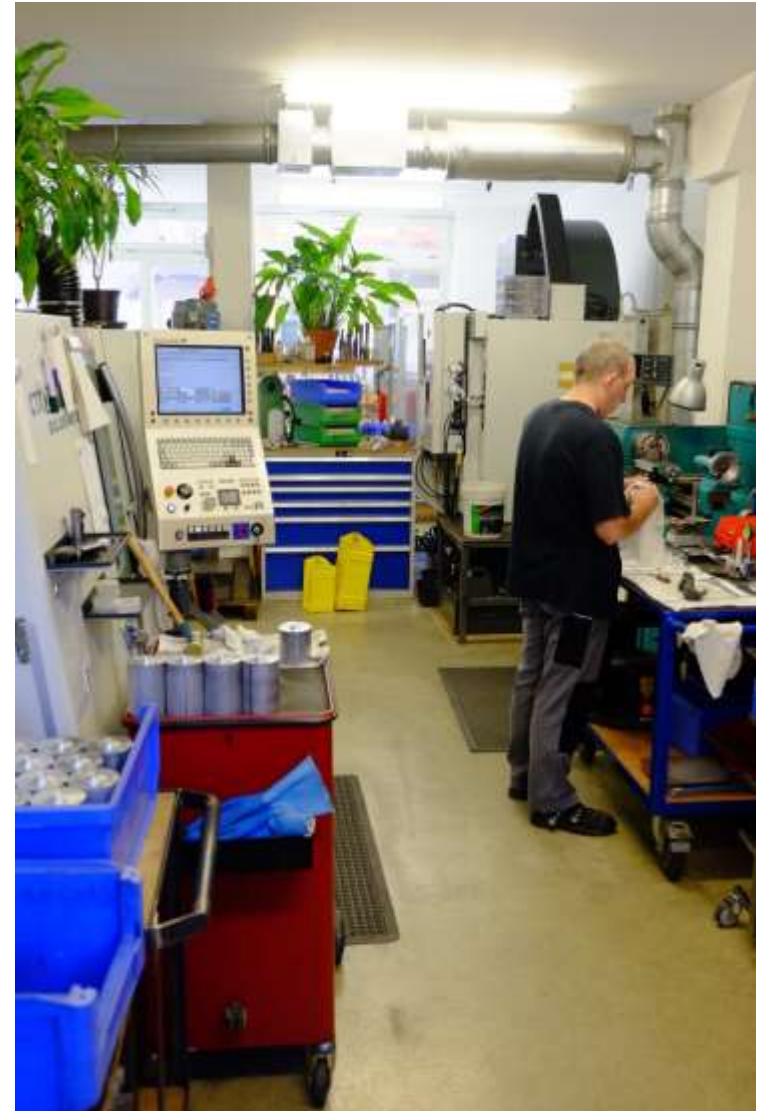


Bild: © 2009 Aerowest / Universitätsstadt Tübingen

Alte Weberei 2015



Development Principles - small-scale mixed use development



Bilder: Universitätsstadt Tübingen

Development Principles - high urban density + integration of old buildings



Bilder: Universitätsstadt Tübingen

Development Principles - public and private spaces: neighbourhood living-rooms



Bilder: Universitätsstadt Tübingen

Development Principles - Variable division of plots + variety of actors



Bilder: Universitätsstadt Tübingen

Who builds the city? The idea of private co-housing groups



Private co-housing group

- Families, Singles and small businesses form a group
- The group is responsible for planning and building, supported by architects and project managers
- Wide range from small to big, from low-budget to high-class, from totally self-organized to prestructured
- Private co-housing groups are no end in themselves, they are instruments: high quality, low costs, special qualities

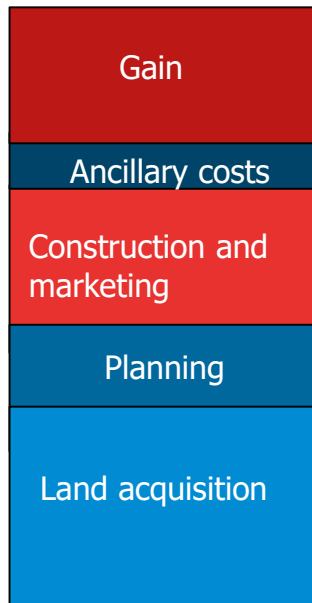


Bild: Universitätsstadt Tübingen

Comparatively low costs

- 25 - 30 % less than buying from a developer
- High average standards
- Good resell prices

Developer



Building group

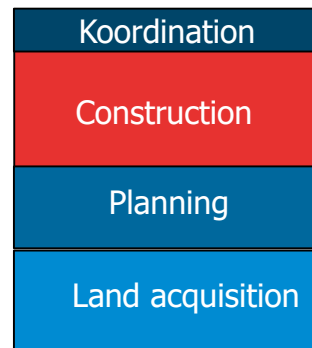


Bild: Universitätsstadt Tübingen

Early involvement + identification

- Creating your own „piece of town“
- Very individual solutions
- Knowing your neighbours
- Being actor, not „victim“ of the development



Bild: Universitätsstadt Tübingen

Diversity and innovation of architectural concepts

- Huge diversity of concepts
- Archetypes:
 - „Low-Budget-Project“
 - „Zero-Energy-Building“
 - „Small House“
 - „Multi-Generation-Building“
 - „Design-House“
 - „Workshop-House“
 - ...



Bild: Universitätsstadt Tübingen

The „Tübingen Model“

Universitätsstadt Tübingen as developer



private building groups as owner-builders

- Acquires brownfield sites
- Develops concept, urban form and development plan
- Provides social and technical infrastructure, public spaces
- Manages decontamination and infrastructure development
- Manages overall development and finances it by planning gains/plot sales

- Receive plot options for their concepts
- Have creative freedom within development guidelines
- Take on shared responsibilities such as shared green courtyards and underground car parks
- key development actors
- Convert deserted brownfield sites into lively neighbourhoods

Alte Weberei: Urban design by Hähnig + Gemmeke



Alte Weberei: Legal framework (development plan)



Alte Weberei: Fixed plot prices

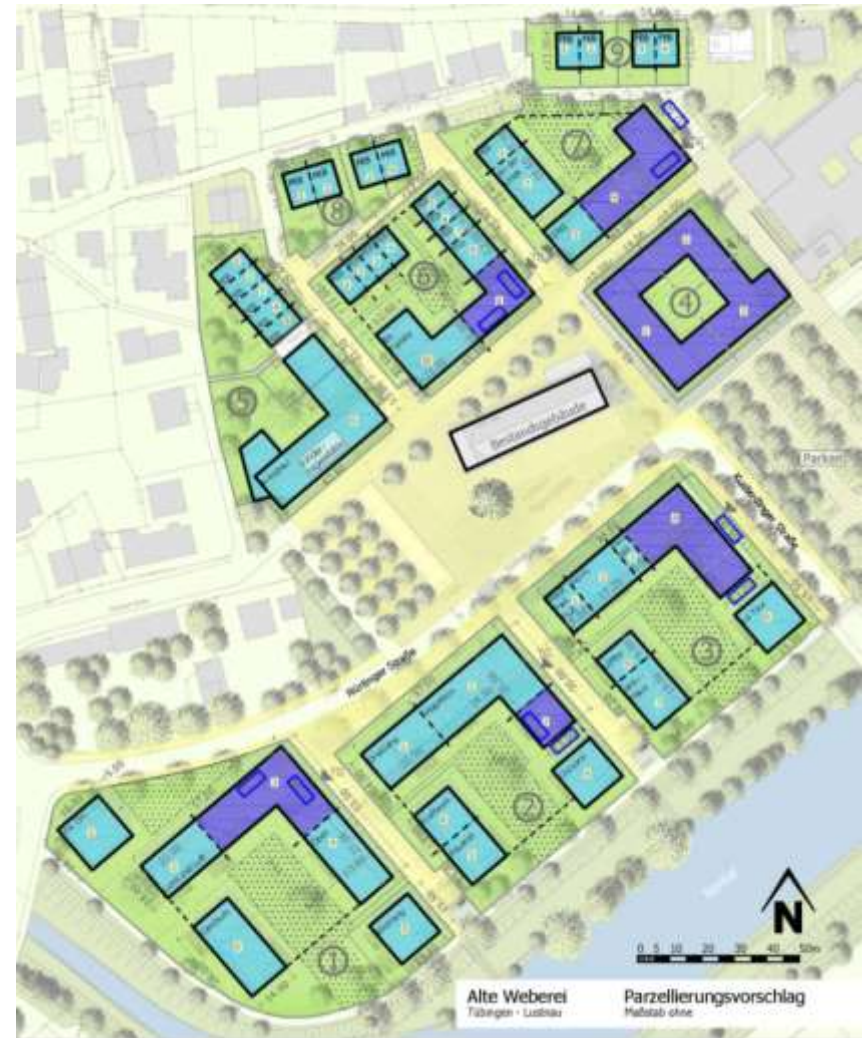


Alte Weberei: Commercial use obligation



***Alte Weberei*: concept selection and real division of plots**

- Competition of concepts instead of price competition
 - fixed plot prices
 - qualitative criteria
 - Projects have to contribute to the quarter as a whole
- Plot size determined during the selection process
- Selection committee made up of all political parties and administration: “the new neighbourhood as a puzzle”



Alte Weberei: co-housing group *En Famille*

Idea / Concept



2011

Interested cooperative



2012 Option for the site

Planning cooperative



2013 start of construction

Building cooperative



2014 finished building

Home owners' association

7 owner-occupied flats,
1 rental flat



Alte Weberei: co-housing group En Famille

- Affordable housing for 8 families with around 30 children
- 2300 €/m² including plot and design
- High energy standard, but no elevator
- Public self-managed café - also used and financed as common space for the house community
- Pottery workshop and store of one of the residents
- Common courtyard and underground parking with six other groups



Bild: Manderscheid Architekten

Co-housing group *En Famille*, Alte Weberei



Bild: Manderscheid Architekten

The challenge of long-term affordability

- Highly attractive new quarters
- Rising prices and rents in the city as a whole
- Despite high identification and stable social structures:
Generational change leads to sale and rental of formerly owner-occupied flats



New strategy for refugee housing:

- Fast-track development and marketing of previously underused municipal plots
- Fixed prices and selection by concept
- 75% refugee housing , rented for 10 years, 25% other mixed uses
- Criteria long-term affordability and contribution to neighbourhood
- Appr. 110 applications for 15 sites

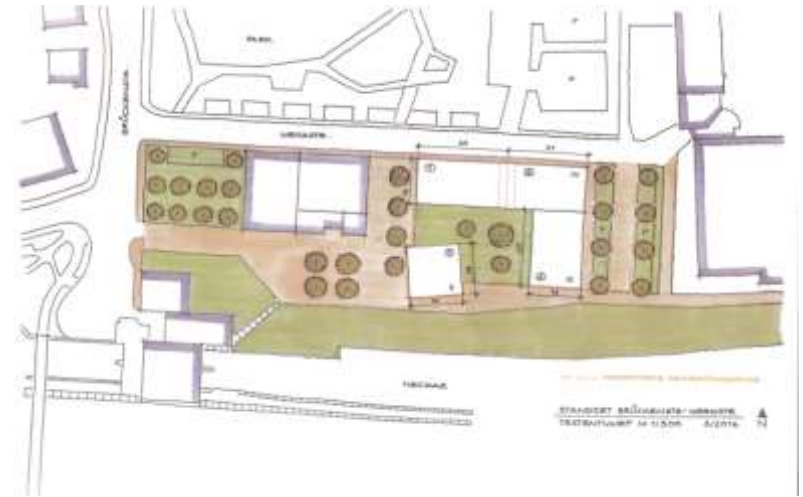




Bild: Gerd Kuhn

- Apartments for refugees – families and individuals, owner-occupied flats, rent-capped flats for single parents, microapartments for young refugees
- Public room for the neighbourhood
- Common courtyard with next-door neighbour Postbau Genossenschaft
- Privately financed by 15 single owners, subsidised by Federal refugee funding

shareholders jointly
own the house



So far more than
100 shareholders
with shares
between 2.500 €
and 30.000 €

- 16 flats, all rent-capped 15% below market rates for 50 years
- 25% of flats rented to non-refugees
- large, flexible „commercial area“ open to ideas in consultation with the city,
- neighbouring projects and residents

TÜBINGEN



Eine Bereic

Hechinger Eck Die erste
junge Familien und Mer

Tübingen. Die ersten Bewohner
ziehen am 1. November in die Neu-
bauten am Süd-Ende des Hechinger
Ecks, die letzten werden An-
fang Februar folgen. Doch Erwei-
terung geplant wurde jetzt schon.
Gottmar Laufer-Stark von der Neue
Nachbarn KG, einem der drei Bau-
träger, dankte am Samstag dem Tü-
binger Gemeinderat und der Stadt-
verwaltung. Dass sie „Baupläte für
gute und normale Gebäude“ bereit-
gestellt hatten. Die Kombination
aus Wohn- und Humanität ist
die ihn stolz auf seine Stadt.
Laufer-Stark vor etwa 120 Gäst-
und Bewohnern. Er dankte d-
Land für den großzügigen Zu-
schluss und vor allem der Tübinger
Stadtgesellschaft: Den vielen Mit-
schen, die die den Bau aus priv-
Mitteln ermöglichten.

„Man spürt, es ist ein co-
Herzprojekt, das die Stadt
reichert“, sagte die CDU-Bu-
tagsabgeordnete und Integrat-
ionsbeauftragte der Bundesregie-
rungsministerin. „In-
tion ist eine Entscheidung“, l-
die Staatsministerin.

Housing the elderly : „at home in Hirschau“

- „co-housing“ group in conjunction with cooperative social developer
- funded by private investors in a limited partnership
- Supervised flat-sharing community for elderly people + flats for refugee families
- 11 single rooms with large communal space , 7 flats for refugee families
- Mobile care of the flat sharing community by social enterprise

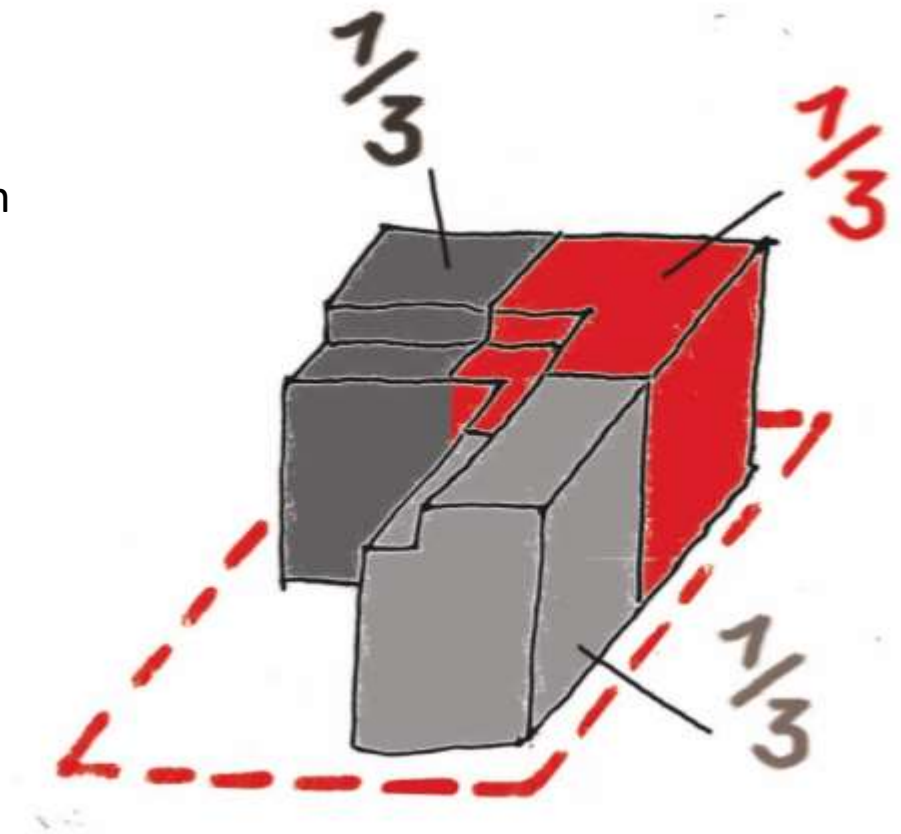


The future: securing diversity and affordability

- Private co-housing groups can develop and offer affordable rents
- Specific forms of joint (instead of individual) ownership provide long-term affordability : cooperatives, limited partnerships and others

New rules for plot sales:

- **1/3** of flats rental social housing
 - **1/3** below market rent if not owner-occupied
 - **1/3** not higher than market rent if not owner-occupied (1/3 of that free market)
- = **90% of flats with long-term fixed rents**



The future: securing diversity and affordability



Criteria for Plot sales

1) Social und functional diversity

- Large percentage of rental housing with long-term affordability securities
- Mix of concepts and quality of commercial uses

2) Innovative housing concepts

- Such as communal living for the elderly and families
- Accessibility for disabled

3) Added value for the neighbourhood

- Contribution to social infrastructure and shared spaces

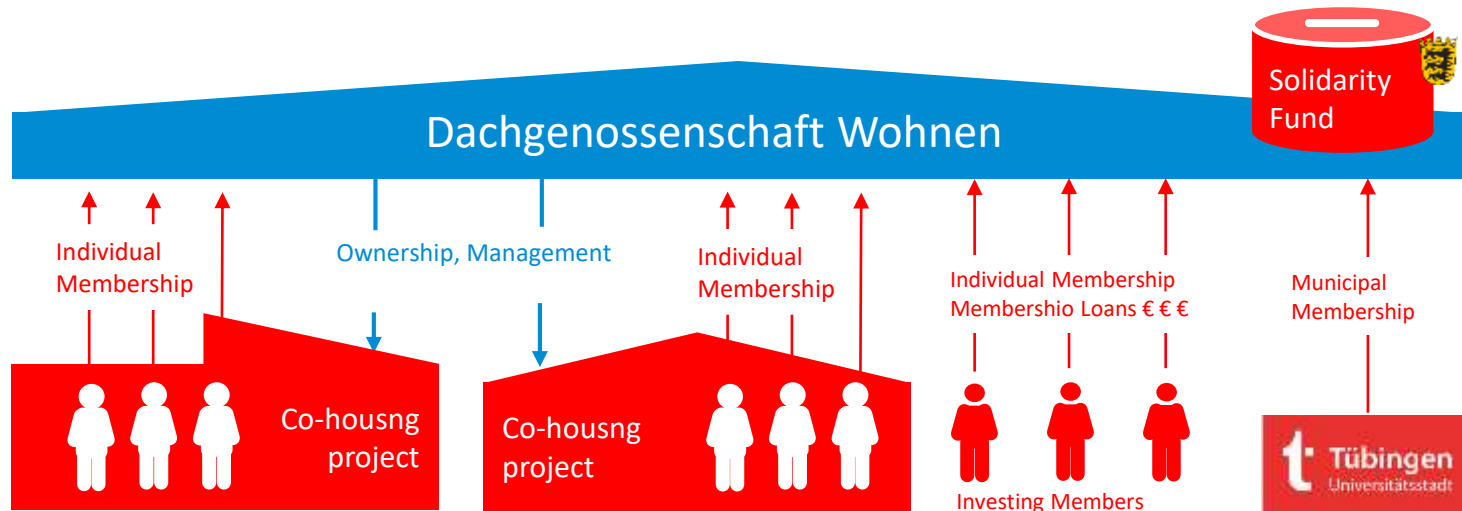
4) Realisation securities

- How are the projects financed?
- What subsidies are available?

„roof cooperative“ Dachgenossenschaft Wohnen Tübingen

→ „Roof“ for different co-housing initiatives wanting to organise cooperatively

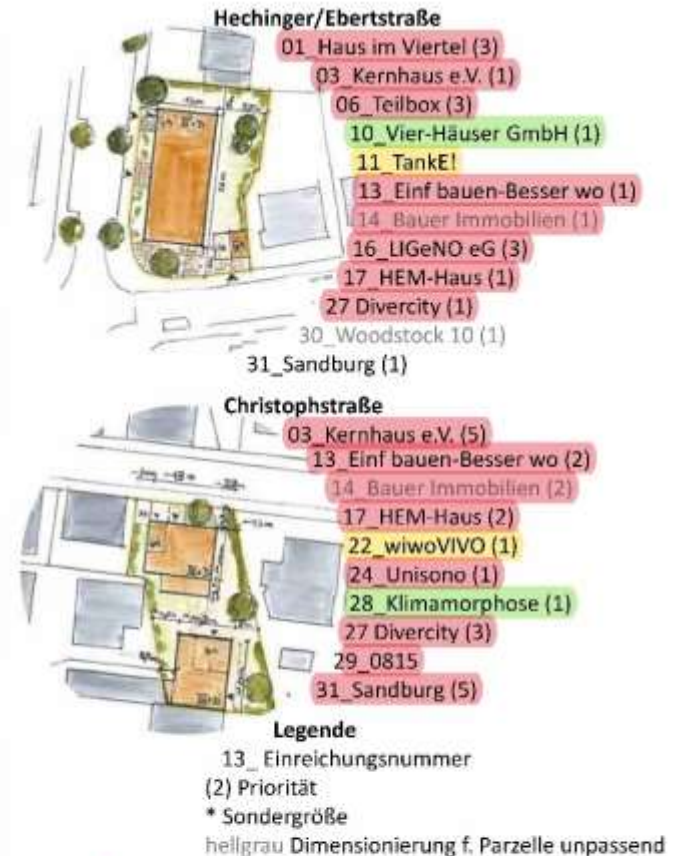
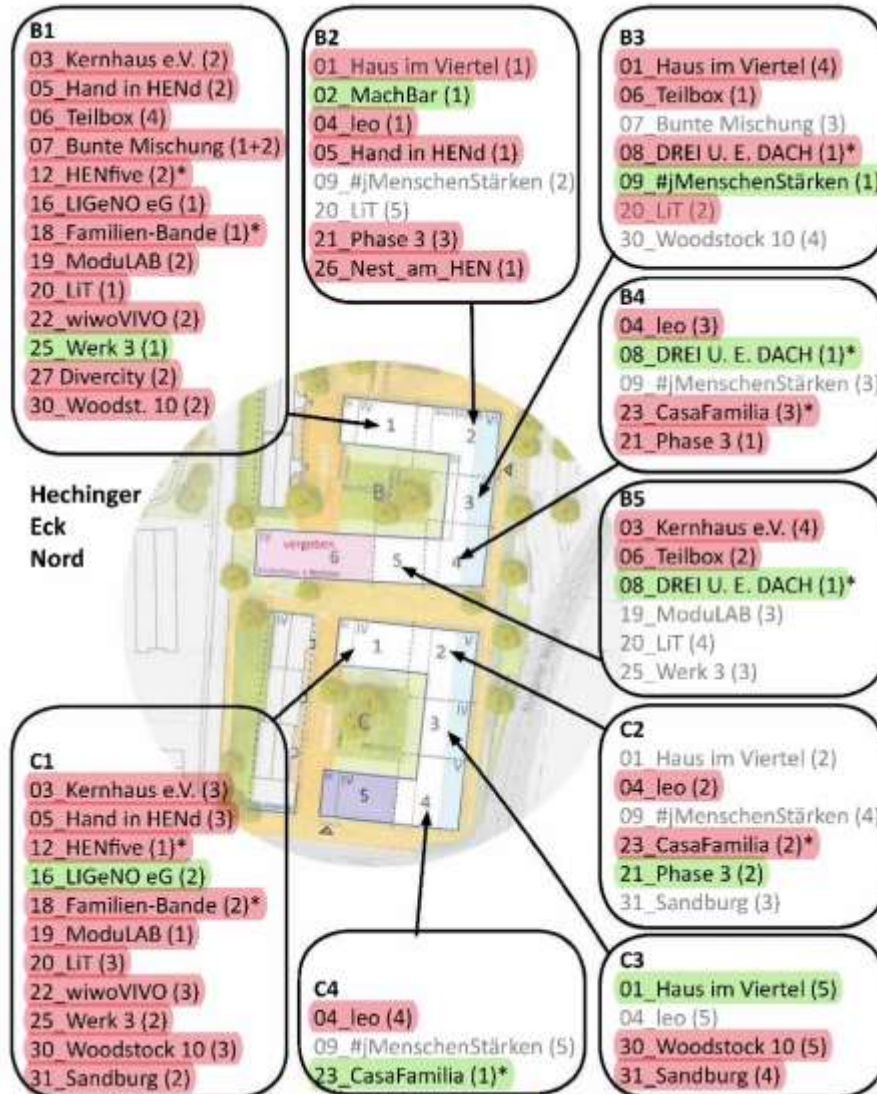
- Advises in initiation phase and coordinates local actors
- Takes over long-term management (u. a. Development/construction, rental and general administration)
- Works with national legal cooperative structures
- Kick-starts projects through special funding for people with little or no capital (solidarity fund)



Example Hechinger Eck Nord (Plot Options April 2021)

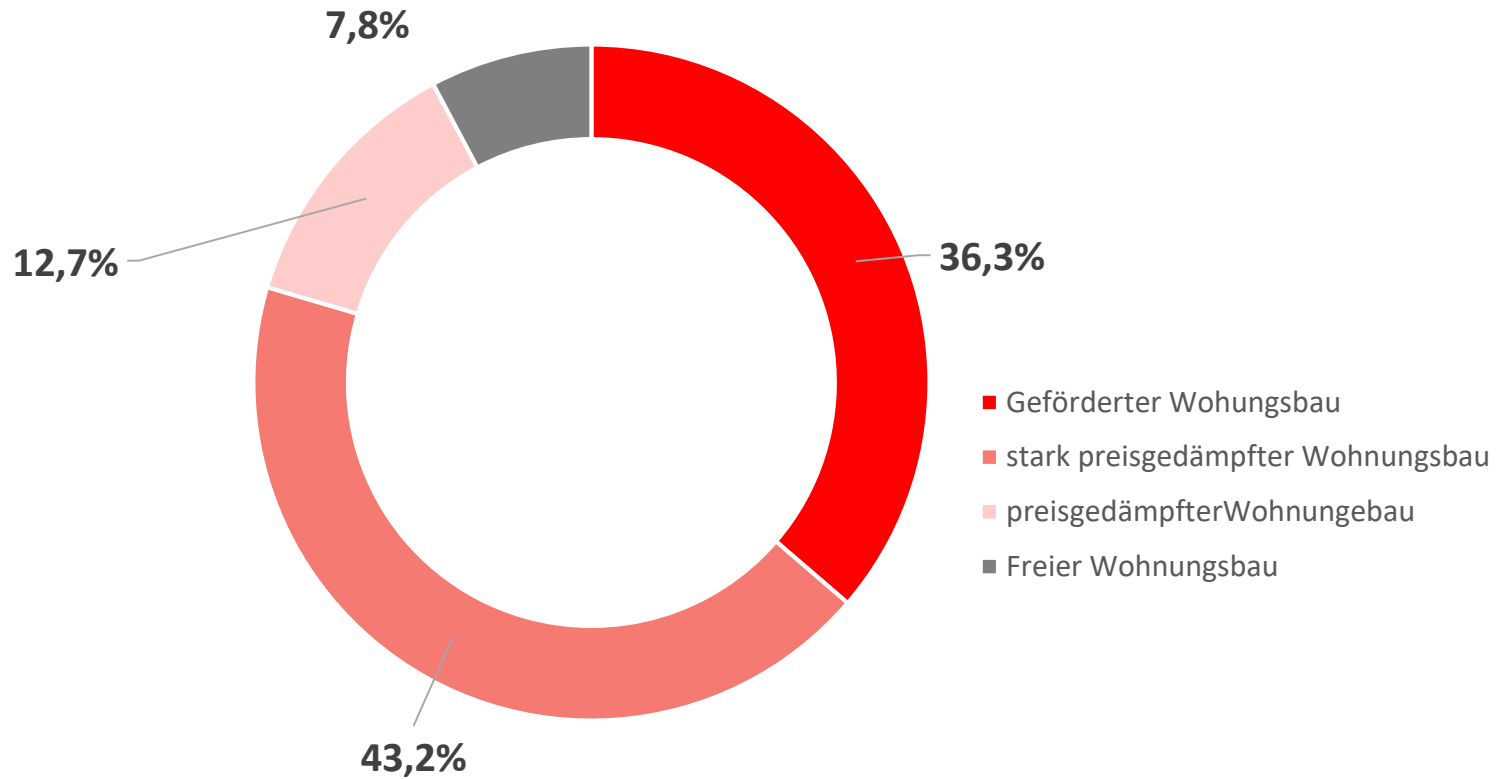


Hechinger Eck Nord Bewerbungen

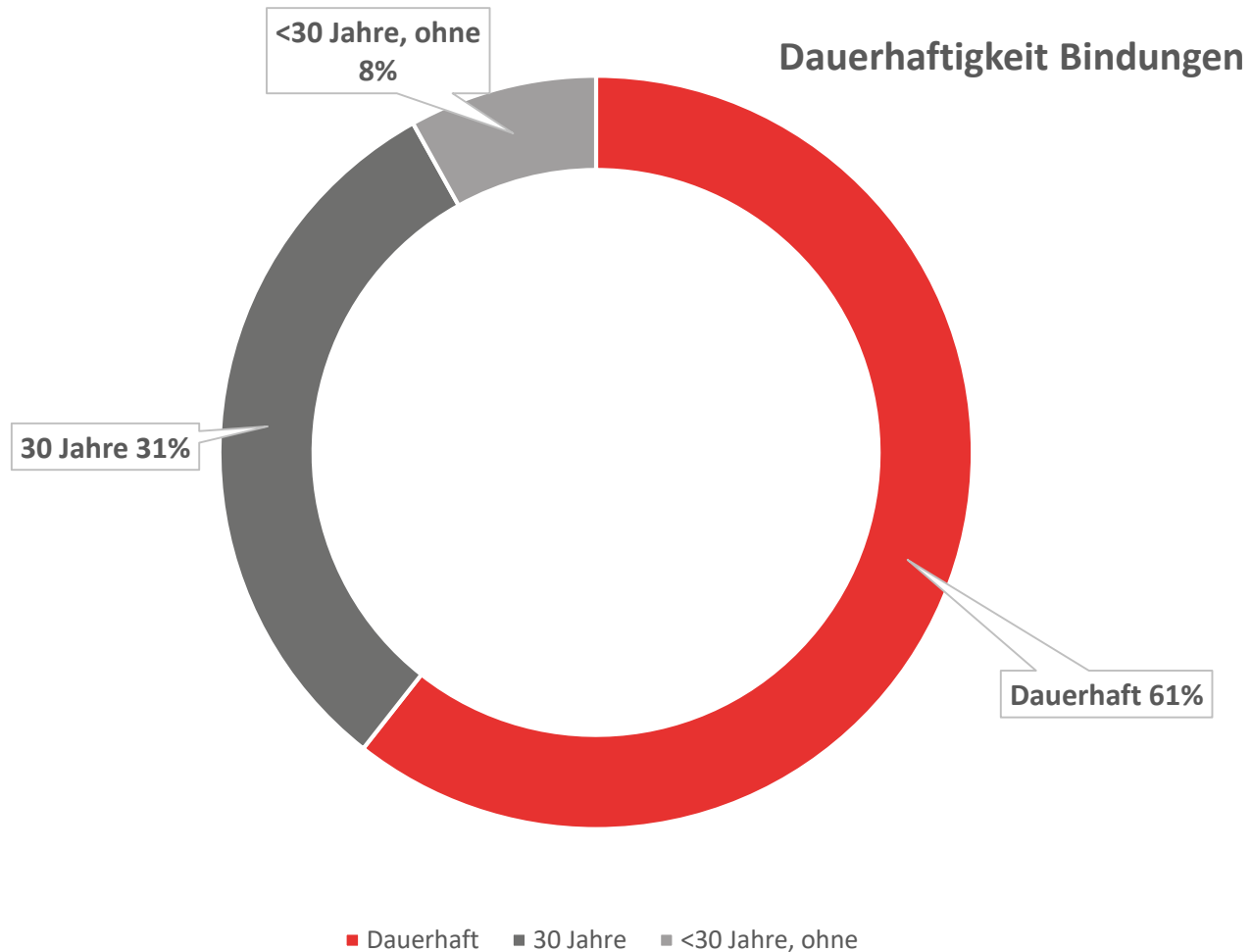


Fazit Vergabe Hechinger Eck Nord

Segmente Fairer Wohnen



Fazit Vergabe Hechinger Eck Nord



Complex procedure I

Preparation- und Application phase

- Fixed price (no partial price competition); exclusively qualitative criteria
- Publicising and explaining qualitative criteria far in advance
- No excessively formalised application format
- Conflicting goals: Keeping entry requirements low to ensure wide variety of (civil society) actors (no architectural concept, instead detailed urban development concept fixed by building plan) \leftrightarrow realisation security and ability to produce financing plans
- Support and consultation of new actors (accessible information) – connecting actors and inducing cooperations

Complex procedure II

Plot decisions by option commission and „optional“ phase

- Individual Interviews ahead of the main option commission meeting
- Option commission (non-public) Municipal council, administration and external experts
- Addressing not only individual projects, but whole of the urban development
- Two-step procedure: After plot decisions, there is an „optional phase“, where projects are qualified and developed step by step (intensively accompanied by municipality) and final Evaluation (withdrawal of Option possible!)
- Only then: Building application and sale of plot

All beginnings are difficult – Municipalities have to invest over time into a new urban development culture!

Conclusions

- Co-housing groups can make an important contribution to achieving mixed and diverse urban neighbourhoods
- Cooperatives and similar actors can provide affordable rental housing for other groups in need
- City administration remains the main actor, land management the central task
- Detailed development plans ensure quality of urban development
- Long-term affordability needs to be part of selection criteria and to be secured and managed



**Thank you very much
for your attention!**



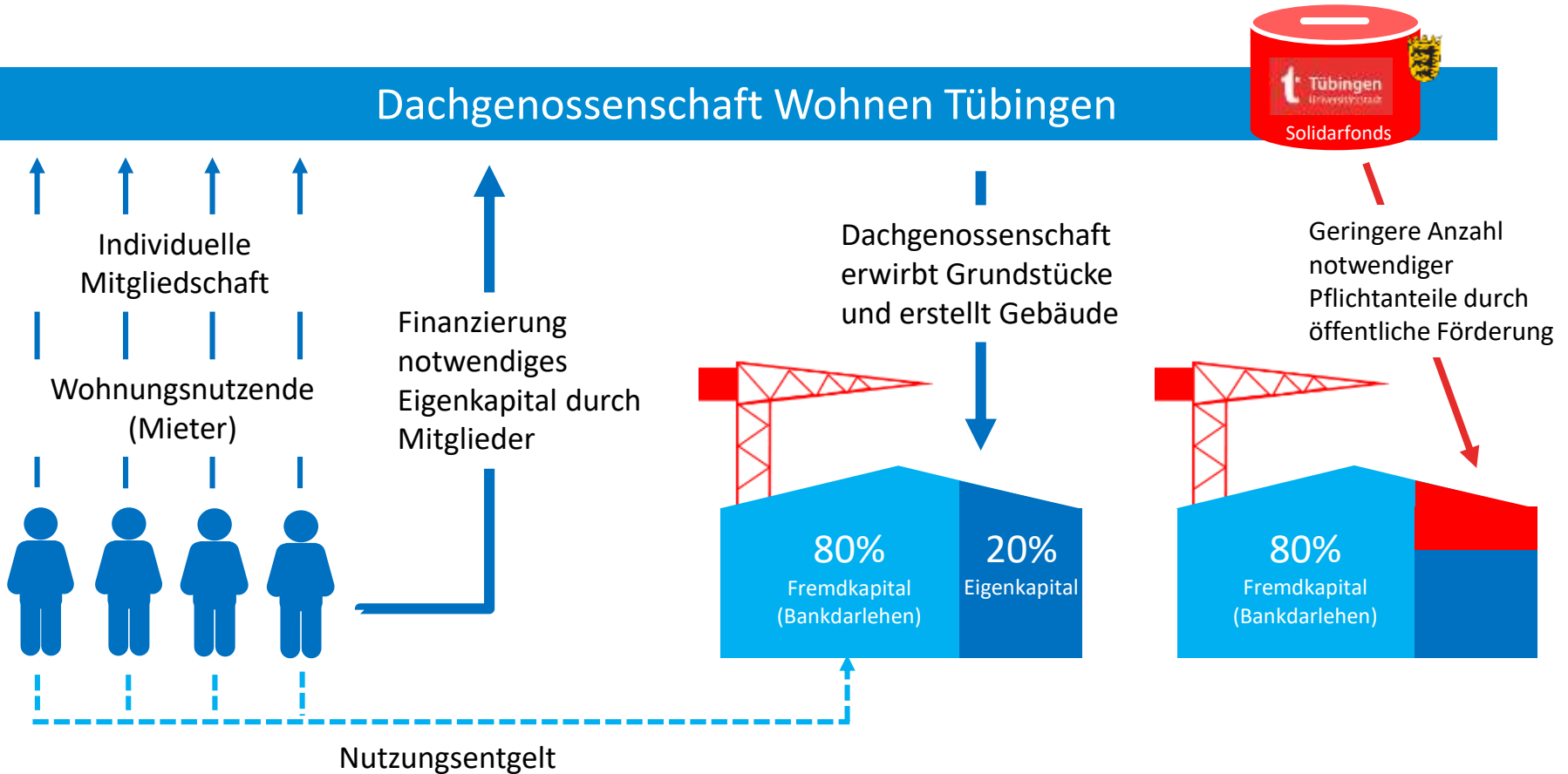
Thank you!



Folien Speicher

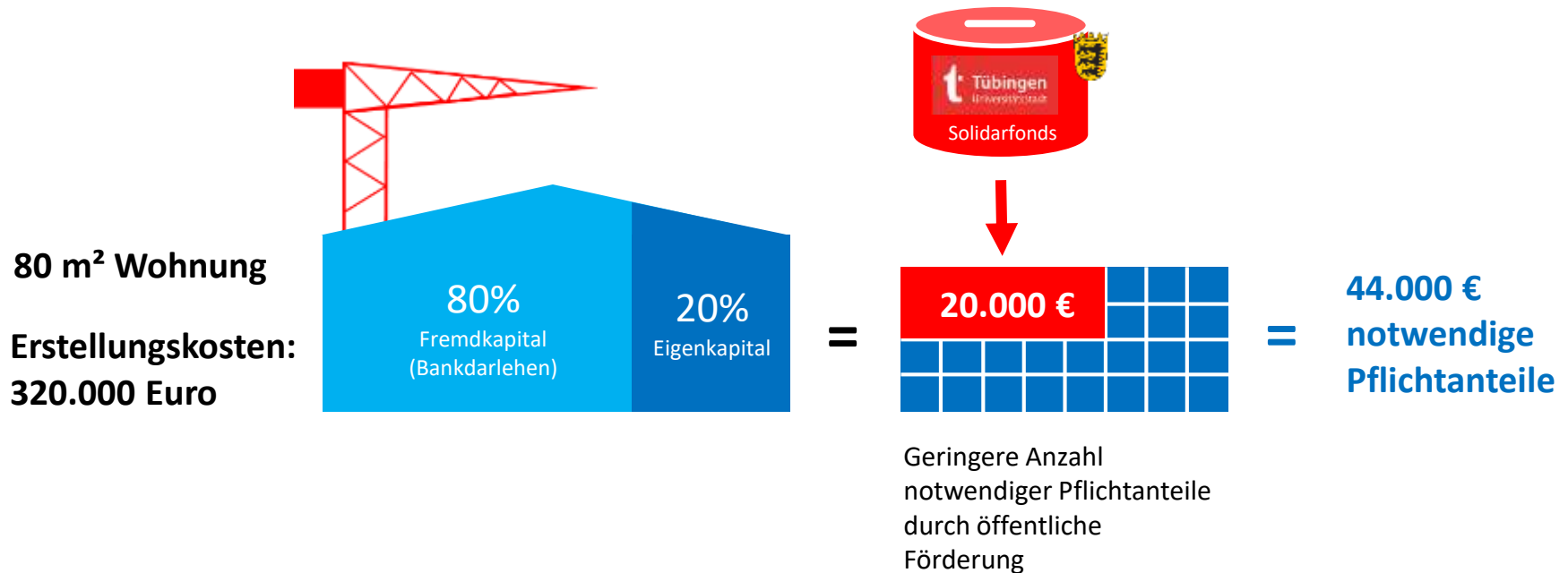
Dachgenossenschaft als Dach für unterschiedliche Wohnprojekte

Dachgenossenschaft Wohnen Tübingen

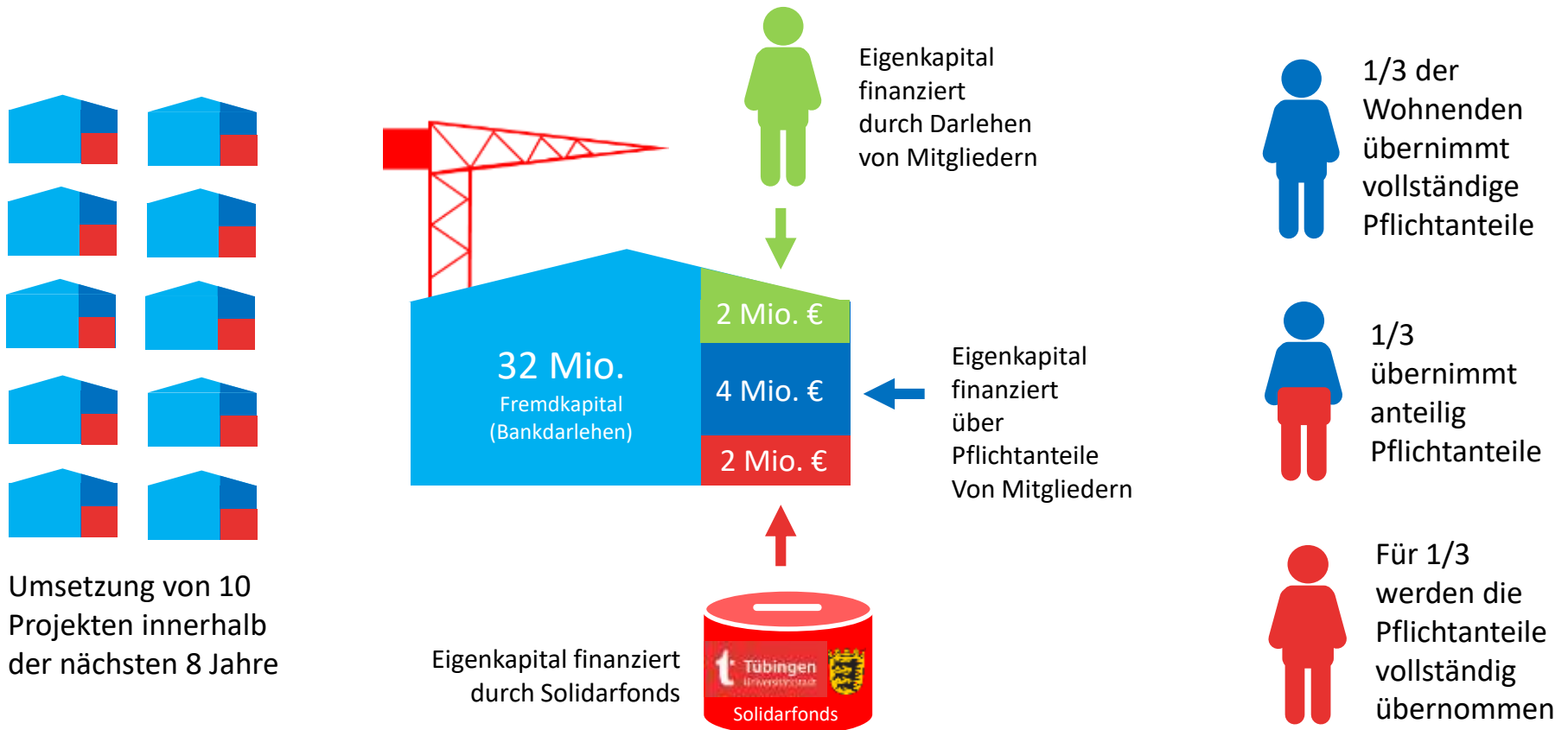


Funktion des Solidarfonds

Ziel: Menschen mit geringem Vermögen / Einkommen den Zugang zu genossenschaftlichem Wohnen zu ermöglichen – durch Reduktion der Pflichtanteile.



Dachgenossenschaft: Zusammenfassung Finanzierung



Nach 8 Jahren wird der Solidarfonds durch Überschüsse der Genossenschaft und weiteren Mitgliederdarlehen aufgefüllt.

Conclusion

- Building cooperatives can make an important contribution to achieving mixed and diverse urban neighbourhoods
- Building cooperatives can provide affordable rental housing for other groups in need
- City administration as the main actor, land management as a central task
- Long-term affordability needs to be managed

