

Julia Hartmann, commissioner for housing and accessibility

# Small-scaled, urban, diverse

## The Tübingen development strategy





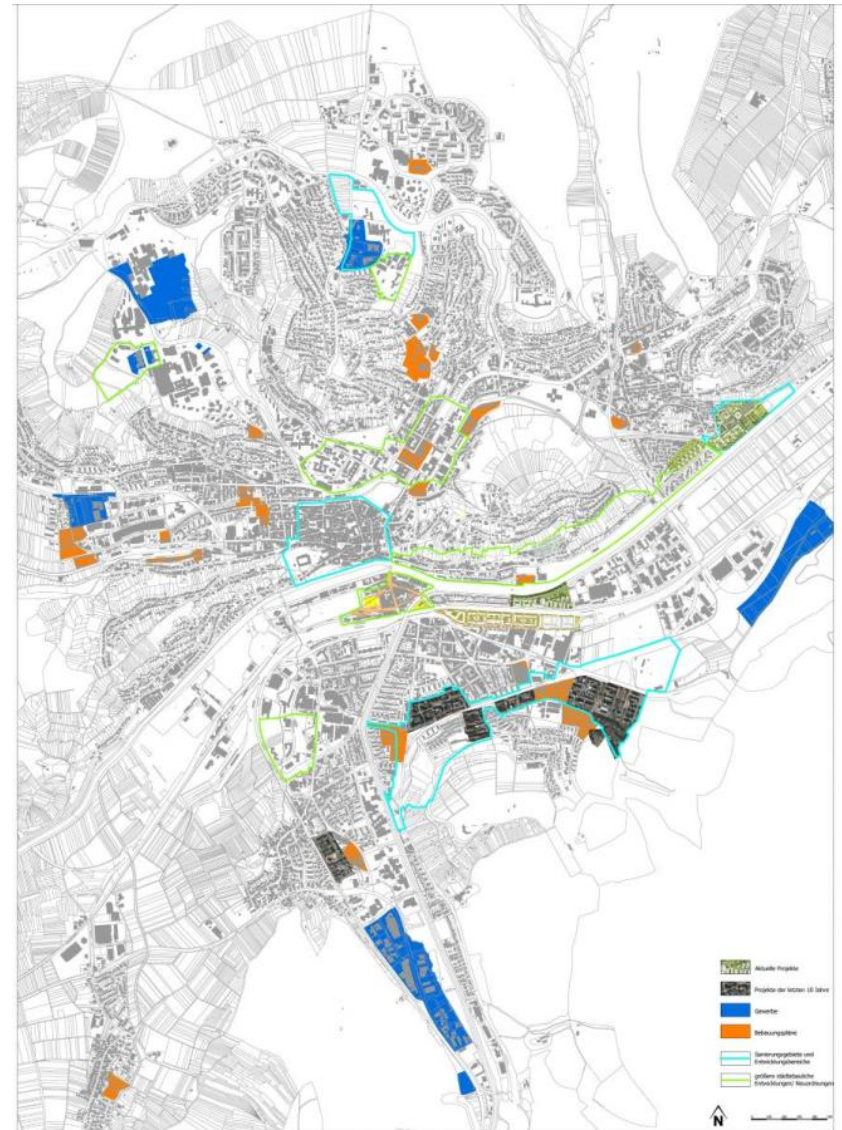
- 40 km south of Stuttgart - approx. 90.000 inhabitants and 40.000 jobs
- high density, growing by 1000 inhabitants per year -> high prices
- almost no green field development since 1985, despite these limits:  
new homes for approx. 15.000 people
- municipality as main actor in development of new urban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

## Structure

1. Tübingen: background, development goals and concept
2. Development principles
3. Who builds the city? The idea of private building cooperatives
4. Steps and tools of urban development:  
the „Alte Weberei“ as an example
5. Further experiences and conclusions

## Priorities of Tübingen's development

- Strengthening and refurbishing the medieval centre
- Development of university and university clinic
- Inner urban development with new 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

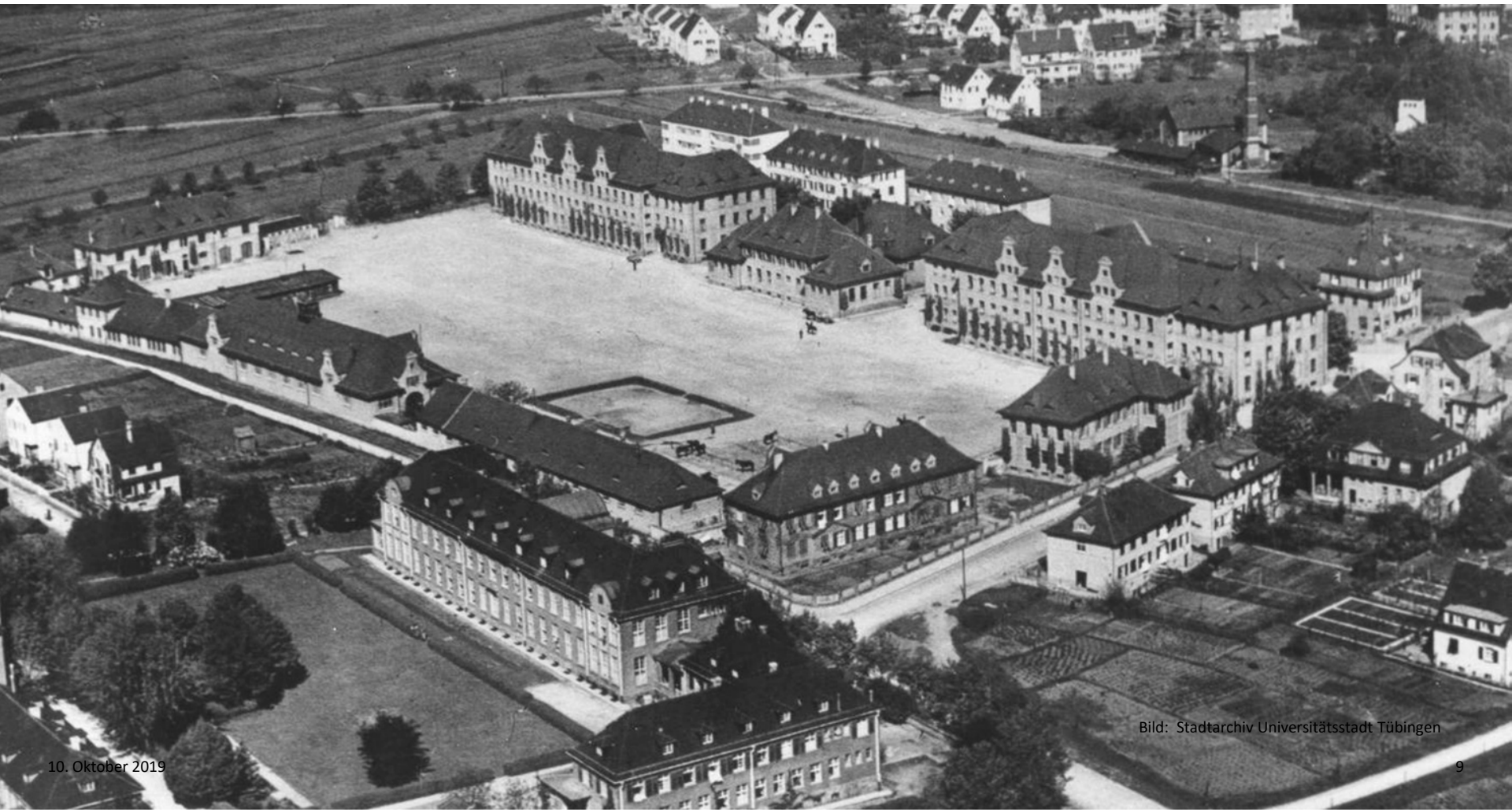
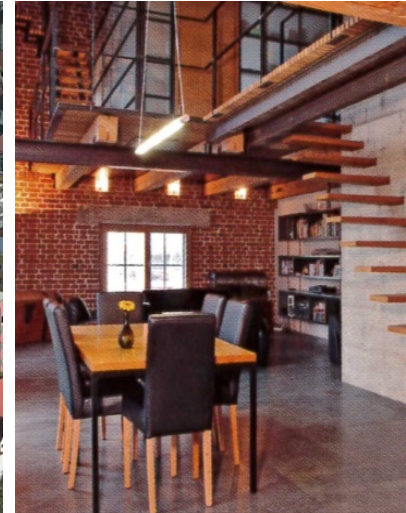
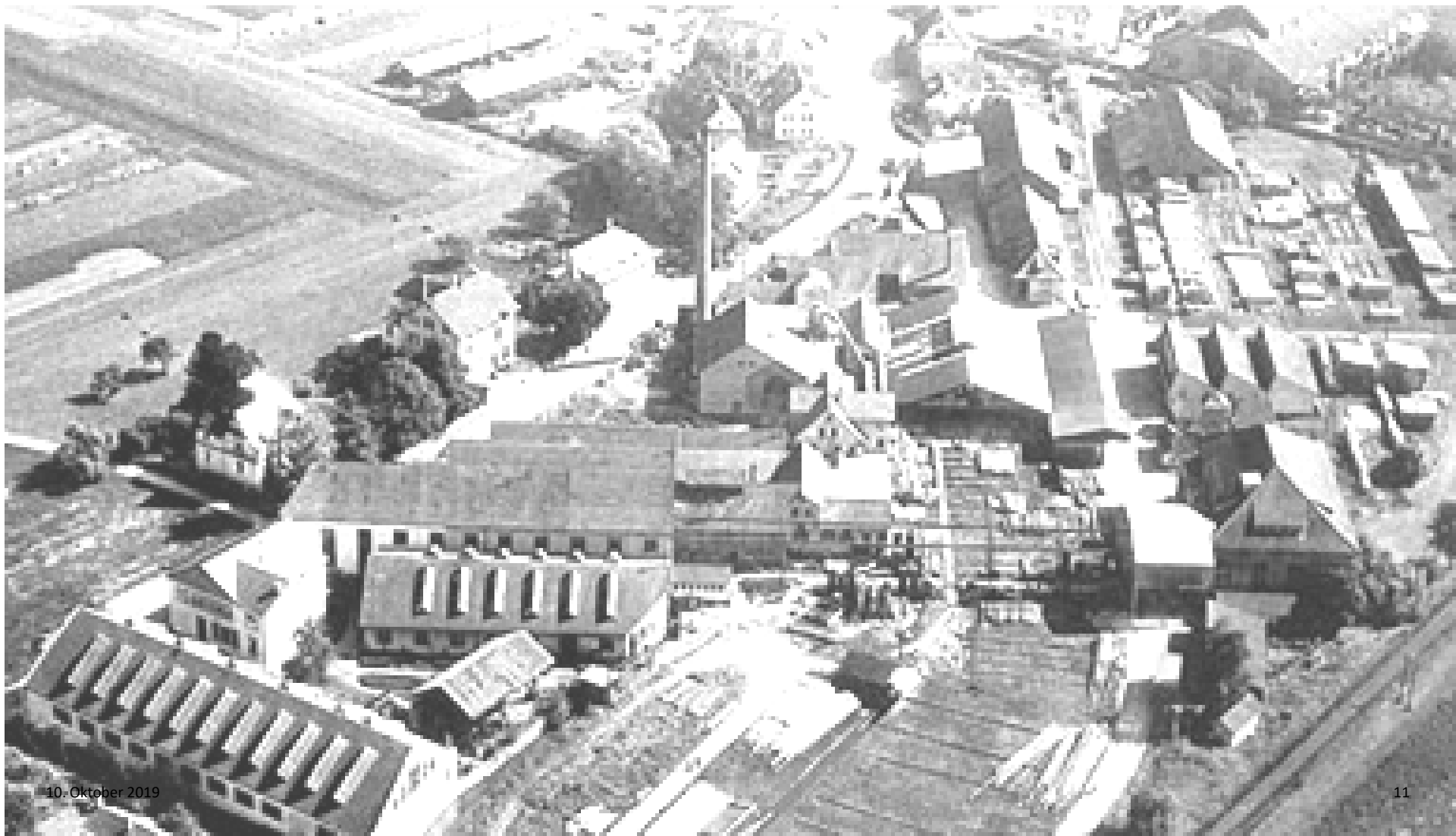


Bild: Stadtarchiv Universitätsstadt Tübingen

# Loretto quarter 2006



## Wurster & Dietz 1956



# Mühlenviertel 2011



## Württemberg textile mill / Egeria 2010



# 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 building groups



## Private building 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 building groups are no end in themselves, they are instruments: high quality, low costs, special qualities

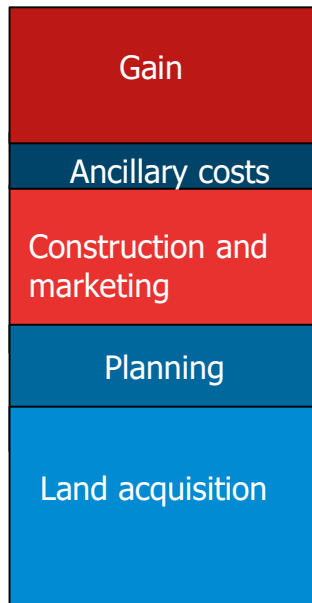


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## Comparatively low costs

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

### Developer



### Building group

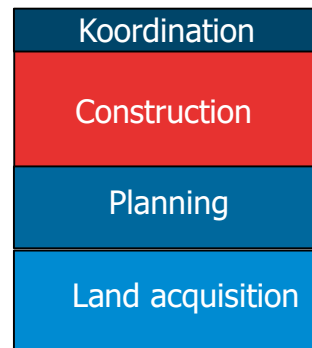


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## Early involvement + identification

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

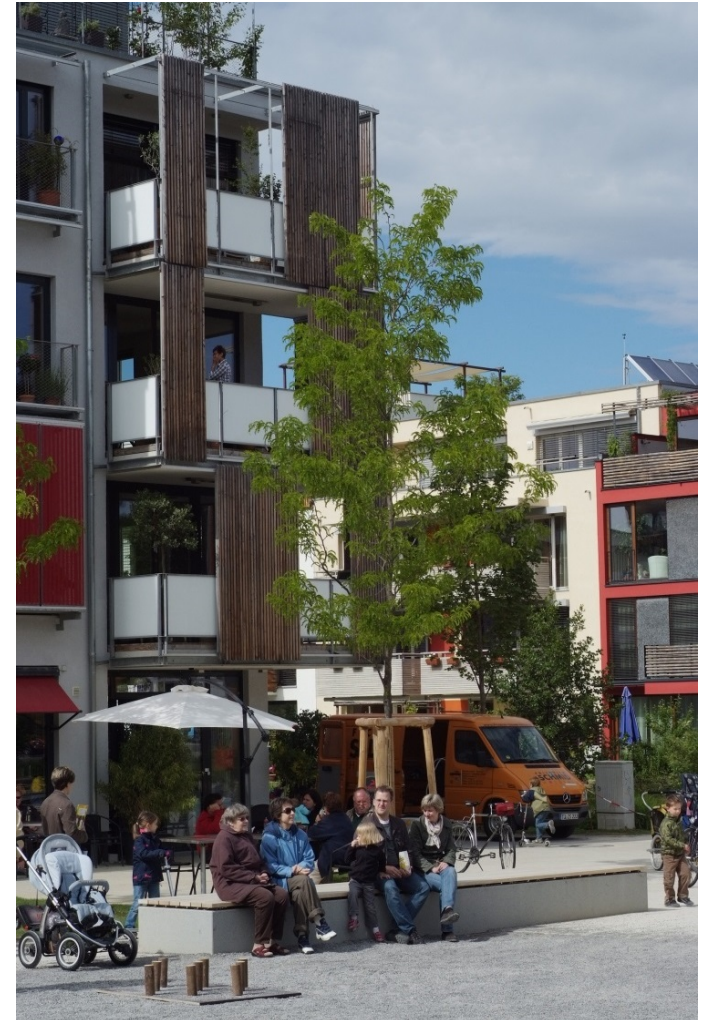


Bild: Universitätsstadt Tübingen

## 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: 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: building cooperative *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



Bild: Manderscheidt Architekten

## *Alte Weberei: building cooperative En Famille*

- Affordable housing for 8 families with around 30 children
- 2300 €/m<sup>2</sup> 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

# Building cooperative *En Famille*, Alte Weberei

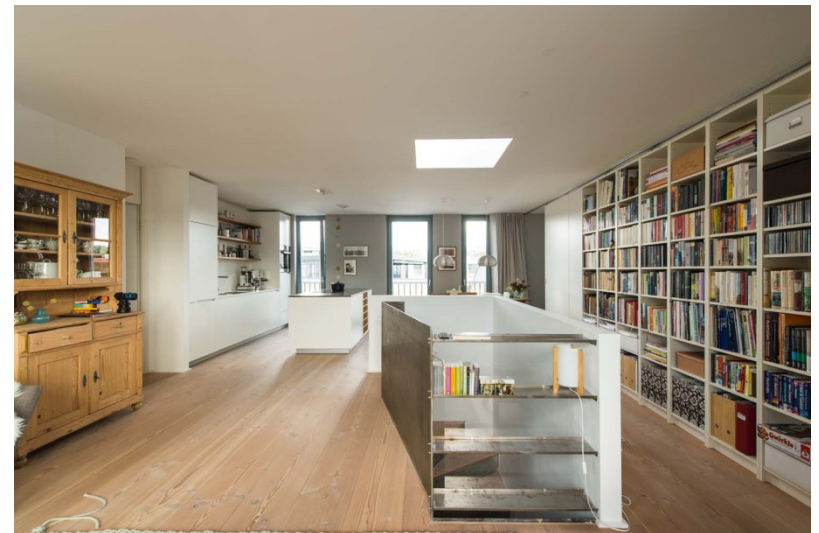


Bild: Manderscheid Architekten



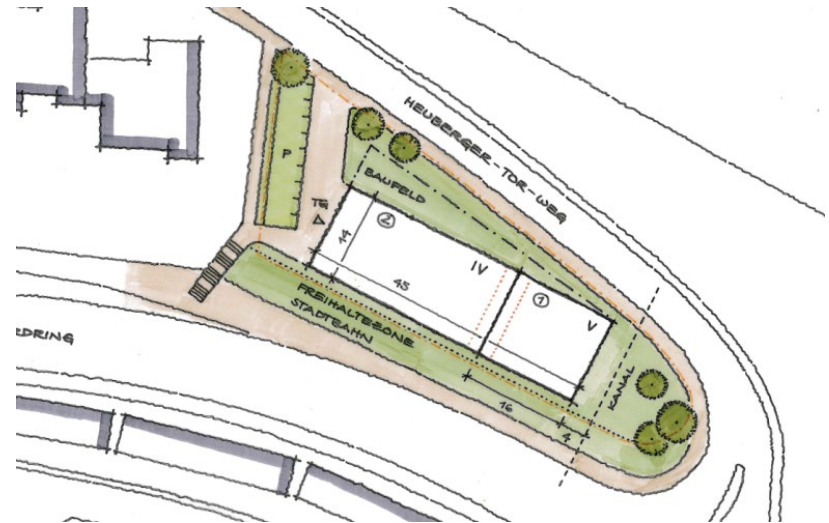
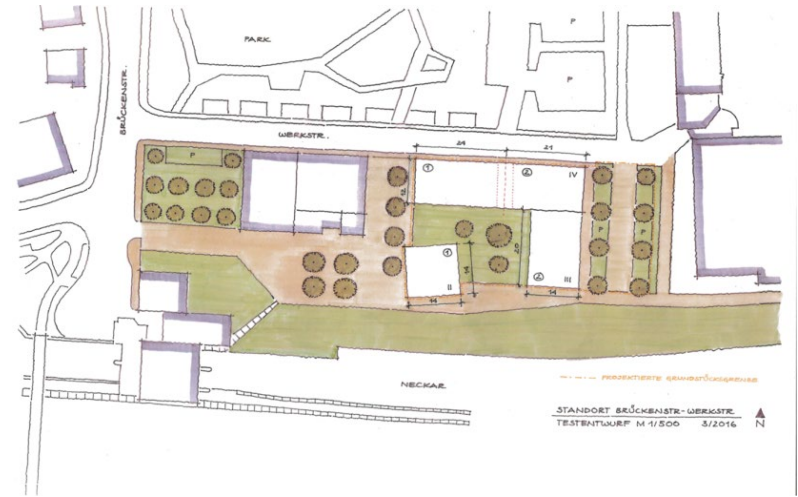
## The challenge of long-term affordability

- 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



## *refugee housing: Building group Wolle +*



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

# refugee housing: Cooperative Neue Nachbarn KG

shareholders jointly  
own the house

**Neue  
Nachbarn** KG

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 Men

**Tübingen.** Die ersten Bewohner  
ziehen am 1. November in die Neu-  
bauten am Süd-Ende des Hechinger  
Ecks, die letzten werden Anfang  
Februar folgen. Doch Einweihung  
gefeiert wurde jetzt schon.  
Gunnar 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 „Bauplätze für  
gute und normale Gebäude“ bereit-  
gestellt hatten. Die Kombination  
aus Weitsicht und Humanität ma-  
che ihn stolz auf seine Stadt.  
Laufer-Stark vor etwa 120 Gästen  
und Bewohnern. Er dankte dem  
Land für den großzügigen Zuschuss  
und vor allem der Tübingen  
Stadtgesellschaft: Den vielen Mit-  
schen, die den Bau aus privaten  
Mitteln ermöglichten.

„Man spürt, es ist ein ech-  
Herzensprojekt, das die Stadt  
reichert“, sagte die CDU-Bun-  
tagsabgeordnete und Integra-  
beauftragte der Bundesregie-  
Annette Widmann-Mauz. „In-  
tion ist eine Entscheidung“, be-  
tonte die Staatsministerin. H

# Housing the elderly : „at home in Hirschau“

- Building 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



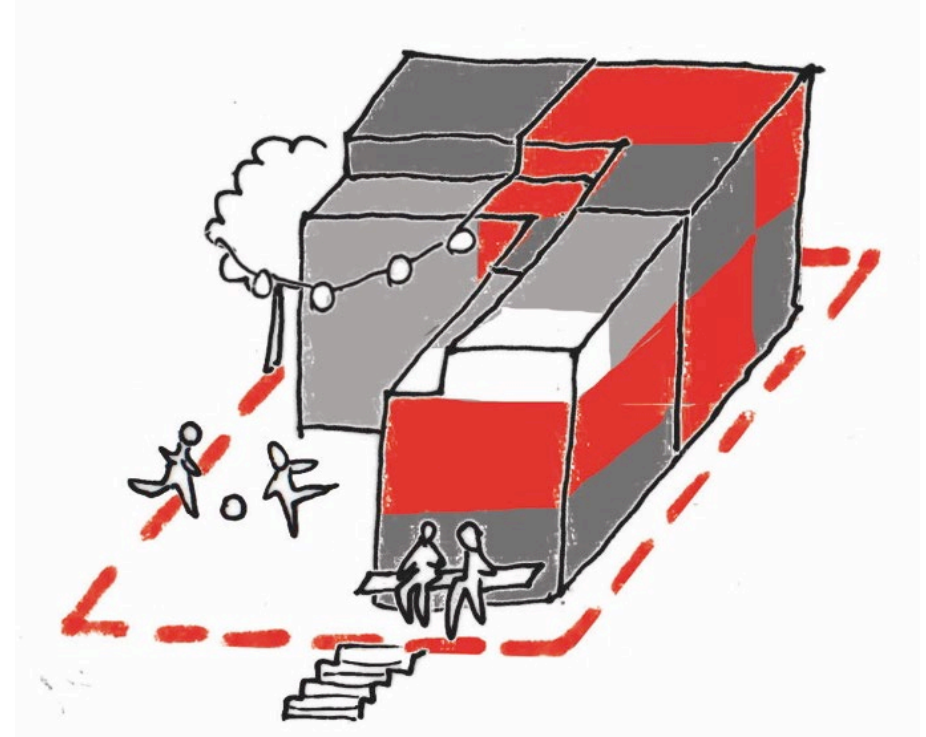
# The future: securing diversity and social mix

## Lessons:

- building cooperatives can provide affordable rental housing for other groups
- Other forms of joint (instead of individual) ownership are possible: cooperatives, limited partnerships

## New rules for plot sales:

- 30% of flats rental social housing
- 90% of flats with long-term fixed rents if not owner-occupied



## 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



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

