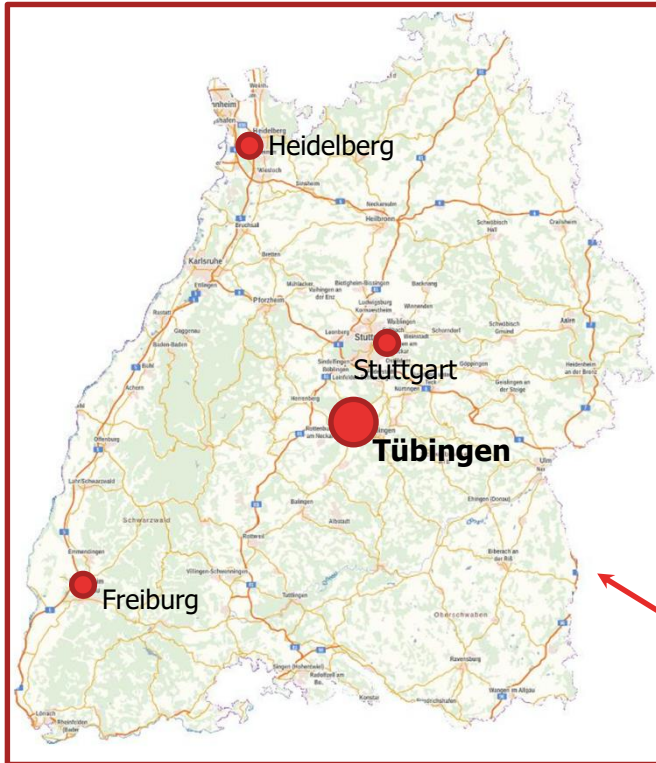


Julia Hartmann, commissioner for housing and accessibility

# Housing strategy and municipal land management in Tübingen





## Tübingen

- Swabian university town 40 km south of Stuttgart
- approx. 90.000 inhabitants, approx. 28.000 students and approx. 40.000 jobs

## Tübingen – an Old University Town



- Restored medieval town centre
- Well-known university, founded in 1477 -- Great cultural tradition (Hölderlin, Hegel, Schelling, Mörike, Bloch, Küng)  
University and its clinics– biggest employer with 10.000 employees



## Tübingen – Young and Dynamic City

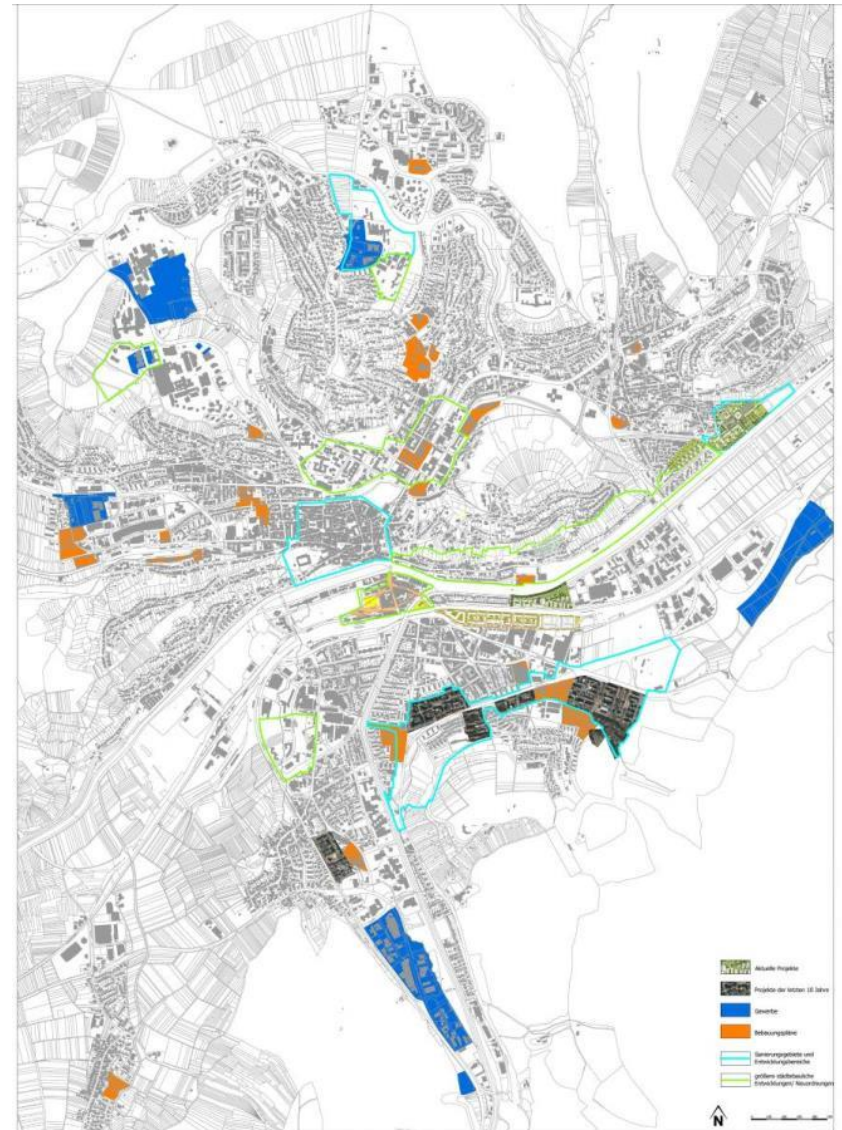


- Important center of science and research: University, University Clinics and Institutes of Max-Planck-Society (Christiane Nüsslein-Volhard, Nobelprize for medicine 1995)
- Main industries: Life Sciences, IT/Software, Textile Industry, Metal processing
- Start-ups in life sciences, developmental biology, artificial intelligence



## Priorities of Tübingen's development

- Strengthening and refurbishing the Medieval Town 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

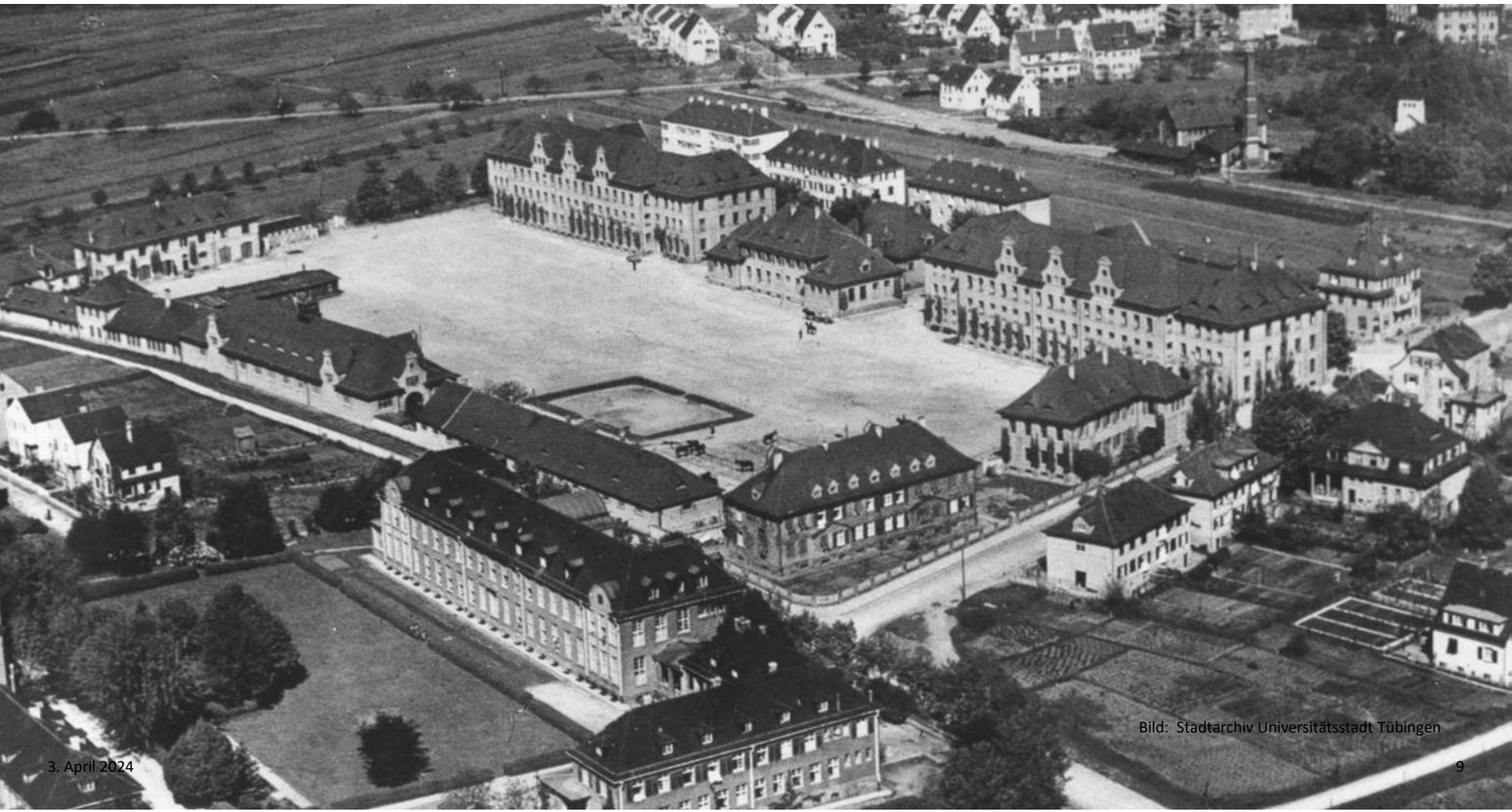


Bild: Stadtarchiv Universitätsstadt Tübingen



# Loretto quarter 2006





## Wurster & Dietz 1956





# Mühlenviertel 2011





# Württemberg textile mill / Egeria 2010





# Alte Weberei 2015



# The „Tübingen Model“

## Universitätsstadt Tübingen as developer



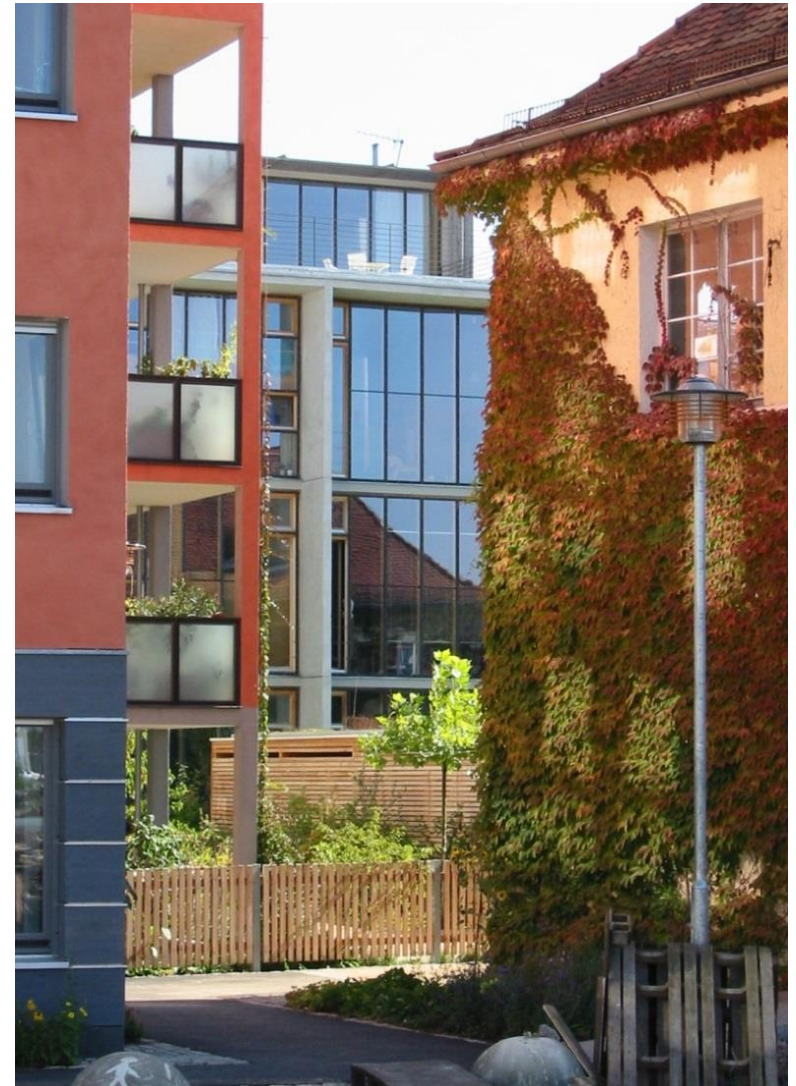
## private co-housing groups as owner-builders

- 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



## Development Principles - Variable division of plots + variety of actors



Bilder: Universitätsstadt Tübingen

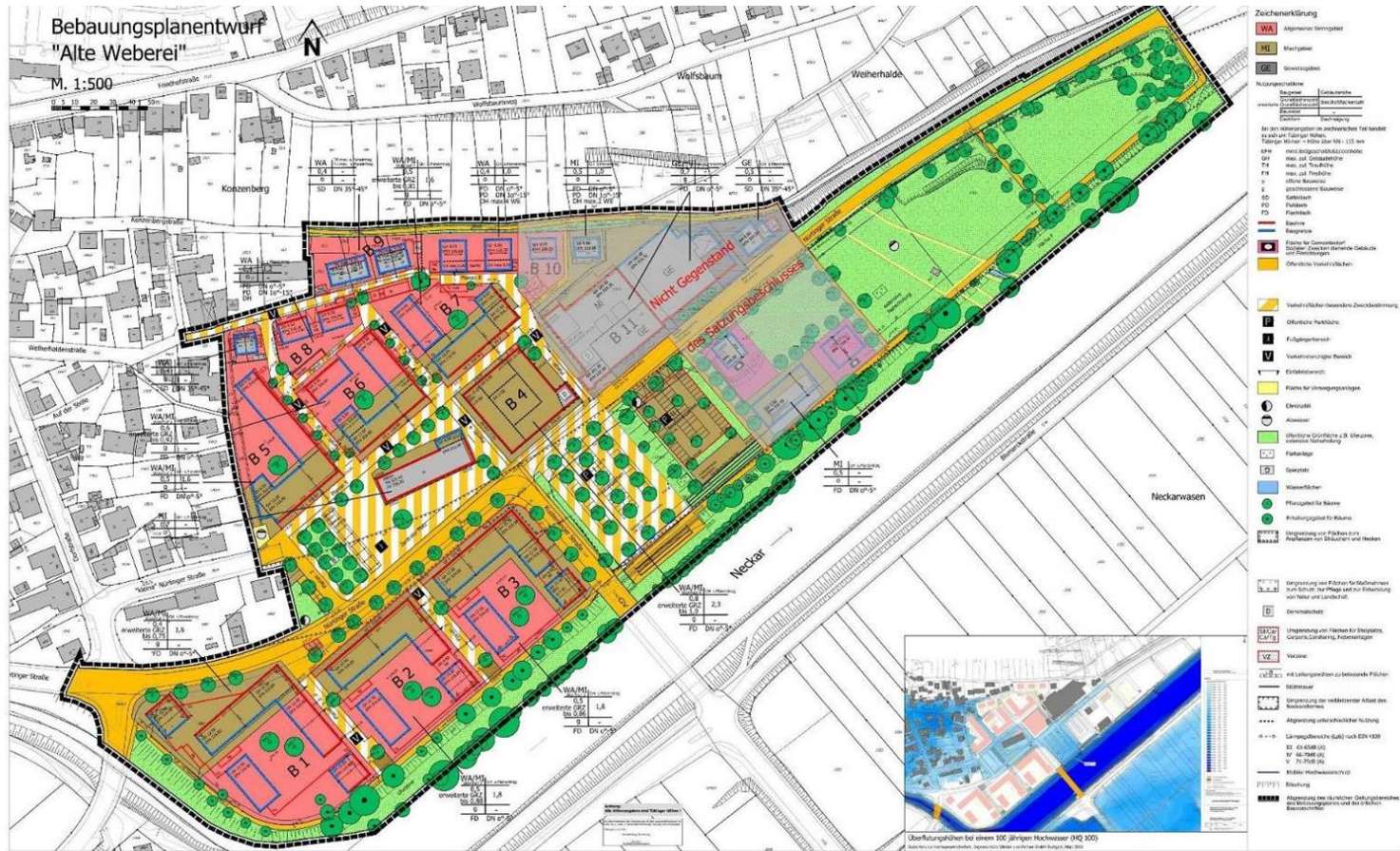


# Alte Weberei: Urban design by Hähnig + Gemmeke





# Alte Weberei: Legal framework (development plan)





# Alte Weberei: Commercial use obligation





# Alte Weberei: Fixed plot prices



## 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”





## 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

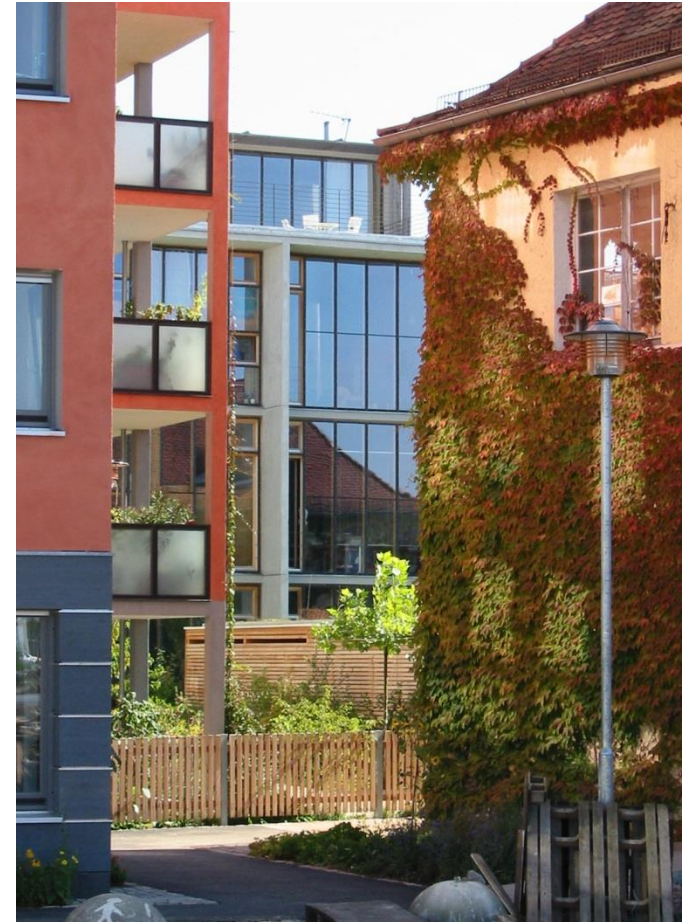
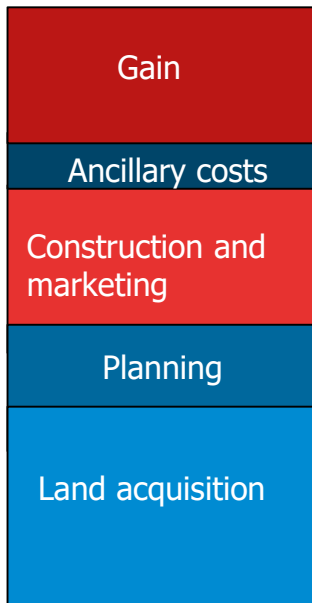


Bild: Universitätsstadt Tübingen

## Comparatively low costs

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

### Developer



### Building group

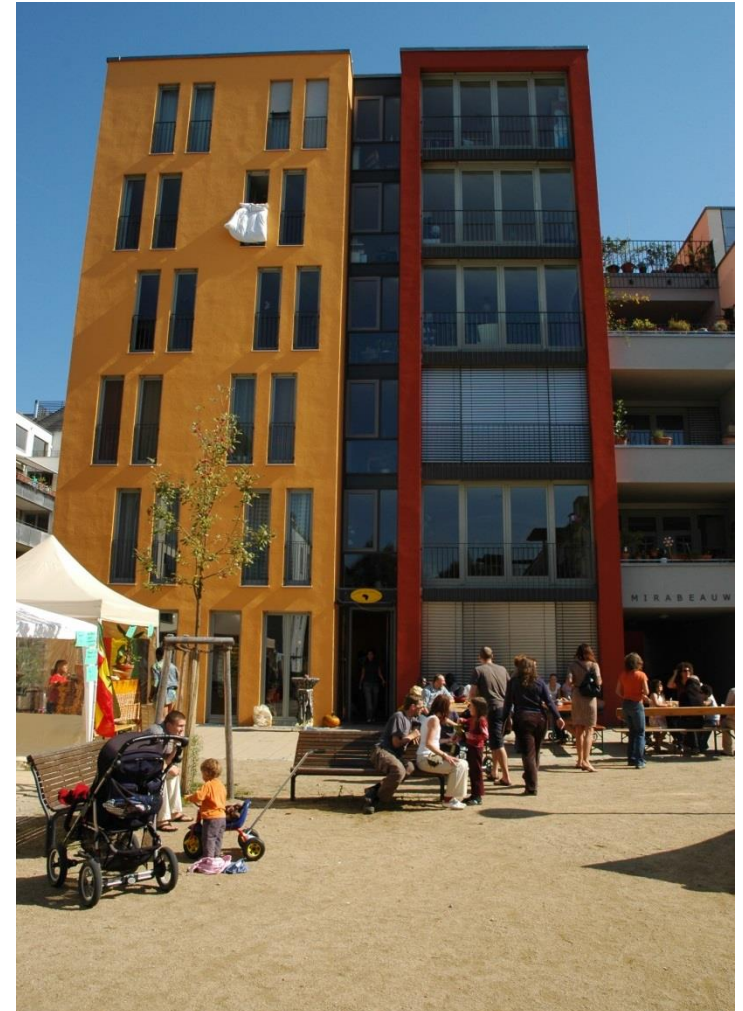
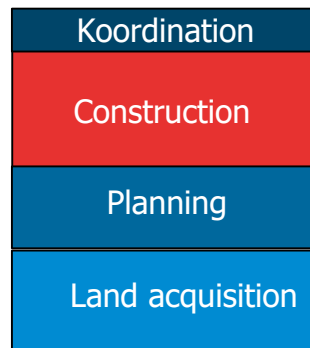


Bild: Universitätsstadt Tübingen



# 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



Bild: Manderscheidt Architekten

## Alte Weberei: co-housing group *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



# Co-housing group *En Famille*, Alte Weberei



Bild: Manderscheid Architekten

# The challenge of long-term affordability

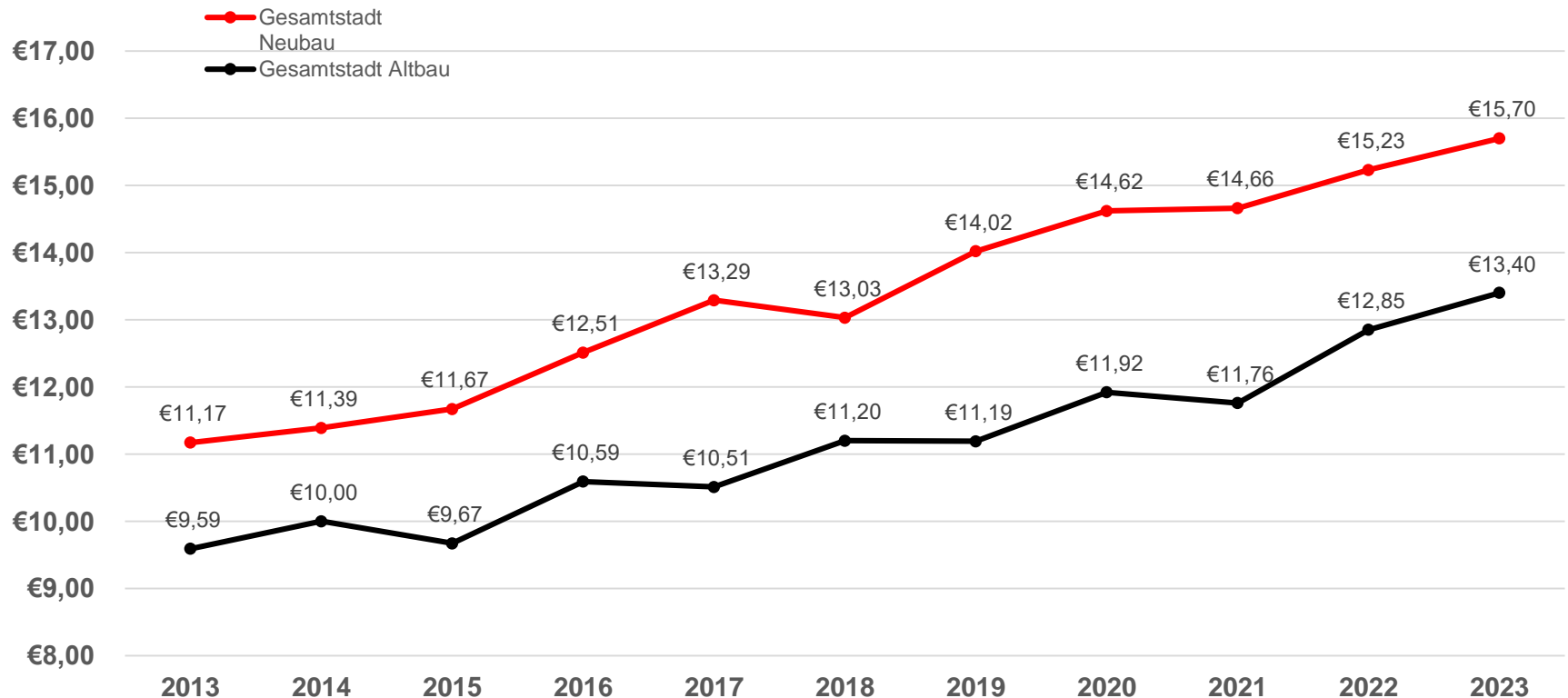
- Highly attractive new quarters
- Rising prices and rents in the city as a whole
- Despite high identification and stable social structures:  
Generational change leads to sale and rental of formerly owner-occupied flats



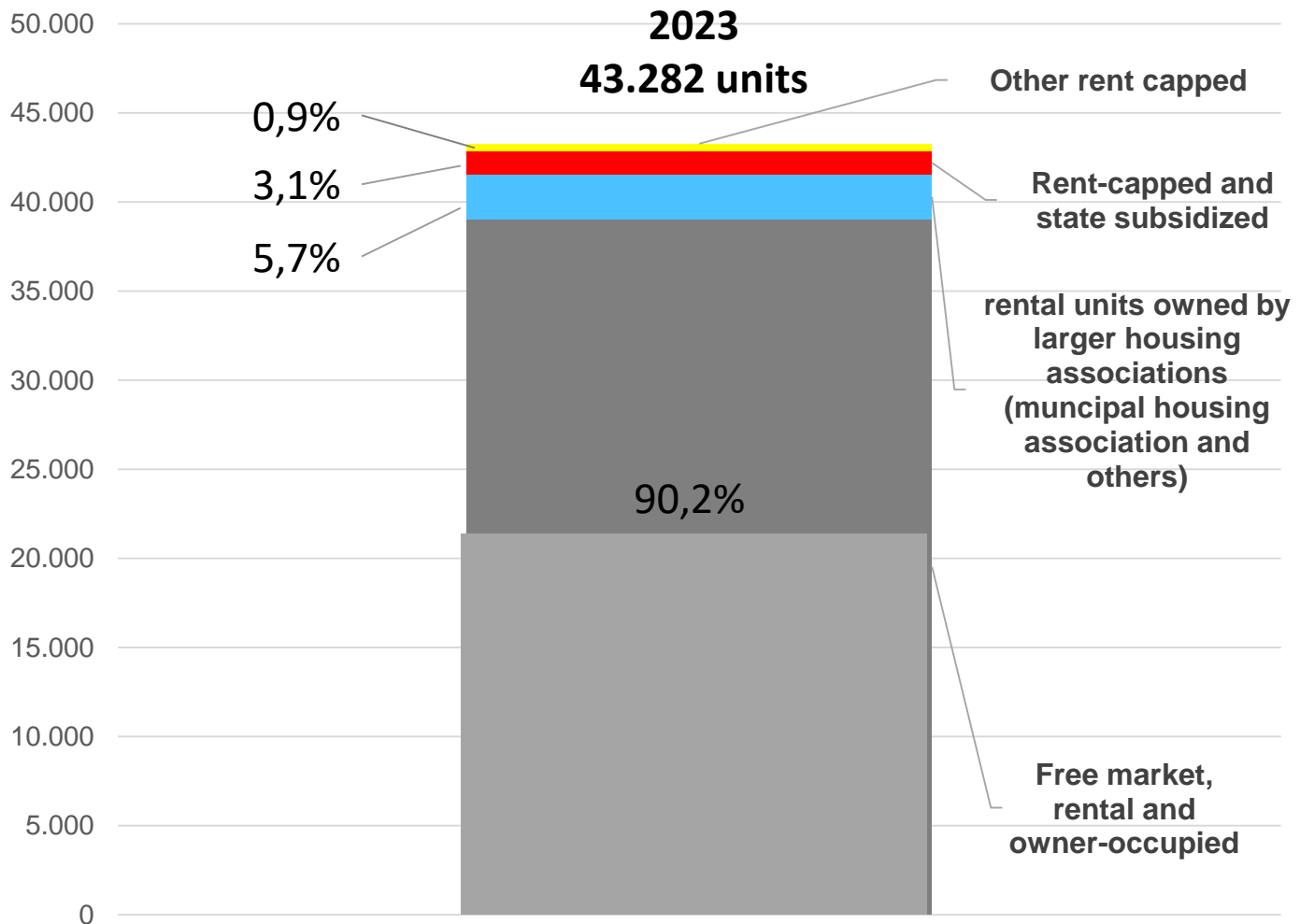


# Challenges: rise in rental prices

**Vergleich der Angebotsmieten in Neubau und Altbau 2012 - 2023**  
Median der Nettoangebotskaltmiete in Euro pro qm



# Challenges: little market control





# Challenges: demographic change

## Area Waldhäuser-Ost



**1975:** 2209 Inhabitants  
25% under 18

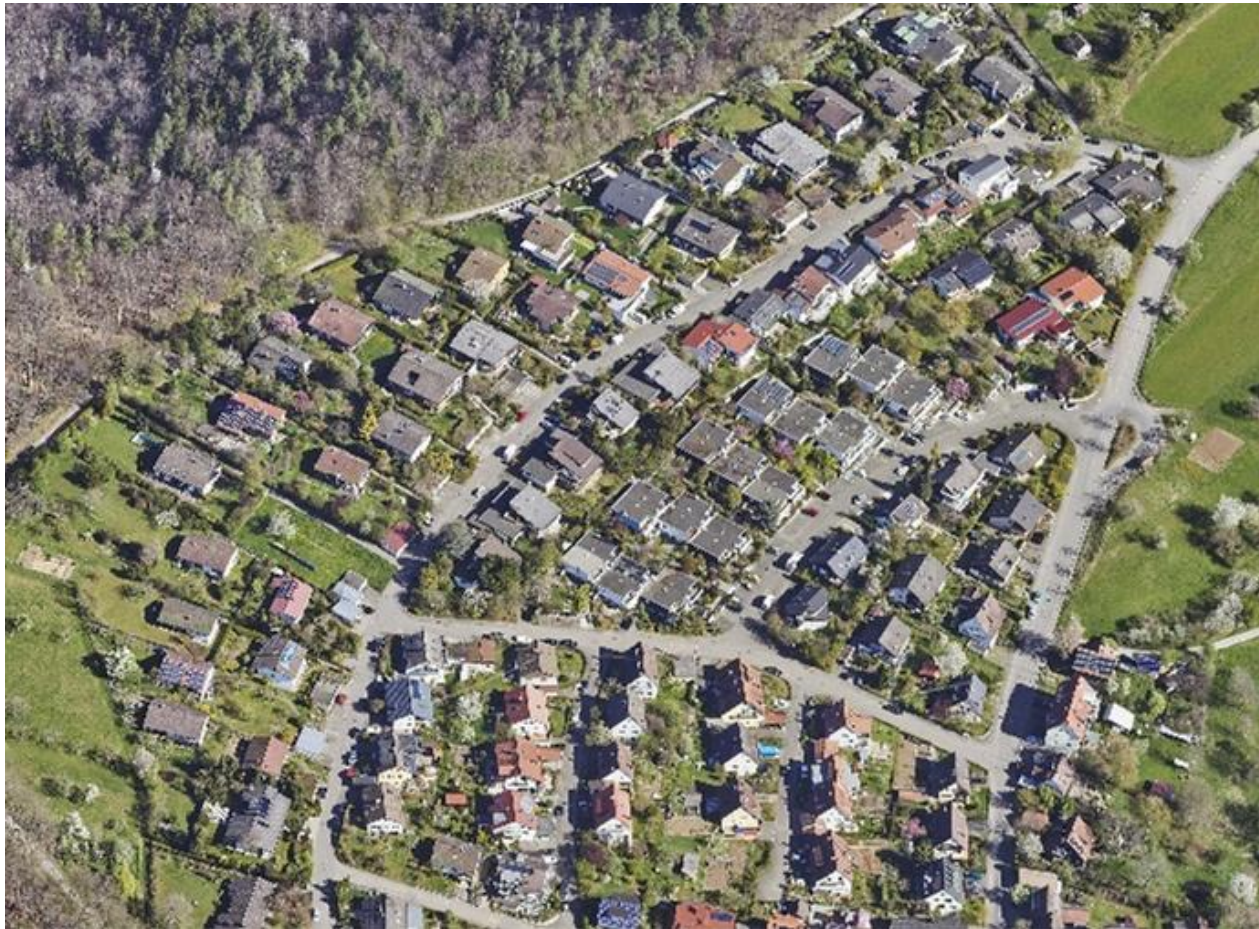


**2022:** 1570 Inhabitants  
13% under 18  
25% over 65



# Challenges – demographic change

## Teilort Hagelloch

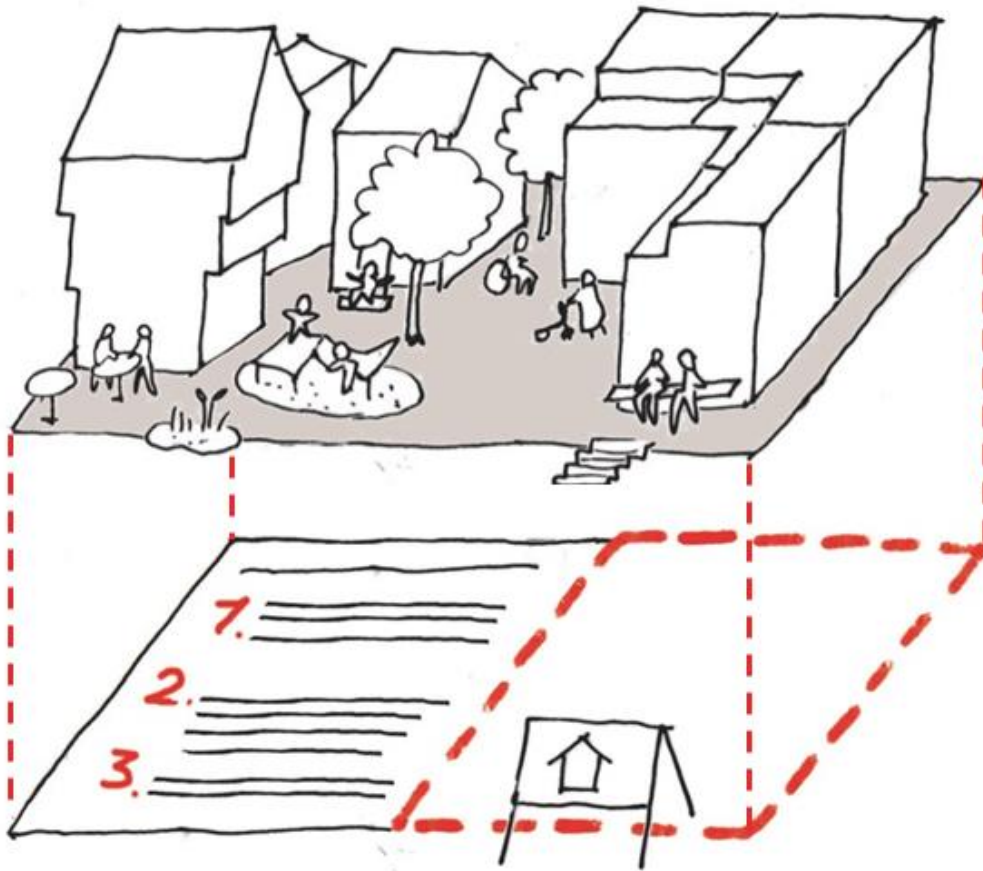


**2021:** 1.727 Inhabitants  
15% under 18  
24% over 65





## Tübingen's new strategy: „Fairer Housing“



**regulating  
housing development  
on municipal and on private land**

**supporting „common good“  
housing actors**

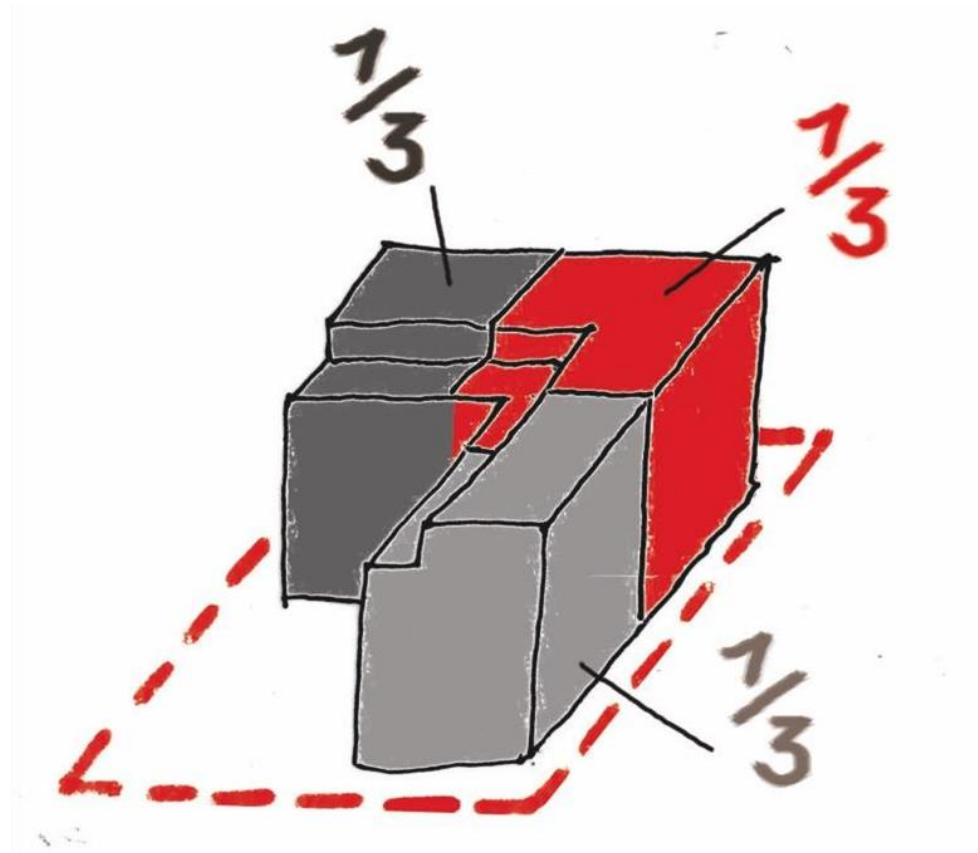
**strengthening municipal housing  
associations**

**Using the potential of existing  
housing**

**Providing housing for households  
most in need (low income, key  
workers, homeless, refugees)**

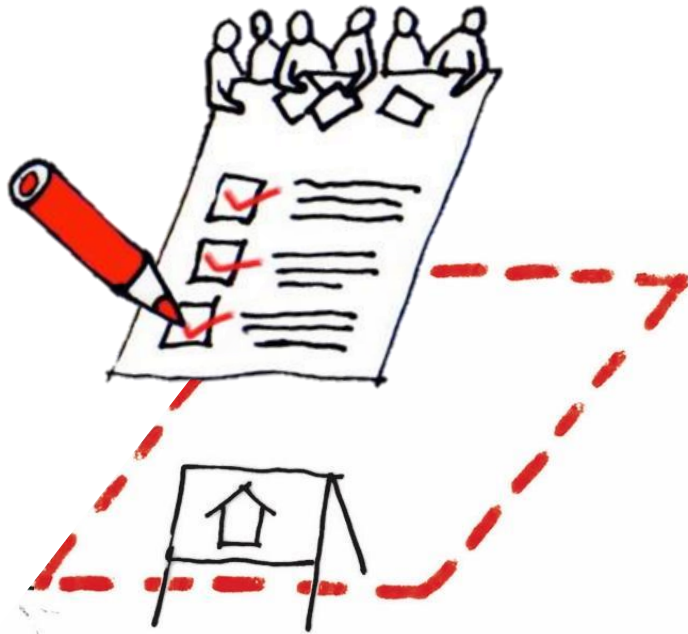
# New rules for plot sales

- **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**





# New 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

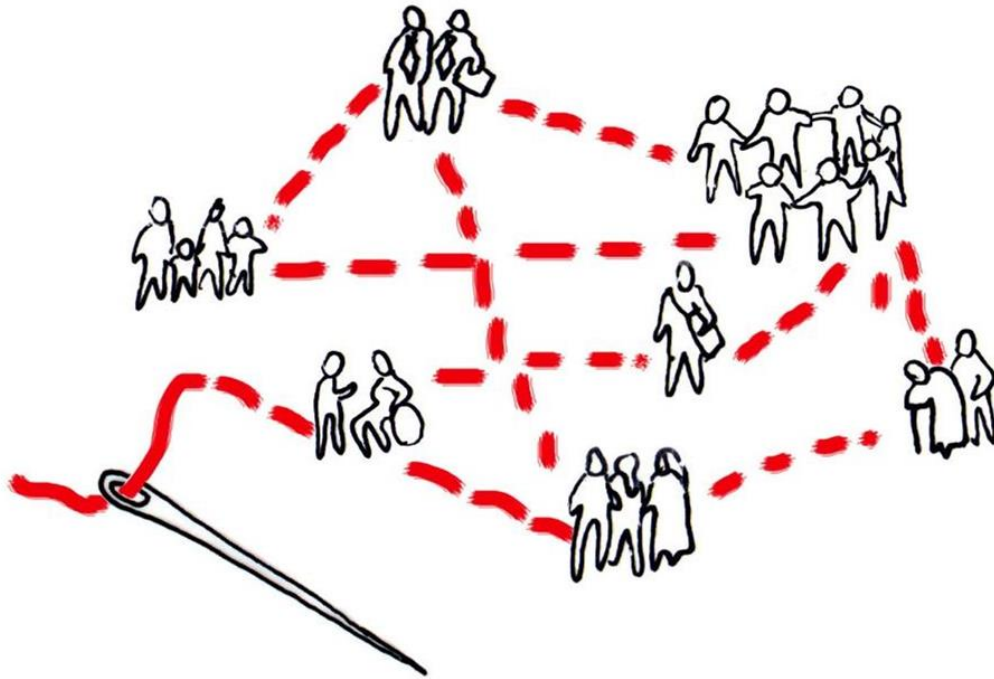
## 3) Added value for the neighbourhood

- Contribution to social infrastructure and shared spaces

## 4) Realisation securities

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

# Supporting „common good“ actors cooperative forms of housing and property

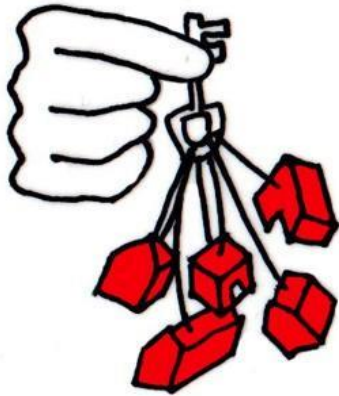


**Advice, funding access and direct financial support for:**

- Existing housing actors
- New groups and innovative projects forming
- Specific target groups such as elderly and special needs households



# Strengthening the municipal housing association

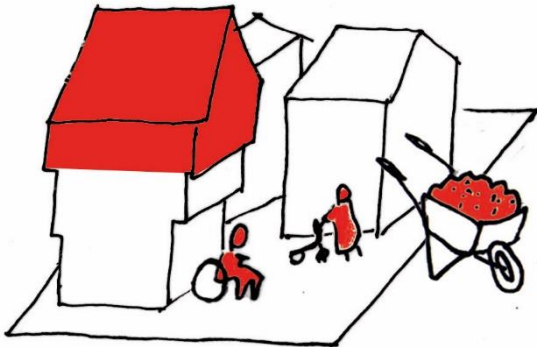


- Developing and defining common goals
- Optimal use of state subsidies
- Supporting cooperation between housing associations, but also with special target groups such as elderly citizens
- Working on a common strategy for occupancy – demographic change and special target groups



# Using the potential of existing housing

## Adjusting private housing to new needs



- Supporting subdivision and the creation of new rent-capped units
- Supporting barrier-free adjustments

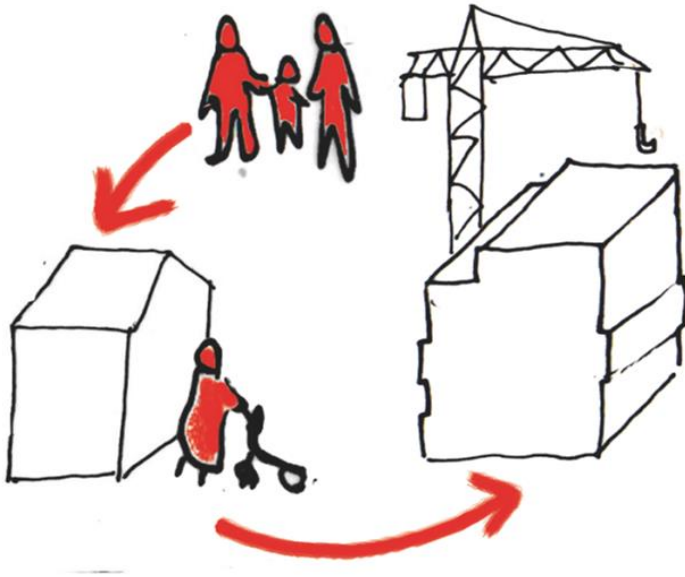


## Impeding housing conversion and vacancies

- New by-law against vacancies and conversion to holiday rentals



# Using the potential of existing housing



## Creating offers for more efficient use of existing housing

- Developing housing offers for senior citizens
- Creating support systems for house moving, including financial incentives

# EXAMPLES - diversity and affordability with a new generation of housing projects







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 cooperative
- Privately financed by 15 single owners, subsidised by Federal refugee funding

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 Mer

Tübingen. Die ersten Bewohner ziehen am 1. November in die Neubauten 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 Bauträger, dankte am Samstag dem Tübinger Gemeinderat und der Stadtverwaltung, dass sie „Bauplätze für gute und normale Gebäude“ bereitgestellt hatten. Die Kombination aus Weitsicht und Humanität mache 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 Tübinger Stadtgesellschaft: Den vielen Menschen, die die den Bau aus privaten Mitteln ermöglichten.

„Man spürt, es ist ein echtes Herzensprojekt, das die Stadt bereichert“, sagte die CDU-Bürgerbeauftragte der Bundesregierung Annette Widmann-Mauz. „Institution ist eine Entscheidung“, betonte die Staatsministerin. H



# 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



## *Housing the elderly : „Gut Leben eG“*



UNTERJESINGEN.  
**GUT.**  
**LEBEN.**  
IN JEDEM ALTER! eG

Local village cooperative aiming to create housing options for elderly

- 18 apartments, 16 of which are barrier-free
- Elderly care shared communal apartment
- rooms for a local doctor's practice.

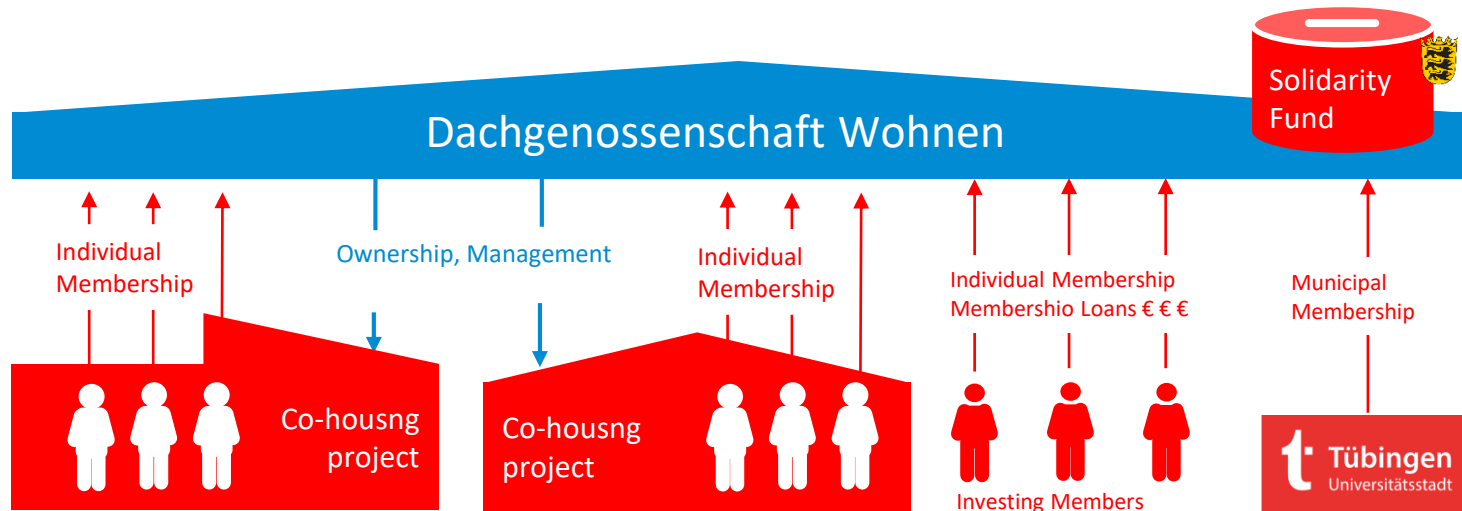




# „roof cooperative“ Dachgenossenschaft Wohnen Tübingen

## □ „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)



# Cooperative Housing project HEckpilot

New-built of the roof cooperative within the new urban quarter „Hechinger Eck N0rd“

12 rent-capped units,  
8 of which 40% below  
market rent





# Sufficiency – dividing and combining flats

HEckPilot (Dachgenossenschaft Wohnen Tübingen eG)



# Sufficiency – dividing and combining flats

HEckpilot (Dachgenossenschaft Wohnen Tübingen eG)





# Cooperative housing in existing buildings



**Housing project „Tante Huber“**

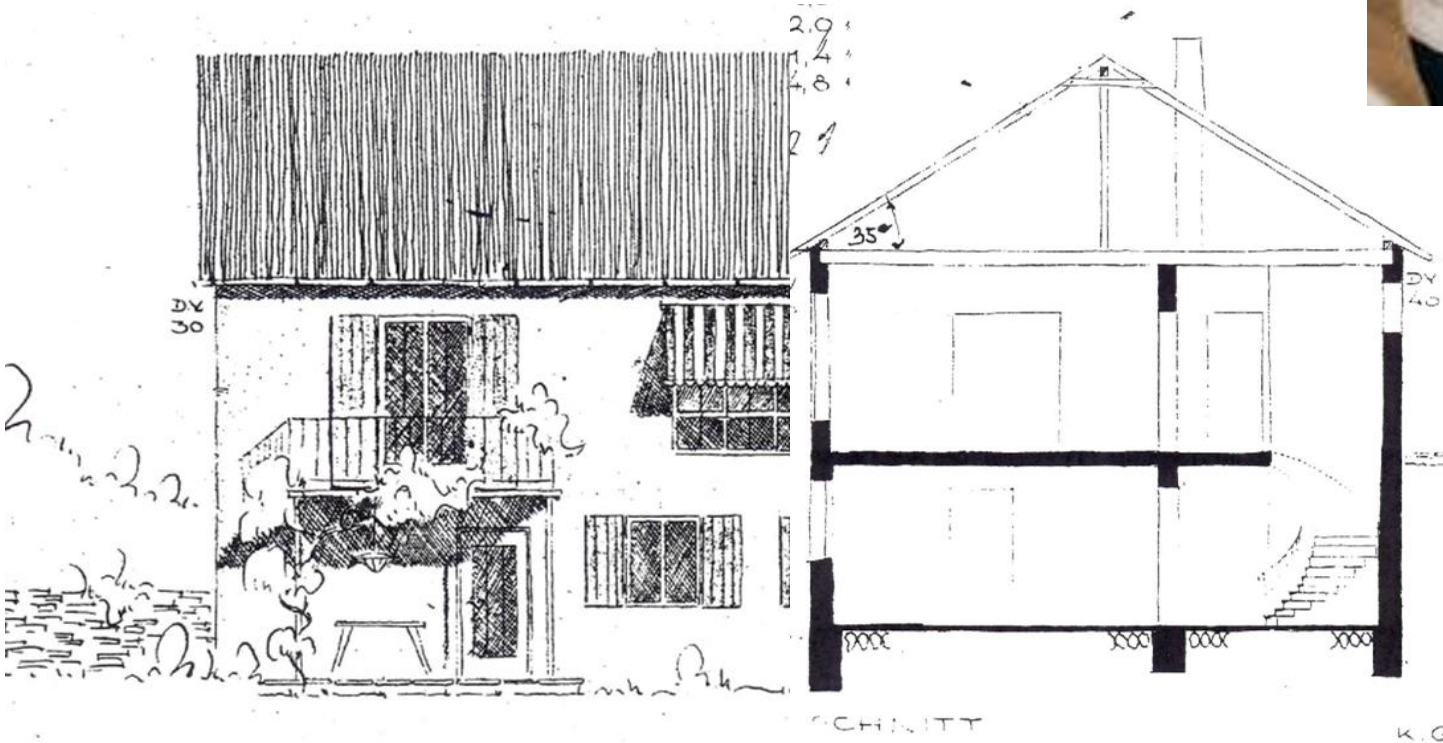
**Intergenerational community project  
Retrofit of existing building**

**Community housing for younger and elderly  
people, singles, couples, and families**

- Larger and smaller flats between 2 and 12 rooms
- Kindergarden as well as offices and housing of an NGO working with disabled people
- Cooperatively owned and managed by the inhabitants

# Subdivision of existing housing

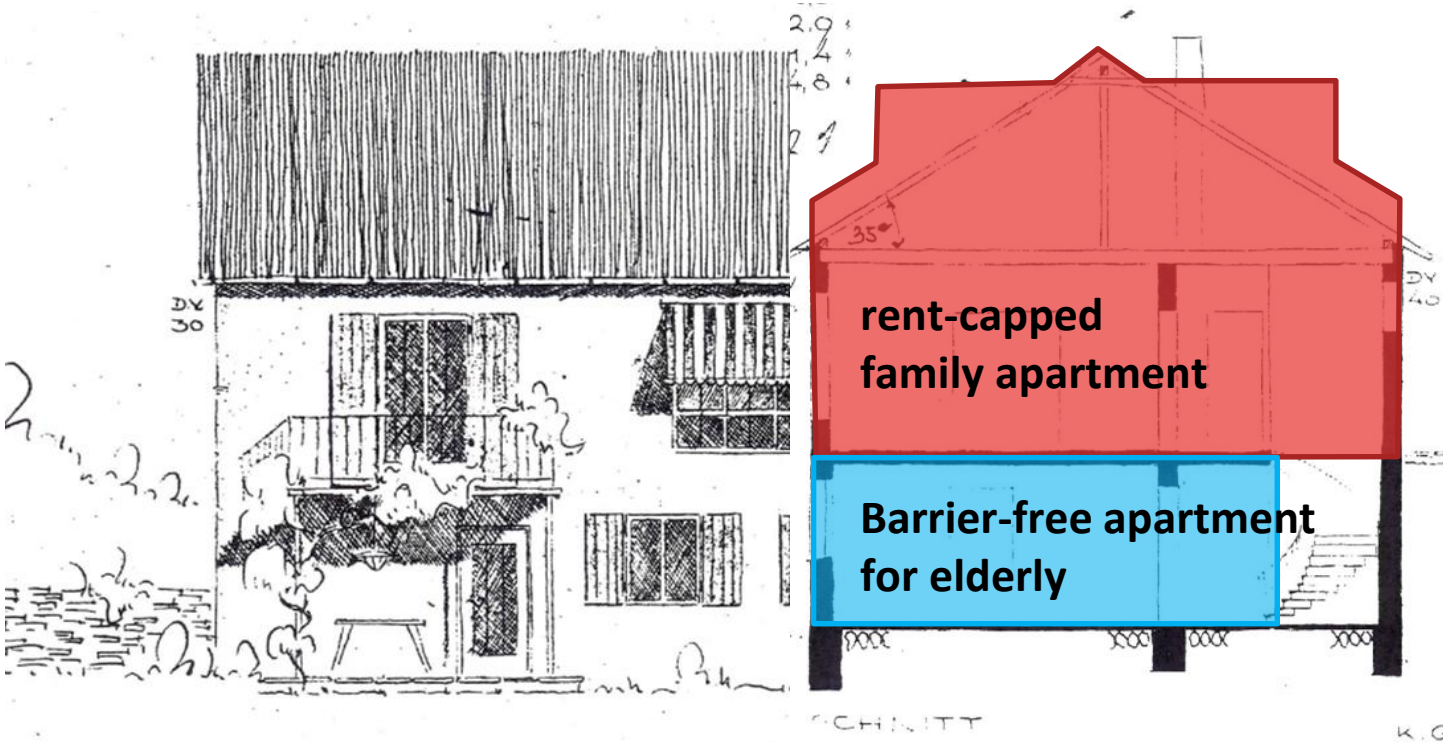
Citizen's Advice programm „Do you have room?“





# Subdivision of existing housing

Citizen's Advice programm „Do you have room?“



# municipal development of rent-capped rental housing for specific target groups

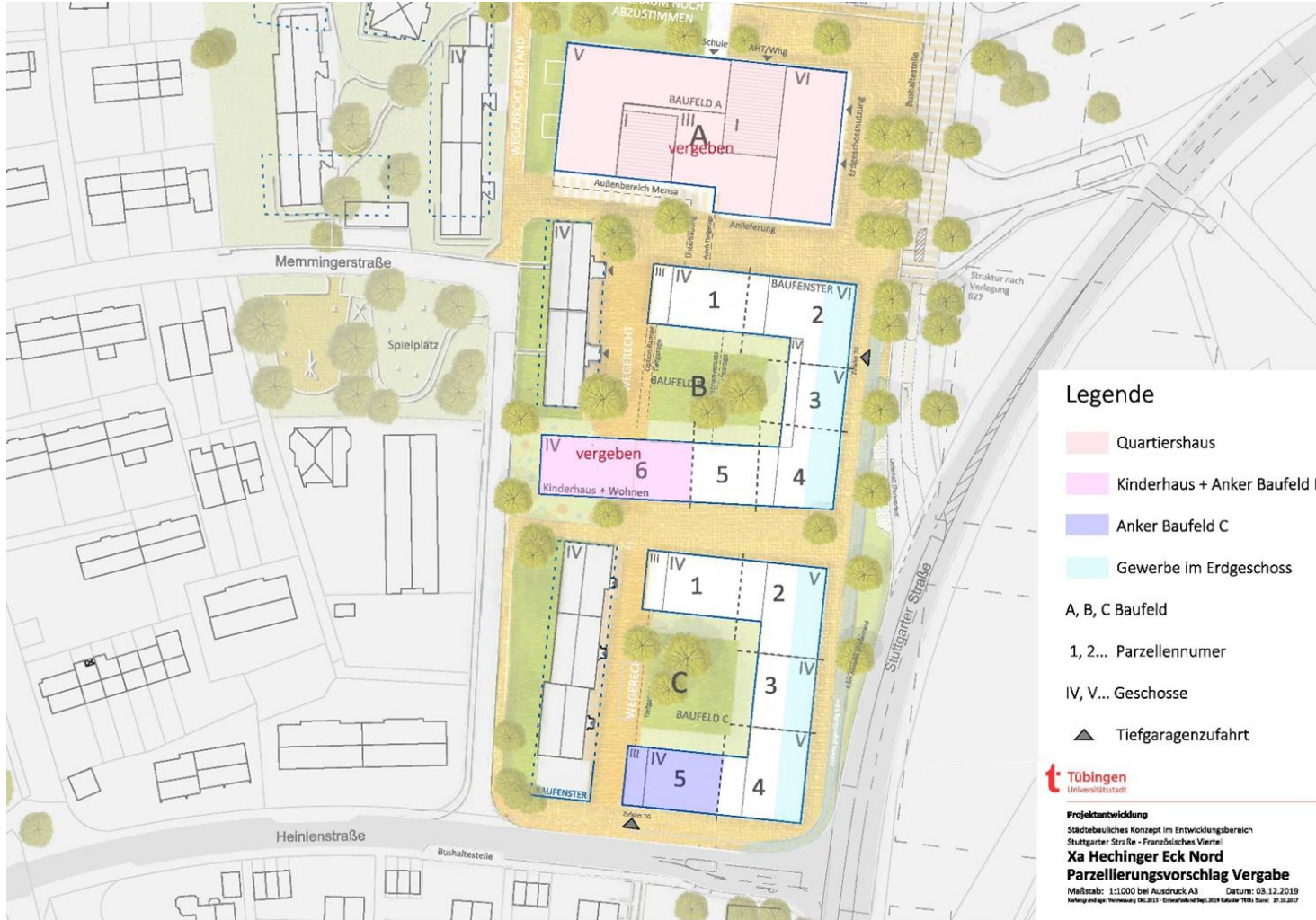
26 tiny apartments in Cluster-form für young people in job training and early career







# Latest New Urban Quarter Hechinger Eck Nord



**Legende**

- Quartiershaus
- Kinderhaus + Anker Baufeld B
- Anker Baufeld C
- Gewerbe im Erdgeschoss

A, B, C Baufeld  
1, 2... Parzellennummer  
IV, V... Geschosse  
▲ Tiefgaragenzufahrt

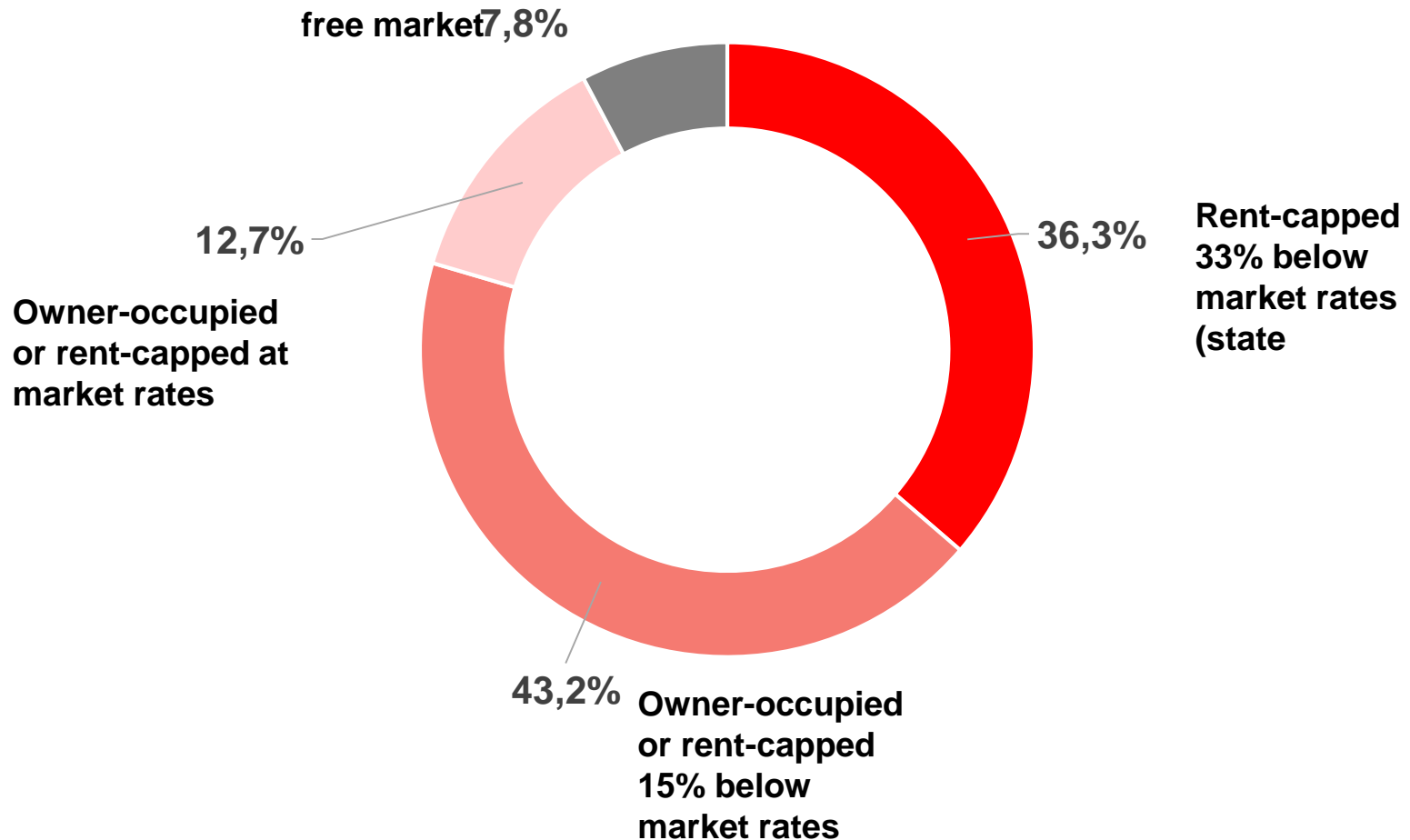
**Tübingen**  
Universitätsstadt

**Projektentwicklung**  
Städtebauliches Konzept im Entwicklungsbereich  
Stuttgarter Straße - Französisches Viertel  
**Xa Hechinger Eck Nord**  
**Parzellierungsvorschlag Vergabe**  
Maßstab: 1:1000 bei Ausdruck A3 Datum: 03.12.2019  
Kollegienplatz, Tübingen 72074 | 07141 801-2100 | 07141 801-2101 | www.tuebingen.de



# Latest New Urban Quarter Hechinger Eck Nord

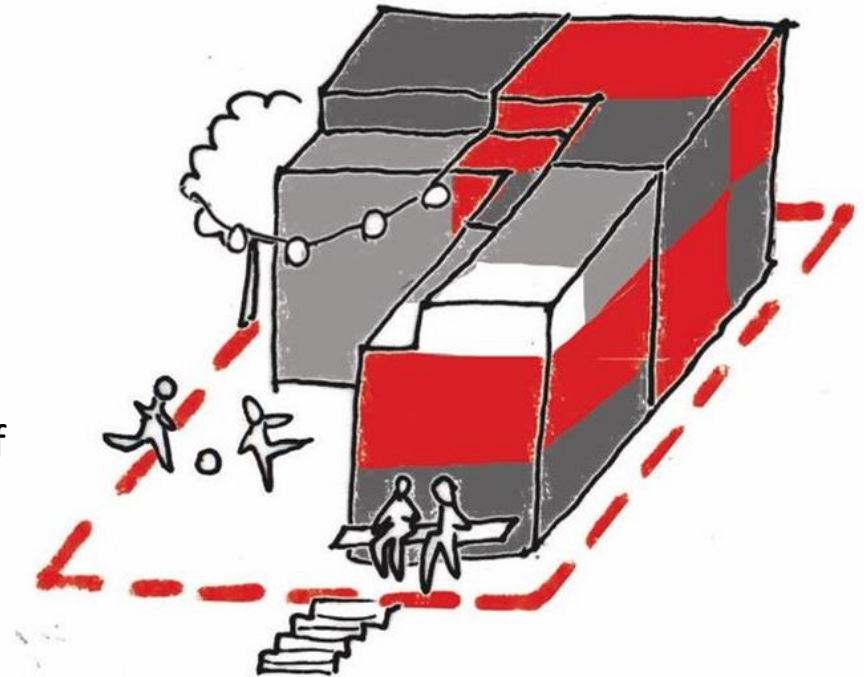
## Segments „Fairer Housing“



Innenkreis: Ziele Fairer Wohnen (1/3 gefördert, 1/3 stark preisgedämpft, 2/9 preisgedämpft, 1/9 frei)

# Conclusions

- Cooperatives and similar actors can provide affordable rental housing for other groups in need
- Municipal housing association key actor for specific 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!**



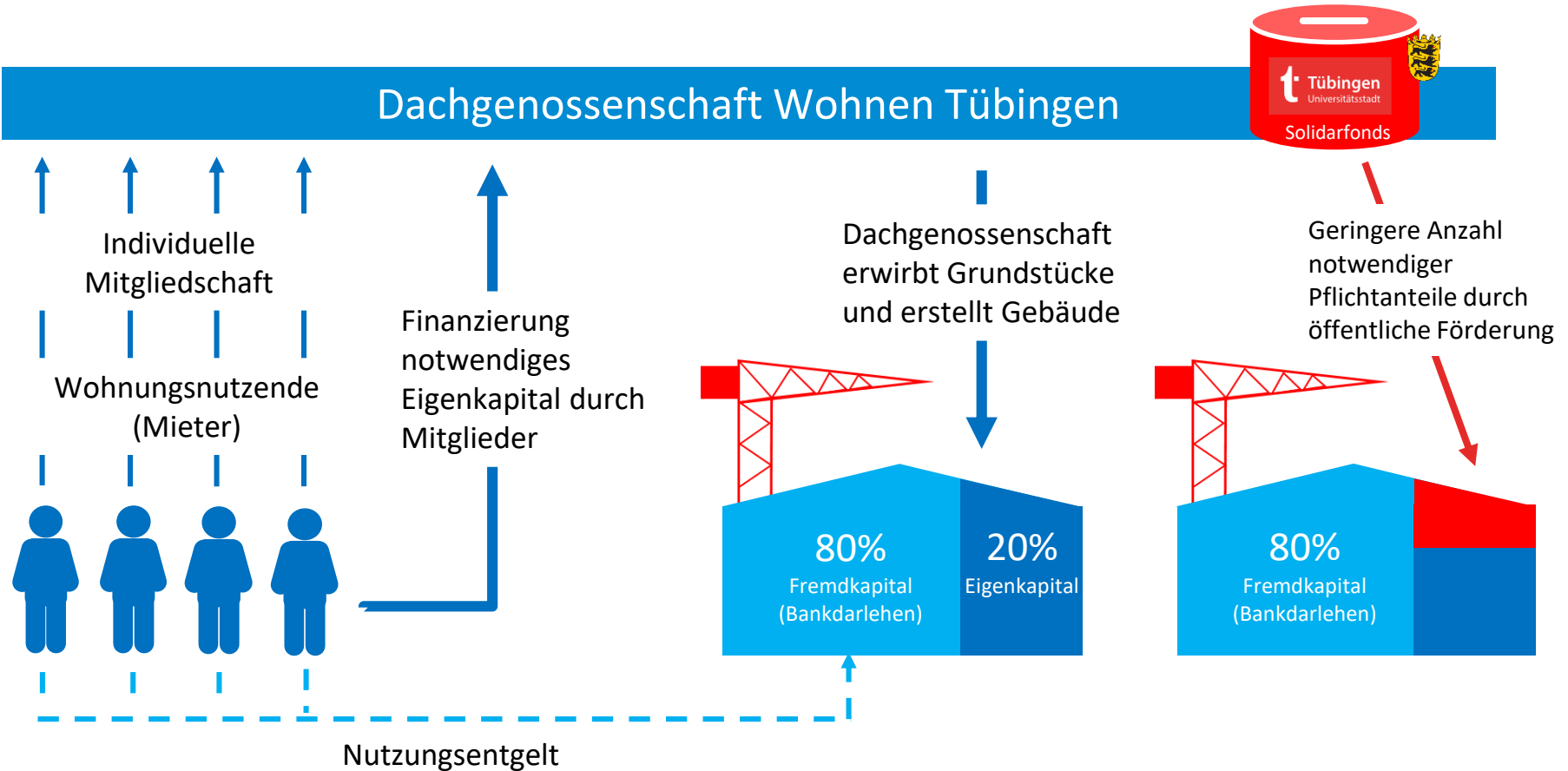


# Thank you!



# Folien Speicher

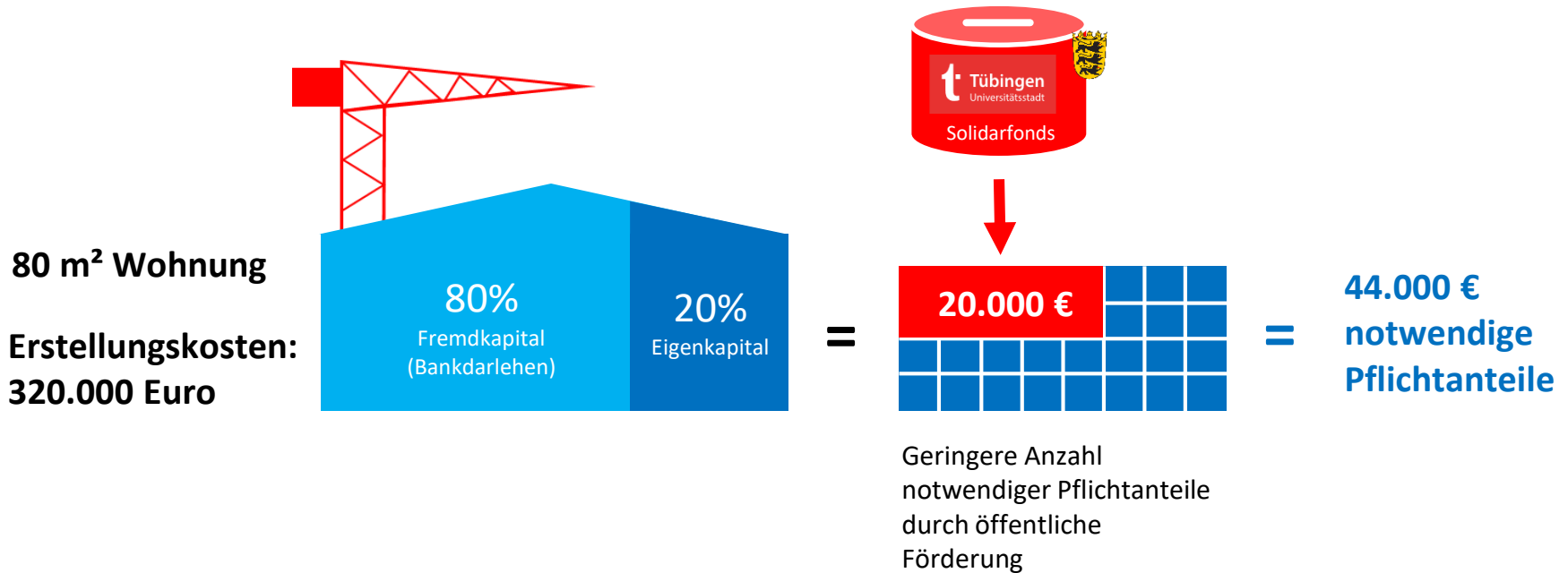
# Dachgenossenschaft als Dach für unterschiedliche Wohnprojekte



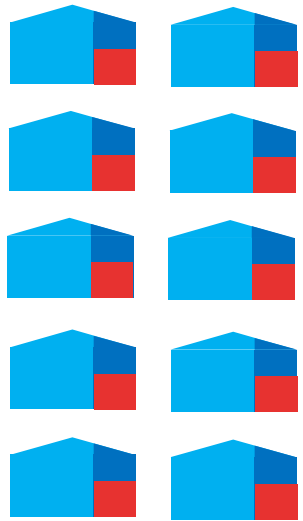


# Funktion des Solidarfonds

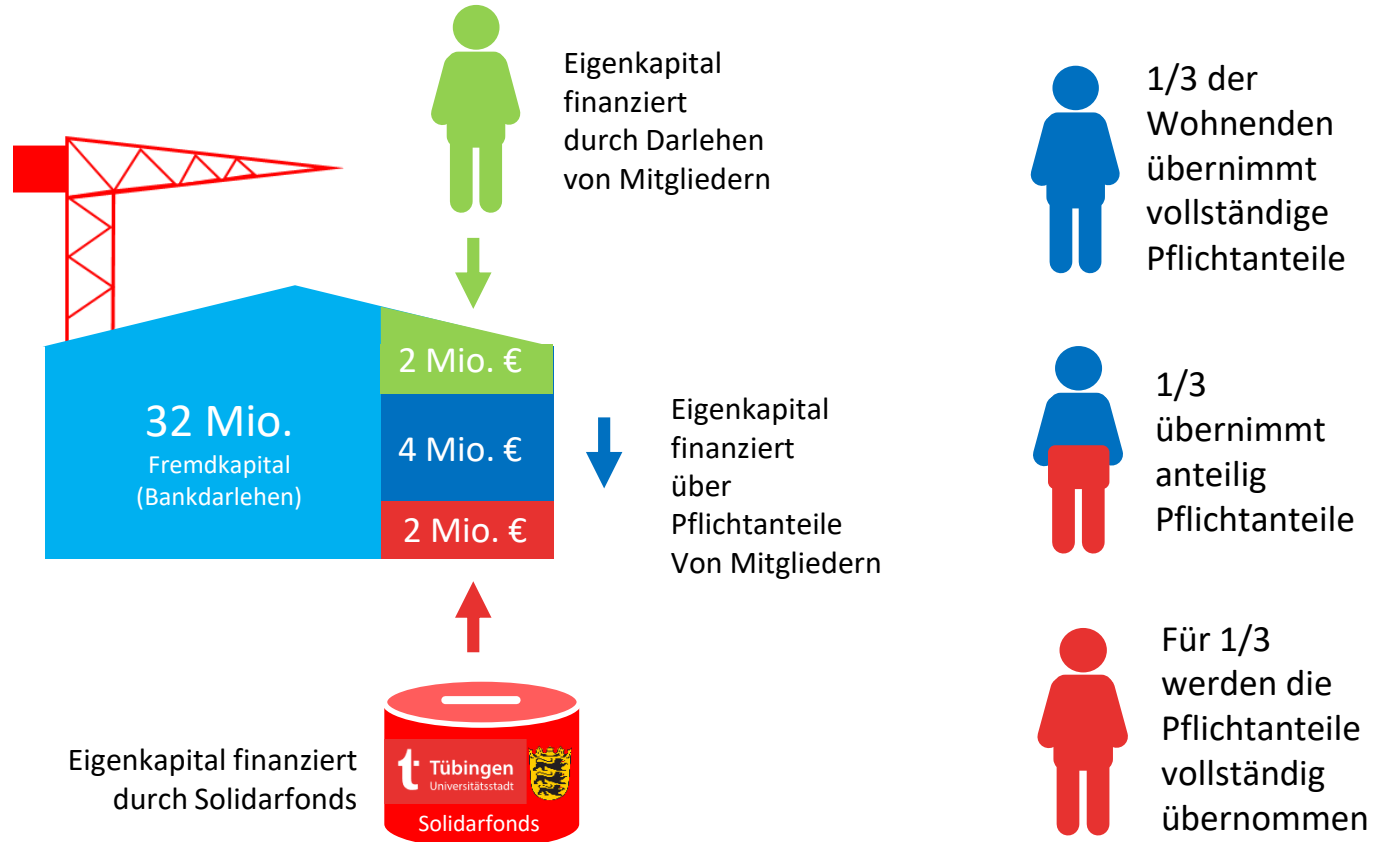
Ziel: Menschen mit geringem Vermögen / Einkommen den Zugang zu genossenschaftlichem Wohnen zu ermöglichen – durch Reduktion der Pflichtanteile.



# Dachgenossenschaft: Zusammenfassung Finanzierung



Umsetzung von 10  
Projekten innerhalb  
der nächsten 8 Jahre



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