

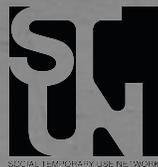
Anti-Manual of Social Temporary Use

Training Course



Co-funded by the
Erasmus+ Programme
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SOCIAL TEMPORARY USE NETWORK



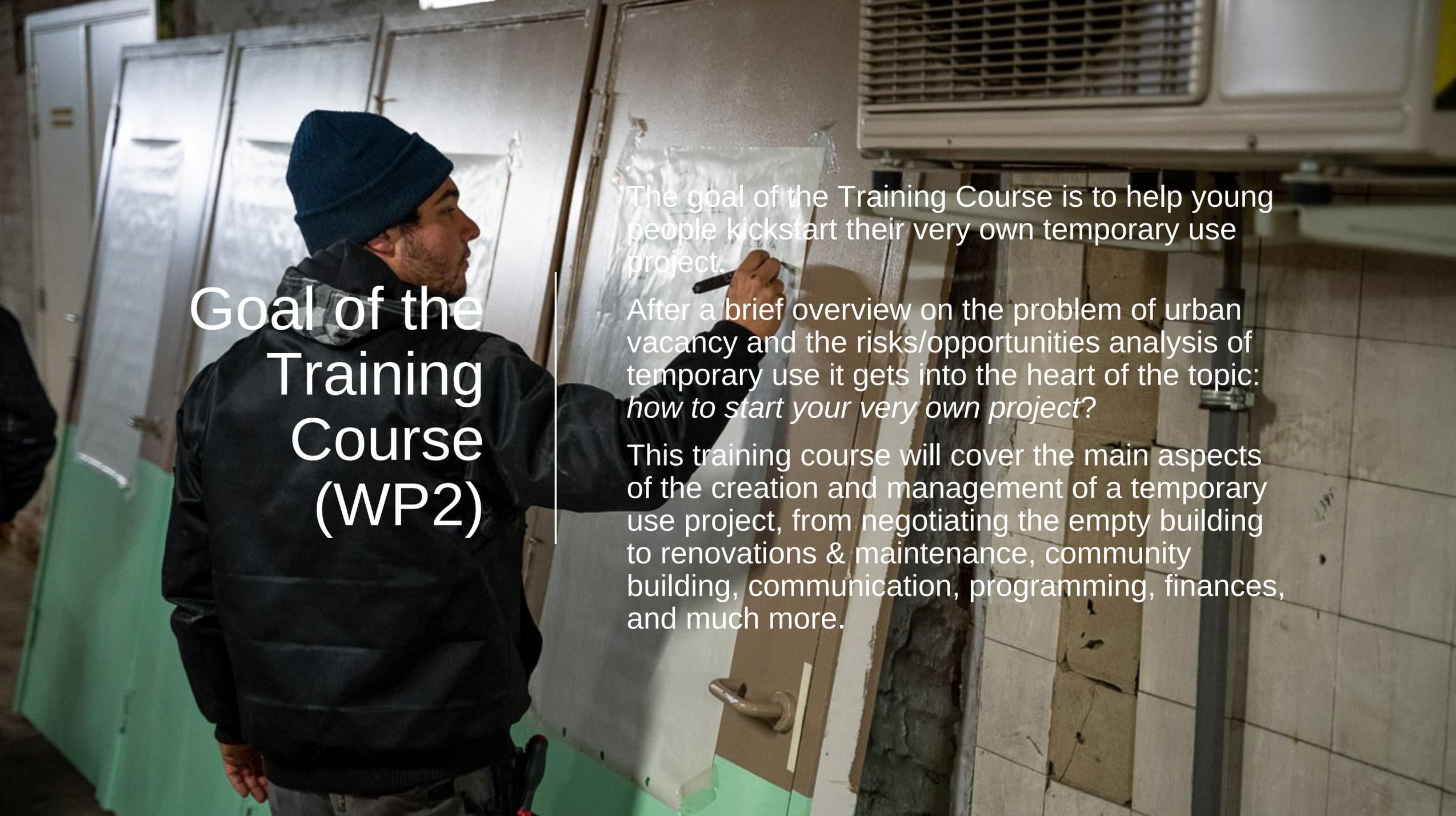
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INTRODUCTION



A man wearing a dark blue beanie and a black jacket is standing in a room with rows of lockers. He is holding a black marker and writing on a whiteboard that is leaning against a locker. The room has a tiled wall and a white air vent. The text 'Goal of the Training Course (WP2)' is overlaid on the left side of the image.

Goal of the Training Course (WP2)

The goal of the Training Course is to help young people kickstart their very own temporary use project.

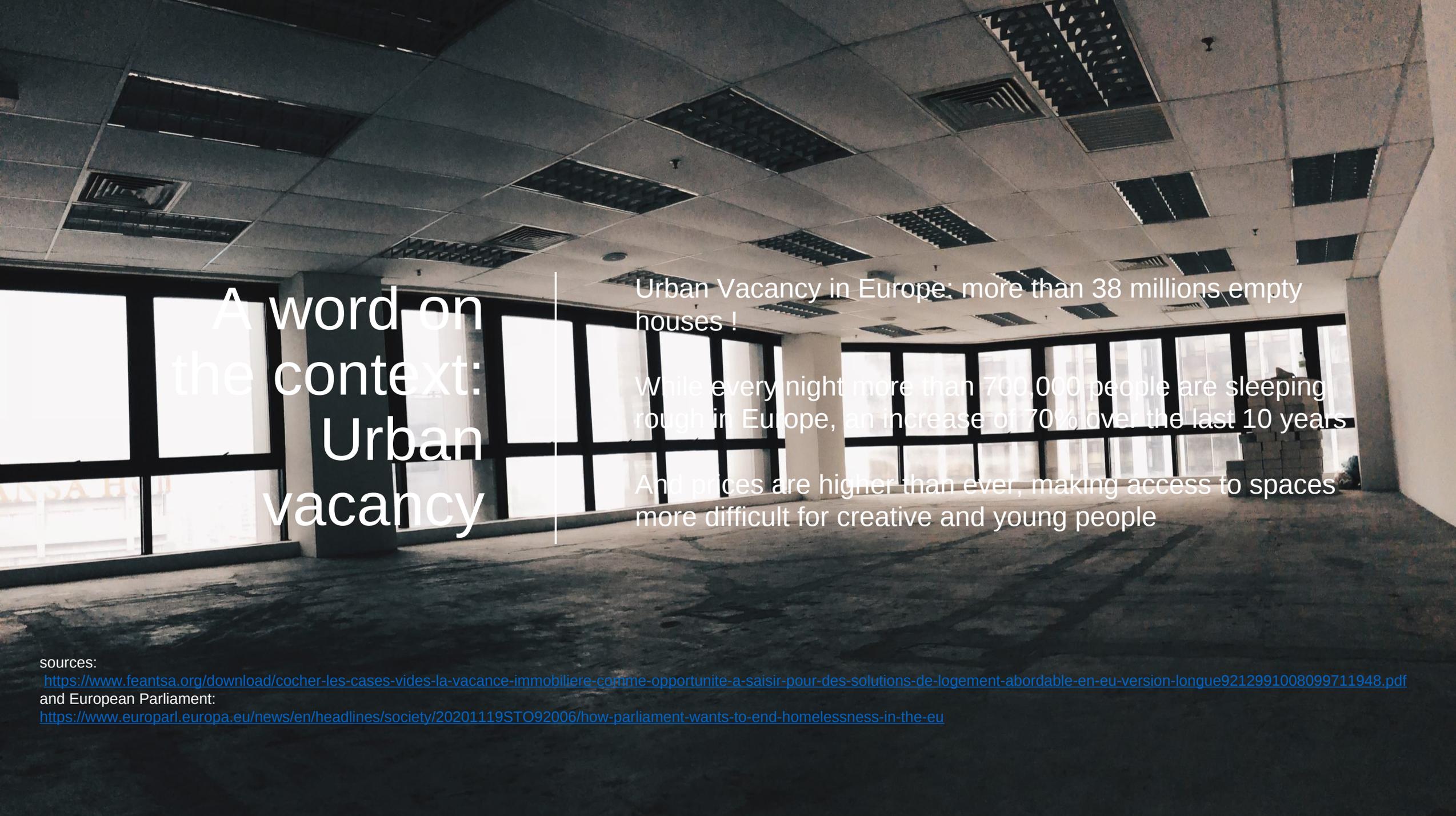
After a brief overview on the problem of urban vacancy and the risks/opportunities analysis of temporary use it gets into the heart of the topic: *how to start your very own project?*

This training course will cover the main aspects of the creation and management of a temporary use project, from negotiating the empty building to renovations & maintenance, community building, communication, programming, finances, and much more.



Partners of WP2

- WP2 has been made based on the experience of COM.ON partners, especially with Comuna's contributions.
- We also base our work on the experience of: Free Riga, Yes We Camp, Plateau Urbain, Entremise, Toestand, FéBUL, Hôtel Pasteur... and many many others !

An empty, modern office space with a grid ceiling and large windows. The room is dimly lit, with light coming from the windows. The floor is dark and polished. The ceiling has several square light fixtures. The walls are light-colored. The overall atmosphere is one of a vacant, modern building.

A word on the context: Urban vacancy

Urban Vacancy in Europe: more than 38 millions empty houses !

While every night more than 700,000 people are sleeping rough in Europe, an increase of 70% over the last 10 years

And prices are higher than ever, making access to spaces more difficult for creative and young people

sources:

<https://www.feantsa.org/download/cocher-les-cases-vides-la-vacance-immobiliere-comme-opportunite-a-saisir-pour-des-solutions-de-logement-abordable-en-eu-version-longue9212991008099711948.pdf>

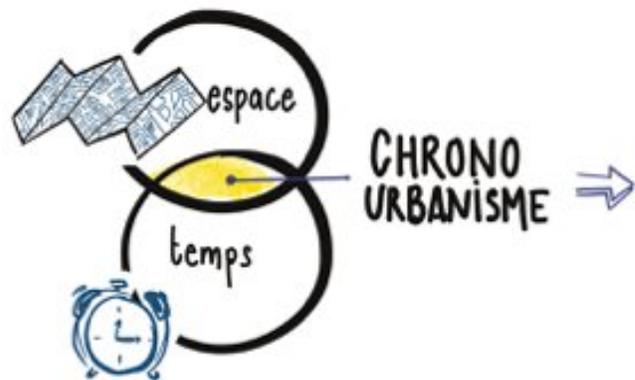
and European Parliament:

<https://www.europarl.europa.eu/news/en/headlines/society/20201119STO92006/how-parliament-wants-to-end-homelessness-in-the-eu>



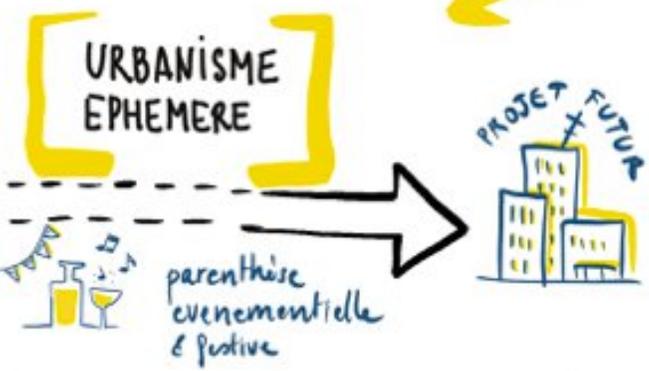
A word on the context: Temporary use

- « Temporary Use » is a way to occupy an empty building, based on an agreement with the owner (public/private). It can be a « WIN-WIN » solution.
- « WIN » for the owners: They save from inherent costs of the management of an empty property: maintenance, security, insurance, taxes... It is also a tool to prefigure future projects. Furthermore, it can generate social value, positive impact.
- « WIN » for the occupants: Access to cheap, sometimes extraordinary spaces where to experiment all kinds of social, cultural, artistic projects and generate positive impact.



POURQUOI?

- Expérimenter pour l'avenir
- Valoriser
- Stimuler de nouveaux usages





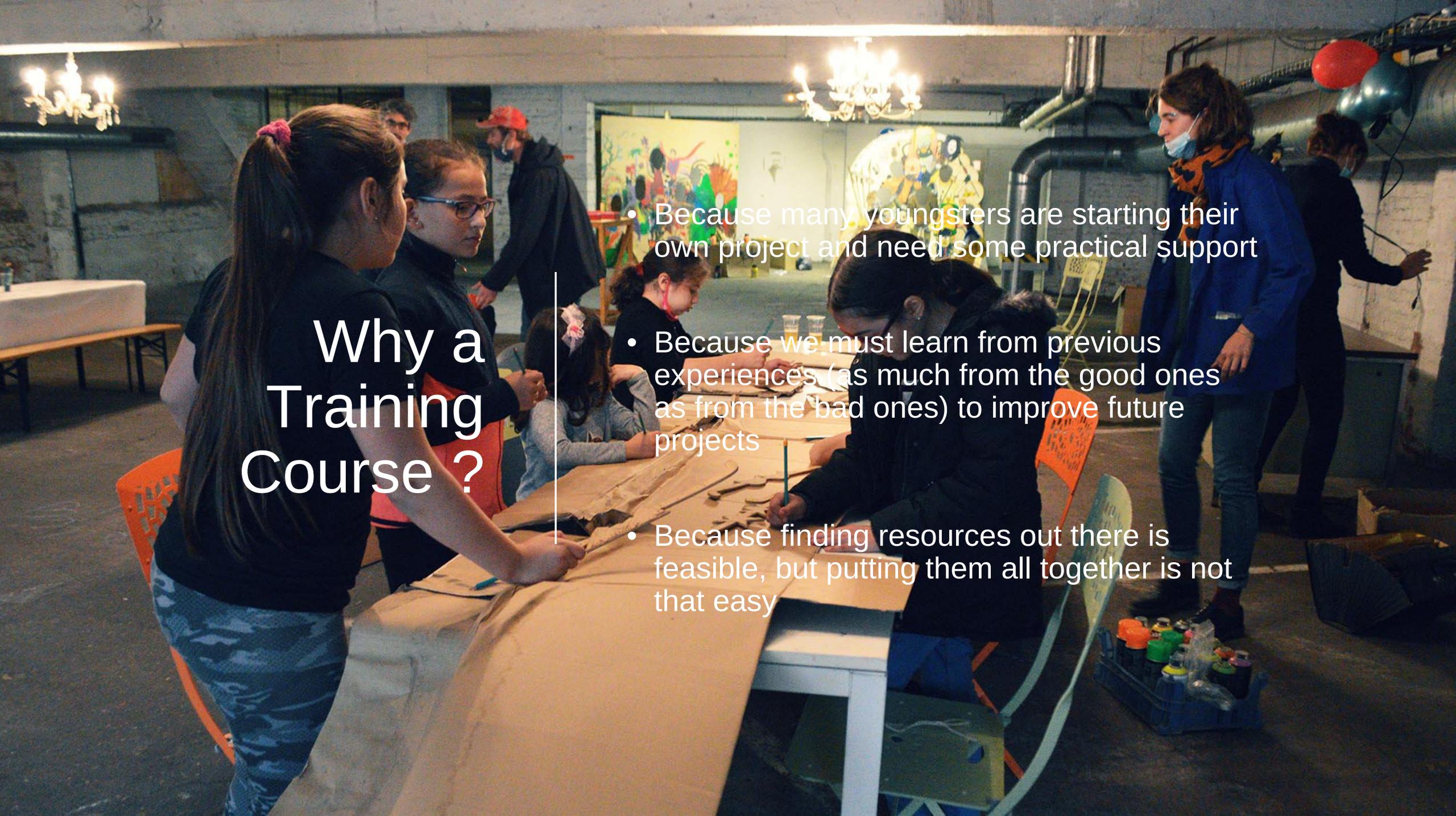
From Temporary Use to Social Temporary Use (STU)

- Once temporary use becomes broadly accepted, it can also become a tool serving only private developers or profit-oriented organisations
- Risks: « Uberising » the housing market, city-marketing & gentrification, instrumentalisation...
- For Temporary Use to remain a transformative tool, it has to be « Social Temporary Use » (« STU »)
- STU is carried out by non-profit organisation, with a shared governance system, protects tenenant's rights and targets the general interest.

Youth & Social Temporary Use

- STU is a great way for youth to access spaces, traditionally too expensive on the market.
- STU encourages youth to self-organize, to empower themselves and their communities, to experiment, to engage, to learn... it is endless!





Why a Training Course ?

- Because many youngsters are starting their own project and need some practical support
- Because we must learn from previous experiences (as much from the good ones as from the bad ones) to improve future projects
- Because finding resources out there is feasible, but putting them all together is not that easy

A photograph of an indoor event space, possibly a community center or gallery. The room has a high ceiling with exposed pipes and a white brick wall. A blue carpet runs along the left side of the room. Several people are present, including a man in a blue shirt and a woman in a brown dress. There are art installations on the wall, including a large colorful abstract painting. A stroller is visible in the background. The text "What this Training Course is NOT?" is overlaid on the left side of the image.

What this Traning Course is NOT ?

- It is NOT an encyclopedia with all the knowledge in the world. So much is still to learn and to be invented !
- It is NOT a cooking recipe. Each building and each collective is so different, you need to make up your own !
- It is NOT a Manual. It is the exact opposite. An Anti-Manual !



How to use this Anti- Manual ?

We've made it as simple as possible, you'll see:

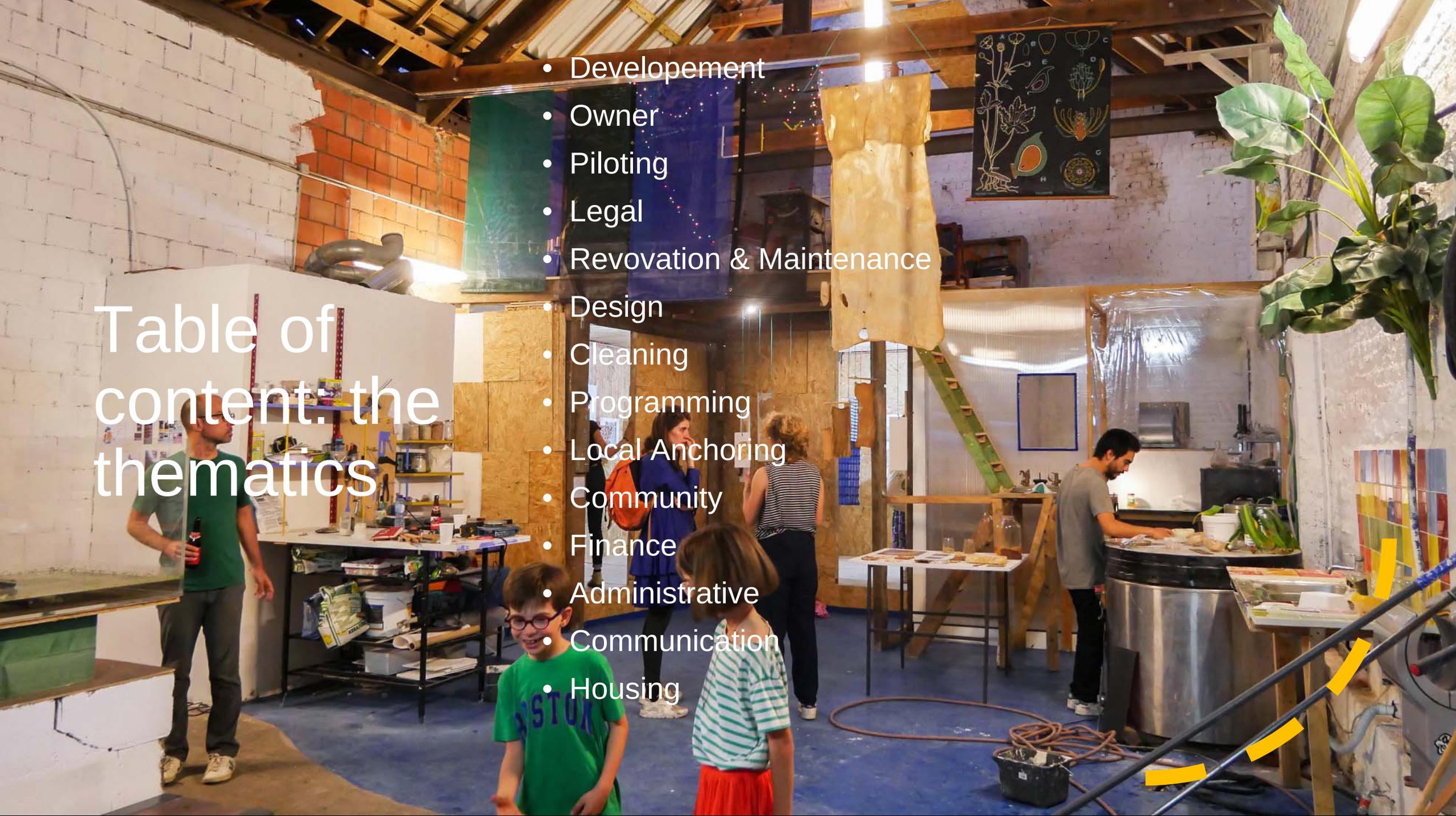
- Each thematic is a [Tag]. There are 13 tags in total.
- You don't have to use it « in order » (but you can if you want!). Just pick it up where ever you need, and start with the [Tag] which is most relevant to your practice.
- Each [Tag] starts with the « Main question » and the « Challenges » sections .
- The « Tensions » section helps you to identify the points where you will have to position yourself.
- The « Tips », the « Best Practices » and the « Common Mistakes » sections are there to give you some creative ideas, based on the experience of other projects.
- Then you will find the « Documents » section. They are there for you to take, re-use them as they are, or to modify them as you please!
- The « Educational Activity » section is meant for you to put in practice what you've learnt.
- Now, just be creative & enjoy!

Thematics



Table of content: the thematics

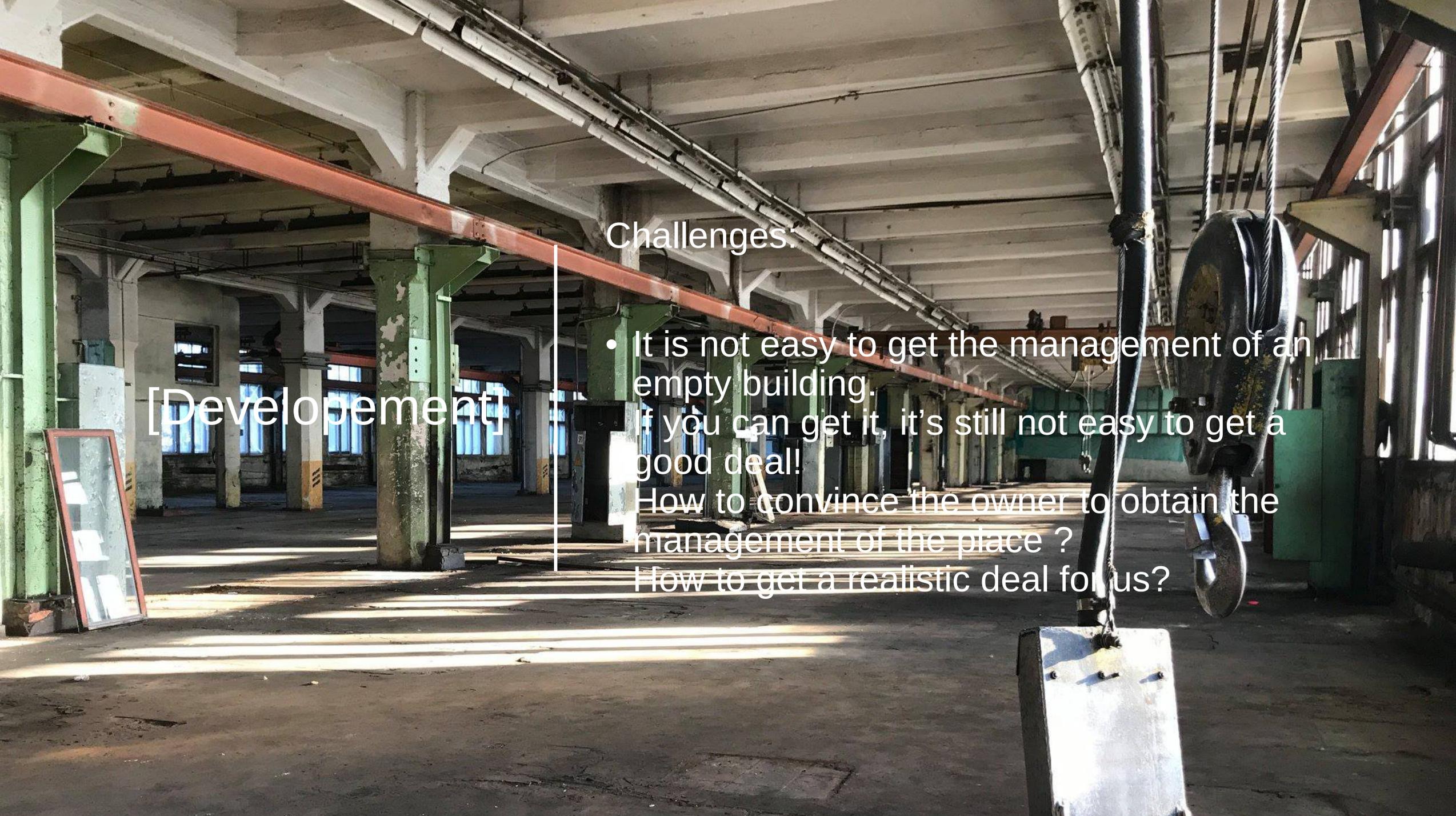
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[Developement]

Main question:

- How to negotiate a good deal for the management of an empty building?



[Development]

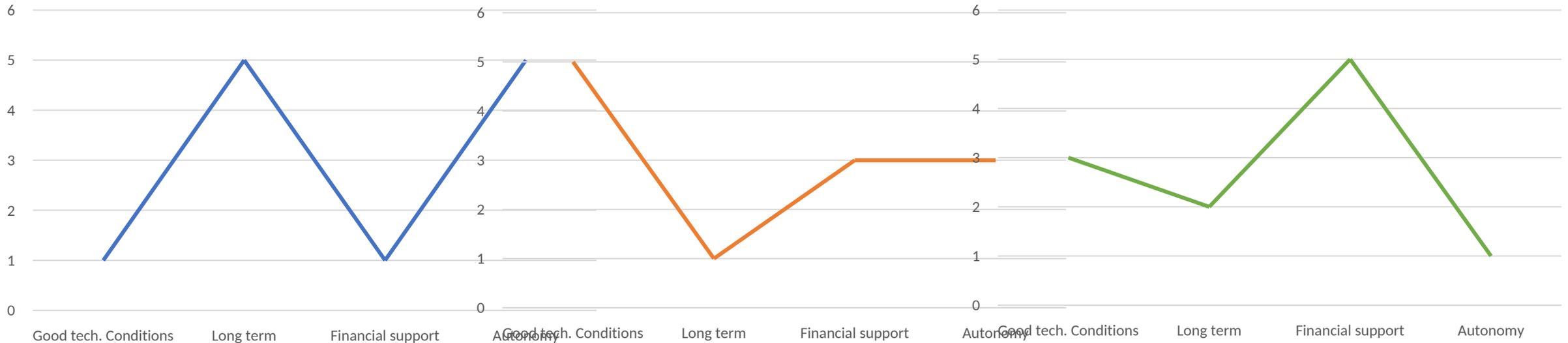
Challenges:

- It is not easy to get the management of an empty building.
• If you can get it, it's still not easy to get a good deal!
• How to convince the owner to obtain the management of the place ?
• How to get a realistic deal for us?

[Development]

Tensions:

- Good condition (poor condition) / Long term (short term) / Financial support (without external means) / Autonomy from the owner (depending on the owner)
- Otherwise, the owner would just rent it out!

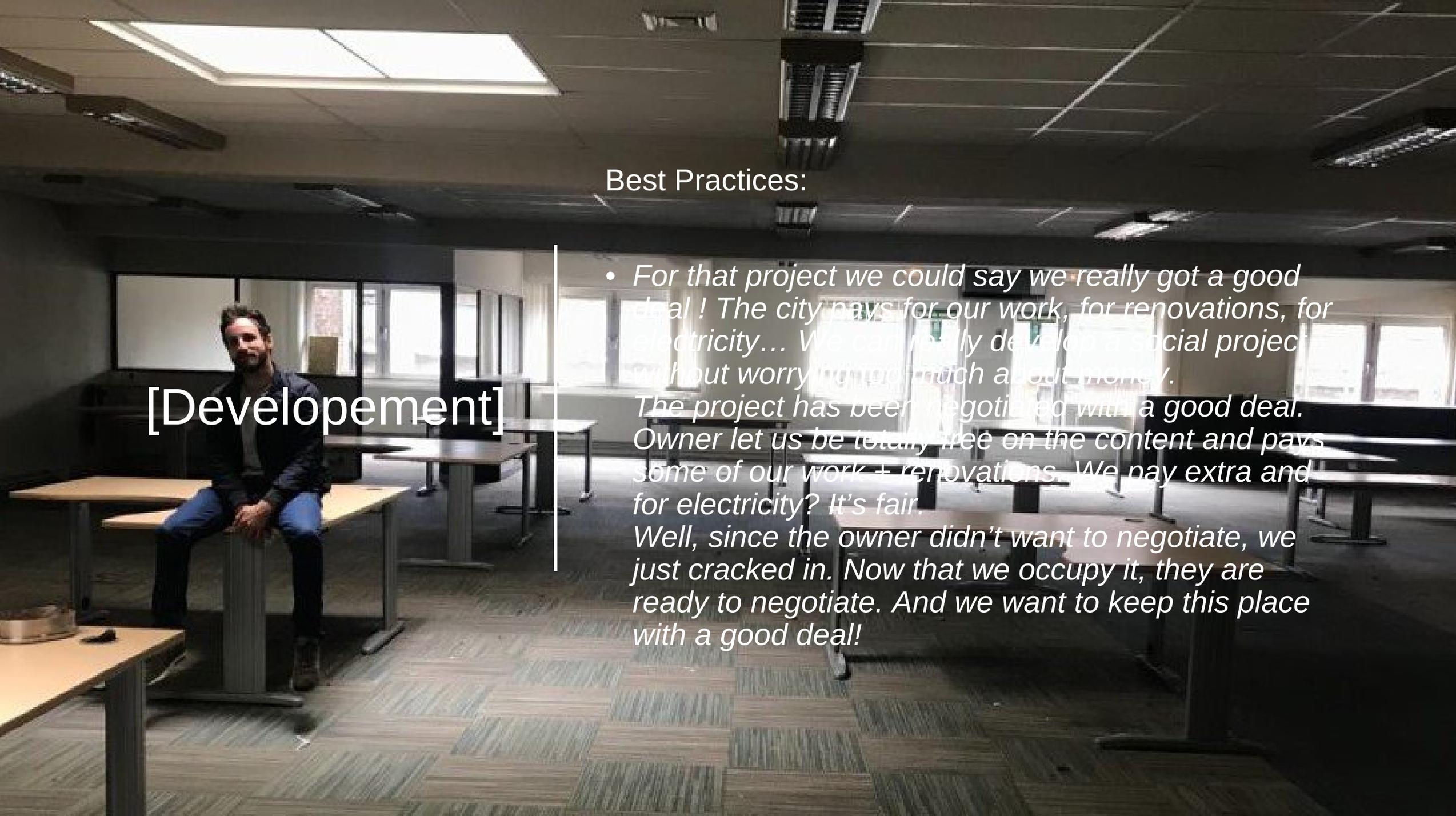




[Developement]

Tips:

- Have a proper list of essential information to obtain during the visit
 - Understand the difference between private / public owner
 - Targeting the NEED of the owner is the first step at calibrating the offer
 - Feasibility study upstream of the management part of the temporary use
- Understand the difference between property guardian, activation and co-dev.
For each of these offers, there are different conditions (time / budget / etc.)
The different "selling" points of an OT project: make it a win-win!
It's important to convince the owner to contribute if you add value!



[Development]

Best Practices:

- *For that project we could say we really got a good deal ! The city pays for our work, for renovations, for electricity... We can really develop a social project without worrying too much about money. The project has been negotiated with a good deal. Owner let us be totally free on the content and pays some of our work + renovations. We pay extra and for electricity? It's fair. Well, since the owner didn't want to negotiate, we just cracked in. Now that we occupy it, they are ready to negotiate. And we want to keep this place with a good deal!*

[Development]

Common Mistakes:

- *We were crazy... we just over-invested in renovation, even if we didn't have a proper deal... after a few months we were kicked out and had already spent so much ! We didn't keep in mind that our investments could have generated value. And in the end, the owner took it all... Now I know you need trust and a very good contract We had this project with an-owner who was messing with our content all the time. It was too much. We need to negotiate total freedom in our content! Technical conditions were so bad in this building. It was clear that it would have been a hassle all along the project. And guess what ? It was! We were so excited about the building, that we accepted a deal where we had very little chances to manage economically...It was a mess !*



[Development]

Documents:

- Feasibility study
- Outline of a visit (Canevas)
- Communa brochure with benefits WIN-WIN
- Cost Benefits Analysis for the owner (Free Riga)

[Development]

Educational Activity:

- Role play: negotiate a building with the owner by mobilizing the various selling points. Make a PPT presentation and then negotiate the conditions (and in advance, do some research and compilation of arguments + feedback from the group)

A man with a goatee and dark hair is speaking into a microphone. He is wearing a dark jacket with a 'VAUDE' logo on the chest. The background is a blurred conference setting with blue and yellow lighting.

[Owner]

Main question:

- What relationship should be maintained with the owner to generate constructive conflict? How to create a partnership which is both confrontational & constructive?
- What balance of power can we create, knowing that facing an owner, we are the “weak part” in the contract?



[Owner]

Challenges:

- How not to be subservient, or simply be "at the service" of the owner ?
How to maintain a good relationship in the long term, despite diverging interests?
- How to satisfy the owner without losing our purpose on the way ?
How to value the owner without being instrumentalized?



[Owner]

Tensions:

- Independence from the owner / Financial support from the owner

[Owner]

Tips:

- The phase of negotiation and therefore of [development] is key since much is played at the beginning of the deal. Have an overview of what's at stake, understand the owner's project and their temporality to be aware of the context. Invite the owner to the right times, communicate with him when everything is going well. This makes him an "ally" of the project, even in more difficult times. Think of a strategy, from the start, to negotiate a next building with the same owner!





[Owner]

Best Practices:

- *« We communicated so well all along, that even after a fire the owner was not angry! »
We invited the owner to come and play with his reggae band to the first concert we organized. In the end he didn't show up, but he really appreciated the « invitation ! » »*
- *« We had a “monitoring committee” involving local residents, local authorities and the owners. It allowed us a balance of power with negotiations with the owner ! »*

[Owner]

Common mistakes:

- *«During COVID first lock-down, we asked the owner (a public authority) if we could accommodate migrants in an apartment dedicated to a cultural temporary occupation. Of course, they refused. But I think they would have loved to close their eyes on the procedure. We really shouldn't have asked. Sometimes it's better just to act discretely !»*
- *« We just never invited the owner to anything. They had no news about what was going on, besides some calls whenever a problem occurred. Of course he wouldn't like the subject: it seemed that there were only problems! »*
- *« Relationship with the owner got worse and worse... in the end she got bankrupt and wanted to sell the building. We had invested so much time, resources, money. And our contract was not solid enough to protect ourselves from arbitrary decisions from her. »*

[Owner]

Documents:

- End of Project Report
- Invitation from an owner
- Owner newsletter to keep you updated



[Owner]

Educational Activity:

- Role-playing: a problem arises, it is necessary to contact the owner. How do we manage that?

FREEDOM TO



Challenges:

Getting a building is good. Knowing what you want to do there and setting goals is better. Staying focused and holding them is the best!

[Piloting]

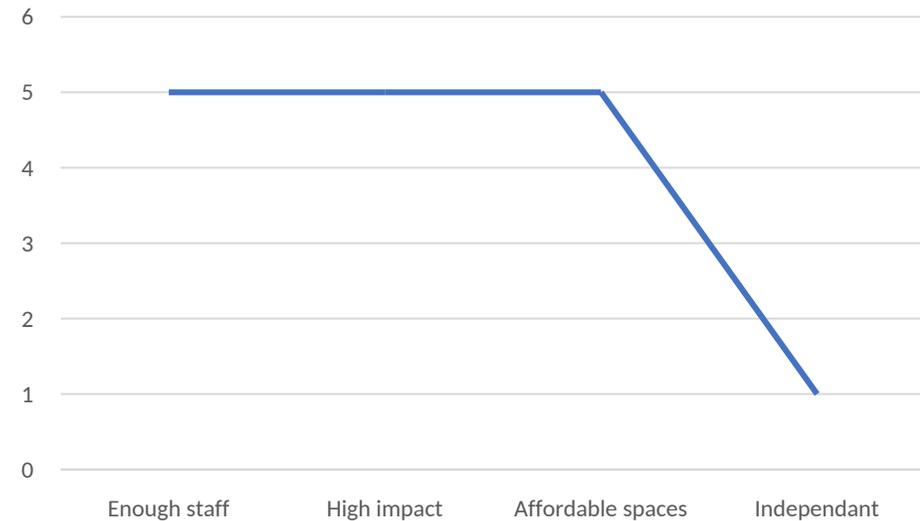
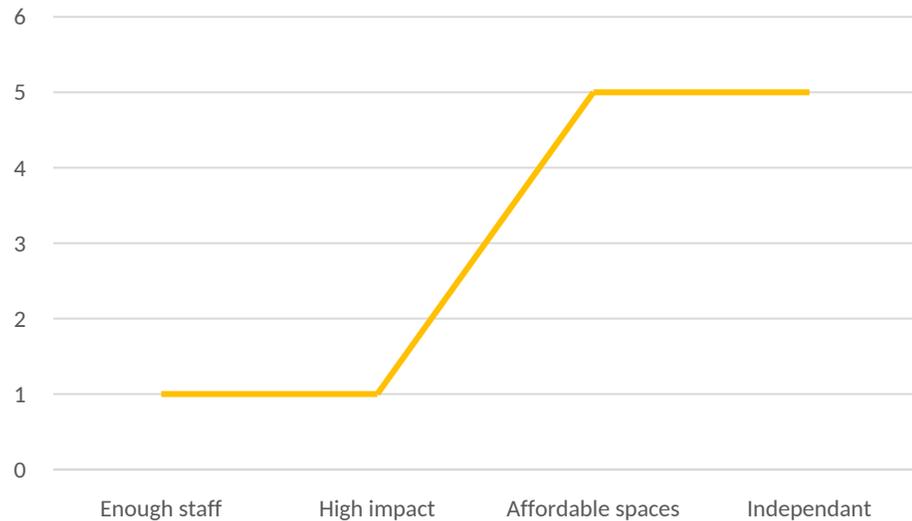
- how do I properly calibrate my project?
- How to avoid getting lost between the thousand things to do in everyday life?
- How to stay centered, and avoid having too much on your plate?
- How to measure the impact of the project?
- In short, how to organize effective teamwork around clear and ambitious common objectives?

FREEDOM FROM

[Piloting]

Tensions:

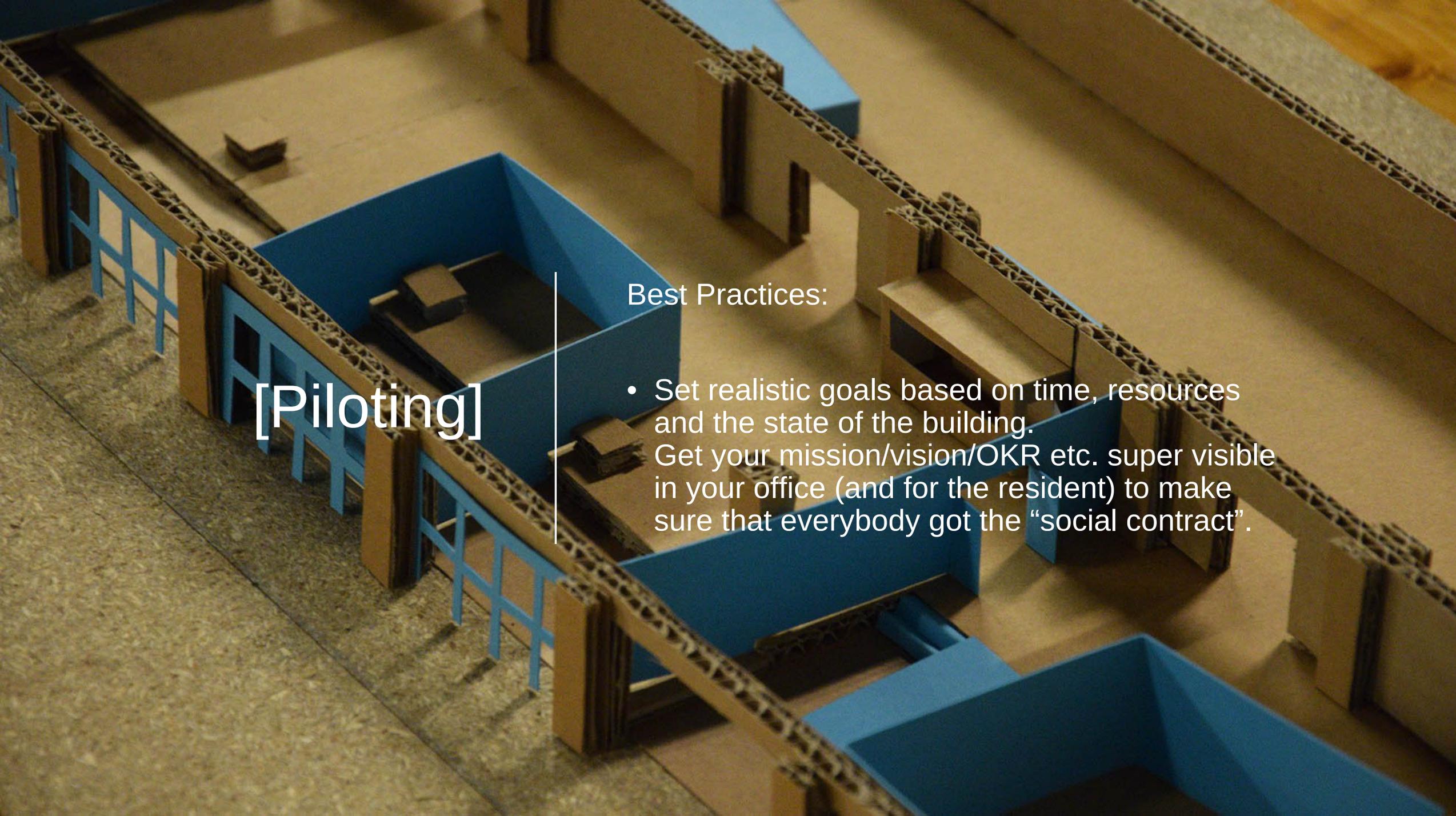
- Enough staff (burn-out) / Quality of the services (low-impact) / Price of the spaces (exclusive) / Independent from the State (state dependant)



[Piloting]

Tips:

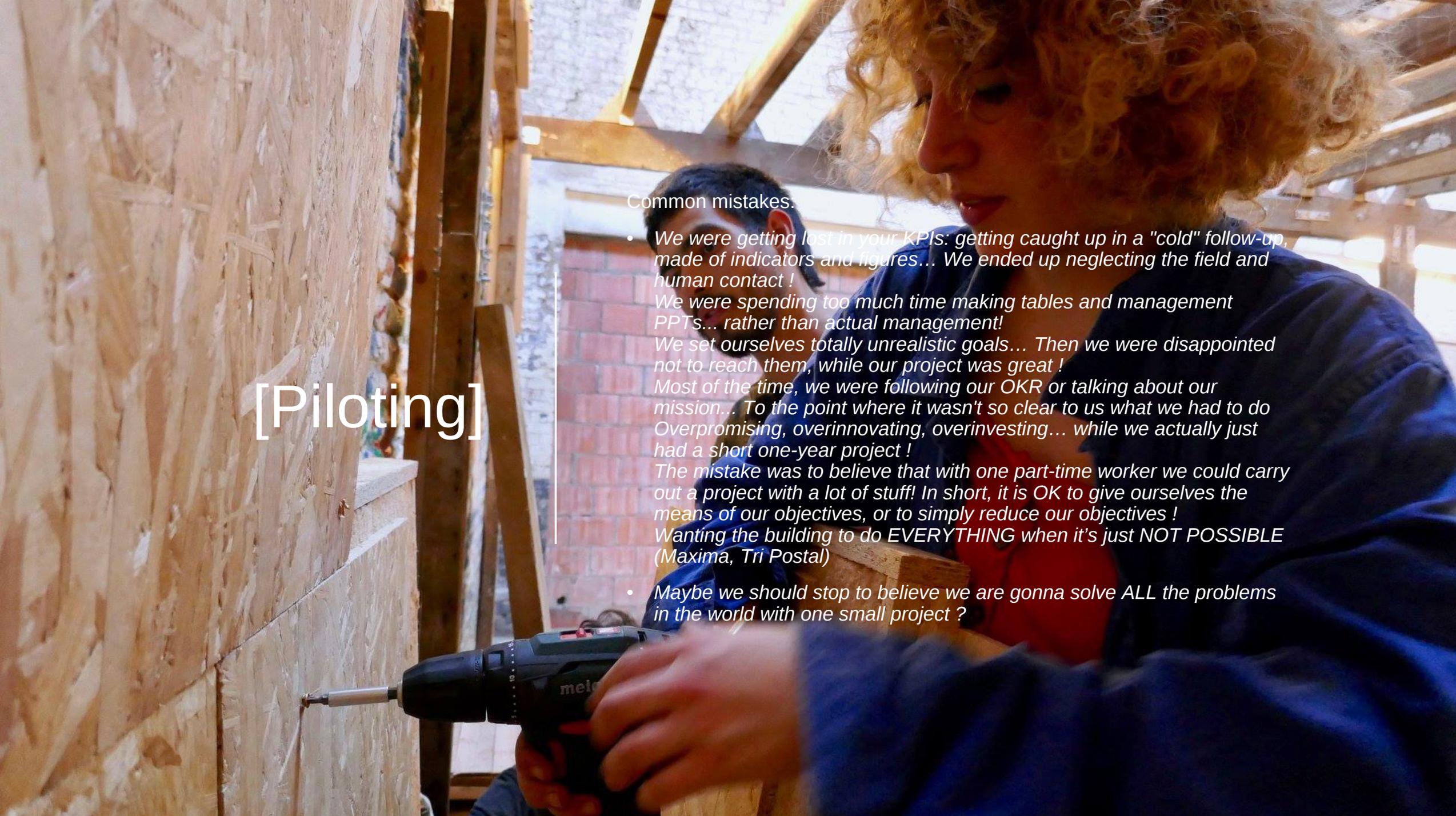
- Start by setting a mission/vision/values for the project (a "curator project" written down / PPT)
Dreaming, then setting clear goals (OKR)
Select the VITAL objectives (keep the account up to date) and then the SECONDARY objectives (improve your local anchoring), ornamental objectives (NOT to be done) and REREAD this list often!
Go to the end of activation before moving on
Do a retroplanning to get a realistic phasing
Set up a dashboard and monitoring tools
Evaluate your impact and question yourself (but not too much!)
Beyond that, adopt a good referent posture, have a personal organization at the top and deploy inclusive leadership.

A cardboard model of an office layout. The desks are painted blue, and the walls are made of brown corrugated cardboard. The model is built on a wooden surface. The text "[Piloting]" is overlaid on the left side of the image.

[Piloting]

Best Practices:

- Set realistic goals based on time, resources and the state of the building. Get your mission/vision/OKR etc. super visible in your office (and for the resident) to make sure that everybody got the “social contract”.

A woman with curly blonde hair, wearing a blue long-sleeved shirt, is using a black and green power drill to work on a wall made of oriented strand board (OSB). In the background, a man is visible, and the setting appears to be a construction site with wooden framing and a brick wall. The text "[Piloting]" is overlaid on the left side of the image.

[Piloting]

Common mistakes:

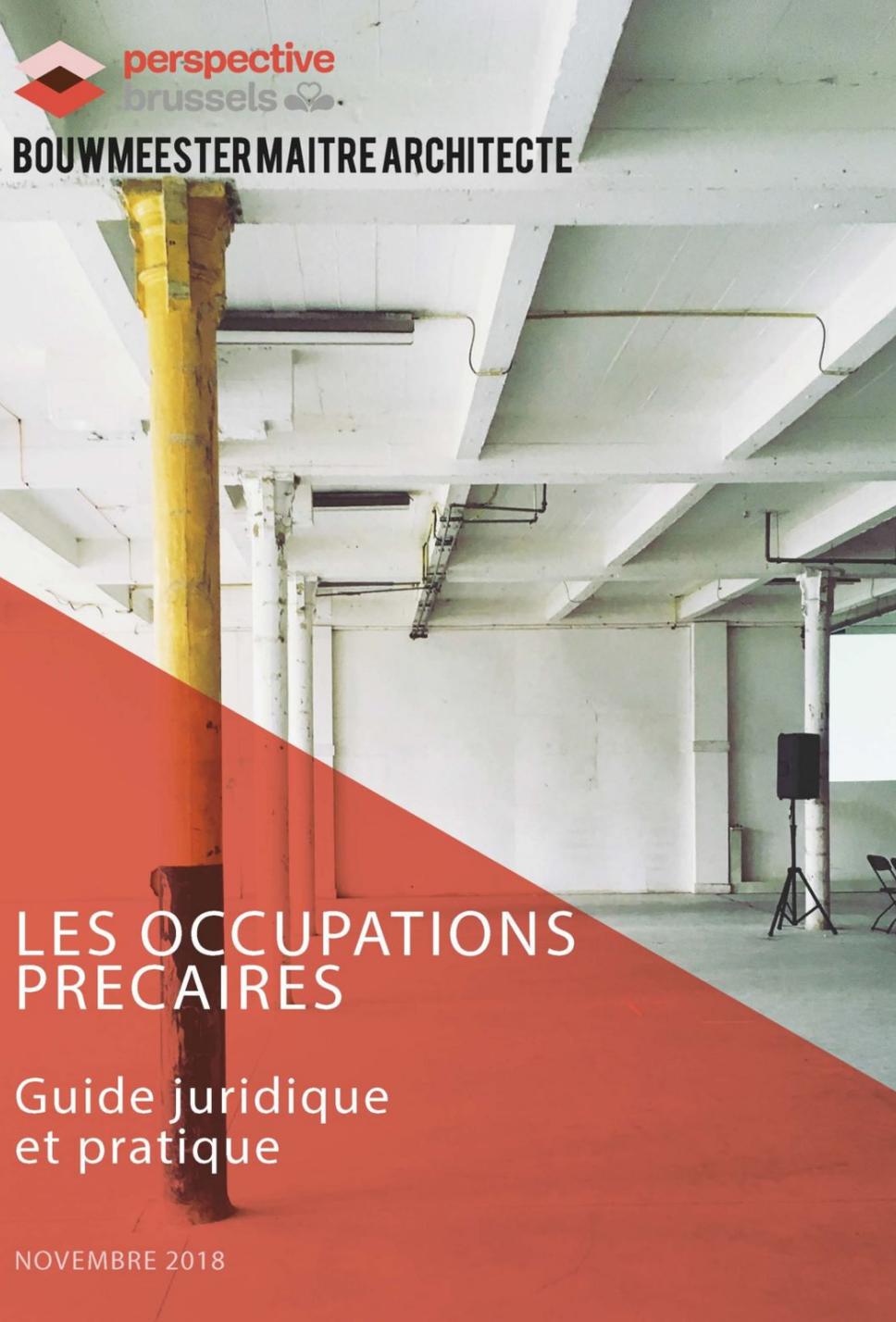
- *We were getting lost in your KPIs: getting caught up in a "cold" follow-up, made of indicators and figures... We ended up neglecting the field and human contact !
We were spending too much time making tables and management PPTs... rather than actual management!
We set ourselves totally unrealistic goals... Then we were disappointed not to reach them, while our project was great !
Most of the time, we were following our OKR or talking about our mission... To the point where it wasn't so clear to us what we had to do
Overpromising, overinnovating, overinvesting... while we actually just had a short one-year project !
The mistake was to believe that with one part-time worker we could carry out a project with a lot of stuff! In short, it is OK to give ourselves the means of our objectives, or to simply reduce our objectives !
Wanting the building to do EVERYTHING when it's just NOT POSSIBLE (Maxima, Tri Postal)*
- *Maybe we should stop to believe we are gonna solve ALL the problems in the world with one small project ?*

[Piloting]

Documents:

- « The Roadmap » COMMUNA
- Bâtiment X COMMUNA





LES OCCUPATIONS
PRECAIRES

Guide juridique
et pratique

NOVEMBRE 2018

[Legal]

Main question:

- **How to get out of it at the legal level?**

LA VILLE PAS CHIANTE

Alternatives à la ville générique

ARIELLA MASBOUNGI

ANTOINE PETITJEAN

Préface de Patrick Bouchain



[Legal]

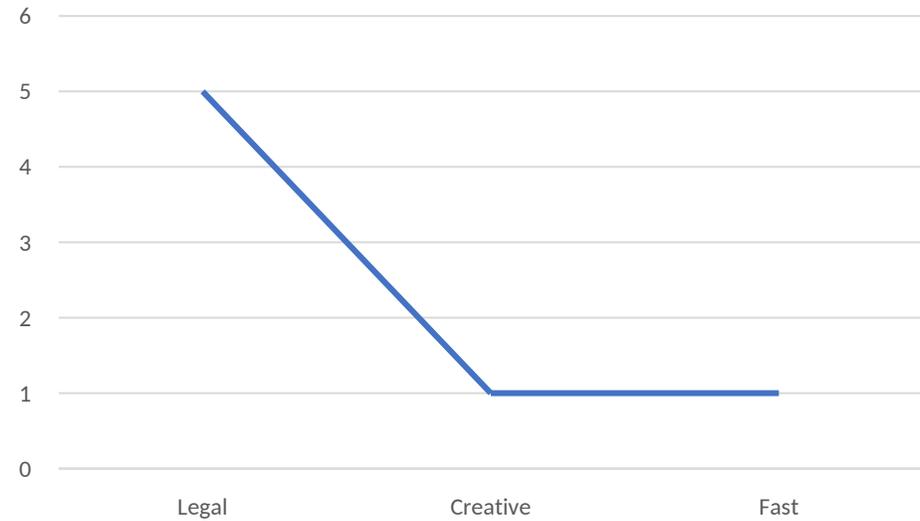
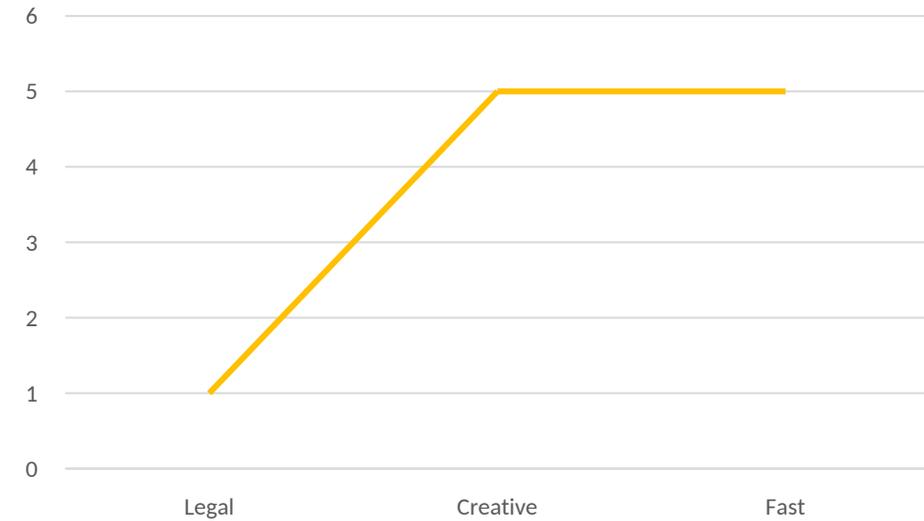
Challenges:

- Conventions, autorisations, permis et assurances...
c'est complexe !

[Legal]

Tensions:

In the rules / creative and experimental / fast



Un projet manifeste initié par Patrick Bouchain

● Comment déclencher un changement durable dans un secteur aussi contraint et normé que celui de la construction d'intérêt public ?

● Comment basculer de l'exemplarité exceptionnelle et forcément restreinte qui prévaut actuellement dans de nombreux projets isolés, vers une jurisprudence capable de généraliser des pratiques alternatives vertueuses en matière d'écologie, d'habitat, d'enseignement ou d'action sociale ?

● Comment faire école, transmettre et généraliser ce qui a été expérimenté, ce qui a porté ses fruits ?

● Comment transposer des chantiers extraordinaires dans des contextes et des situations différentes de celles qui leur ont initialement permis d'éclore ?

● Comment faire pour que les projets urbains ou architecturaux dépassent les réponses formelles pour se transformer en supports d'actions collectives au

Tips:

- Flexible posture in front of the law: invoke the temporary character and play the clock!
- Have a GOOD lawyer who knows about it and reviews all our conventions. Hire architects on your team
- Train your team on the legal bases Lobbying to... change the law. And make it fit to your needs !
- "Le permis de faire" by Patrick Bouchain (institutionalizes and legalizes experimentation in some cases)

LA
PREUVE
PAR 7

MASTER

Best practices:

DESIGN

- *The local administration was asking for so many legal documents that we couldn't provide... We just postponed the deadlines so many times... until our departure !*

[Legal]

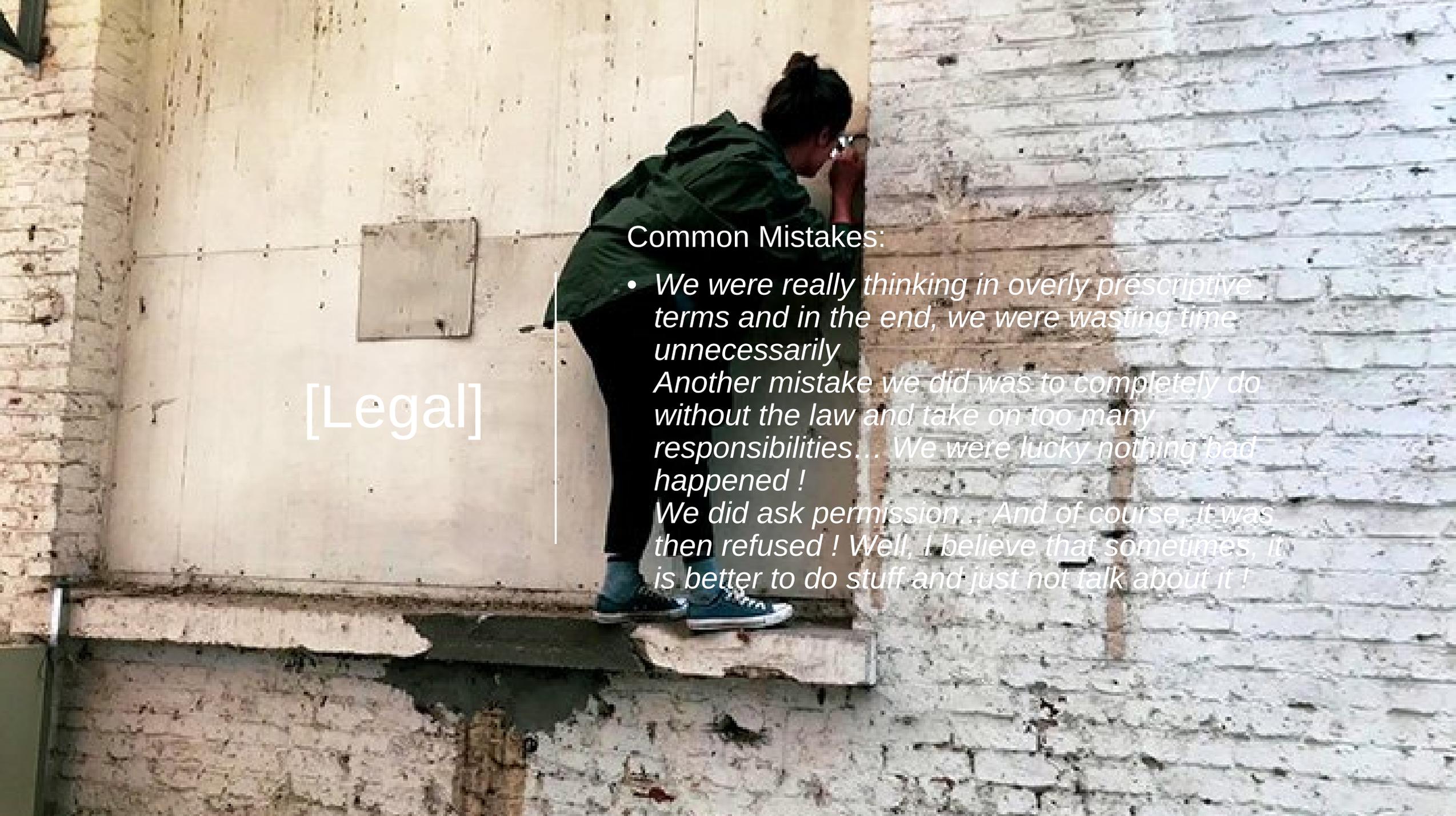
URBAIN

They know that we are not 100% legal... I mean, really, you can always arrange with the authorities for them to sometimes turn a blind eye to minor stuff...



The key for us in all that legal labyrinth is having good partners in law, insurances, urban planning and so on.



A woman with her hair in a bun, wearing a green jacket, black leggings, and teal sneakers, is looking through a hole in a wall. The wall is made of light-colored wood panels on the left and white-painted wooden planks on the right. The ground is a rough, grey concrete surface. The text "[Legal]" is overlaid on the left side of the image.

[Legal]

Common Mistakes:

- *We were really thinking in overly prescriptive terms and in the end, we were wasting time unnecessarily*

Another mistake we did was to completely do without the law and take on too many responsibilities... We were lucky nothing bad happened !

We did ask permission... And of course, it was then refused ! Well, I believe that sometimes, it is better to do stuff and just not talk about it !



[Legal]

Documents

- Model Contract
- Vade-mecum on insurances
- Documents gathering all types of permits for portential uses



FROM

EMPTY

SPACES

Learn

People's activity:

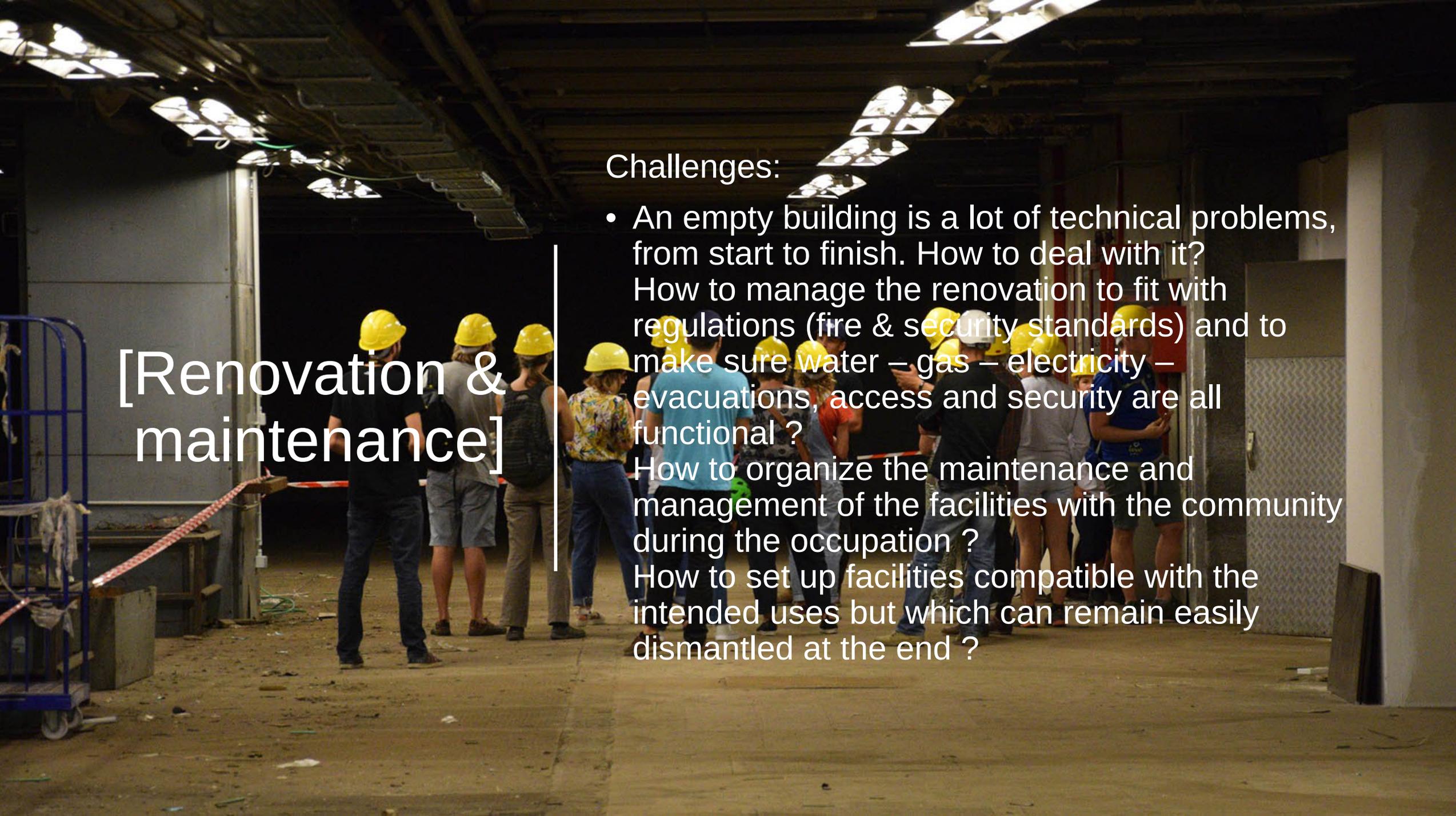
- Critical reading of temporary occupation conventions (the game of 7 errors).



[Renovation & maintenance]

Main objectives of

- How to manage the renovation & maintenance of the building ?



[Renovation & maintenance]

Challenges:

- An empty building is a lot of technical problems, from start to finish. How to deal with it? How to manage the renovation to fit with regulations (fire & security standards) and to make sure water – gas – electricity – evacuations, access and security are all functional ?
- How to organize the maintenance and management of the facilities with the community during the occupation ?
- How to set up facilities compatible with the intended uses but which can remain easily dismantled at the end ?

[Renovation & maintenance]

Tensions:

- Wanting to do it fast (VS slow) / cheap (VS expensive) / qualitative (VS poor quality) / collective (VS alone) / ecological (VS polluting)

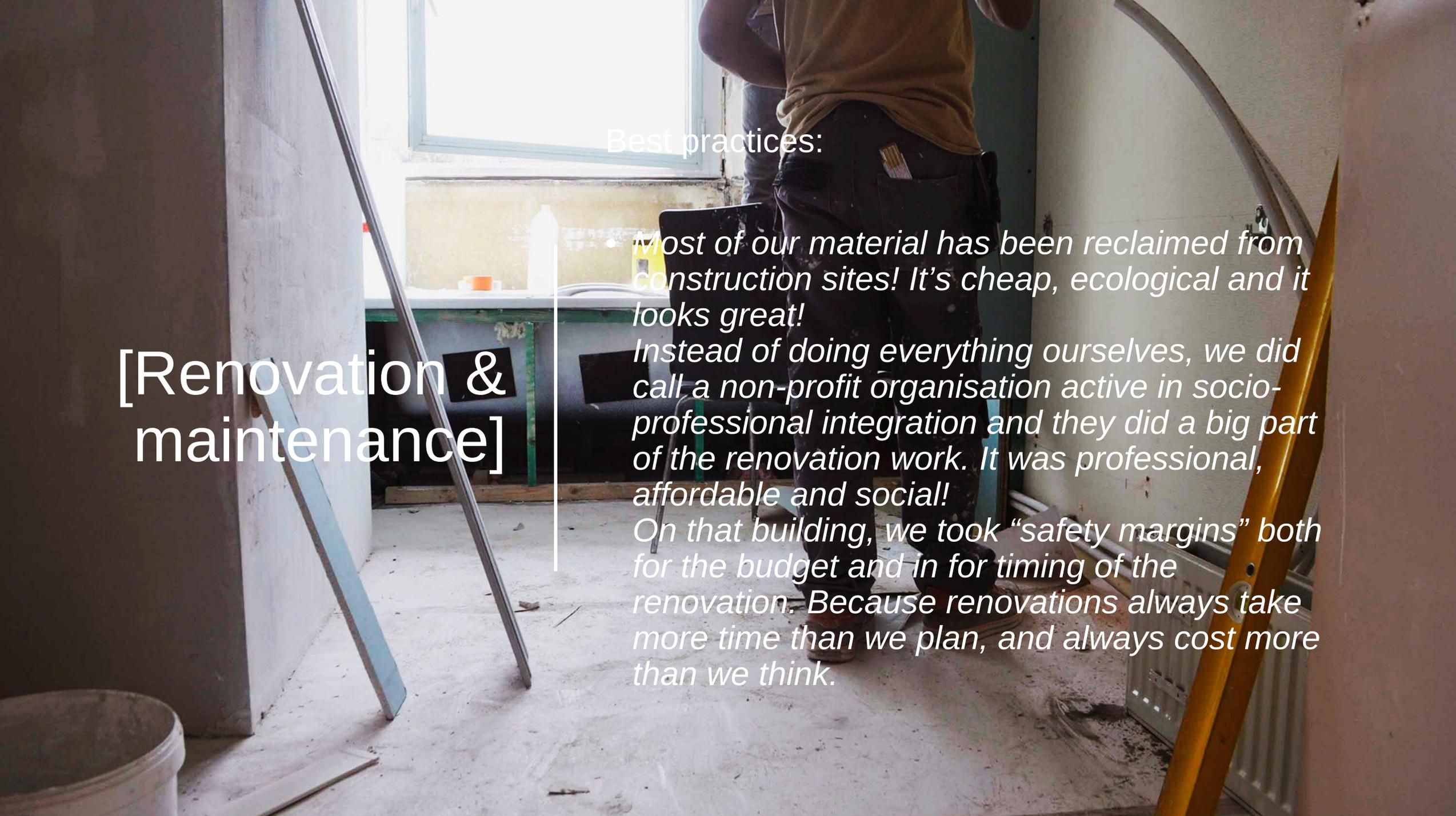




[Renovation & maintenance]

Tips:

- The temporary is not made to last 50 years, so minimal installations can quite do the job!
Have a technical director: it is a MUST!
A strong link between the coordinator and the technical director, throughout the whole process
A dedicated "maintenance time" and a "technical referent" on site
- Maintenance is up to 7% of renovation budget per year. Keep this in mind!
Getting into a "green" energy supplier is a good little extra kick!

A person wearing a brown t-shirt and dark pants is standing in a workshop or renovation site. They are holding a black laptop. The room has concrete walls and a window in the background. There are various tools and materials scattered around, including a yellow level on the right and a white bucket on the left. The floor is concrete and appears to be under renovation.

[Renovation & maintenance]

Best practices:

- *Most of our material has been reclaimed from construction sites! It's cheap, ecological and it looks great!*
- Instead of doing everything ourselves, we did call a non-profit organisation active in socio-professional integration and they did a big part of the renovation work. It was professional, affordable and social!*
- On that building, we took "safety margins" both for the budget and in for timing of the renovation. Because renovations always take more time than we plan, and always cost more than we think.*



[Renovation & maintenance]

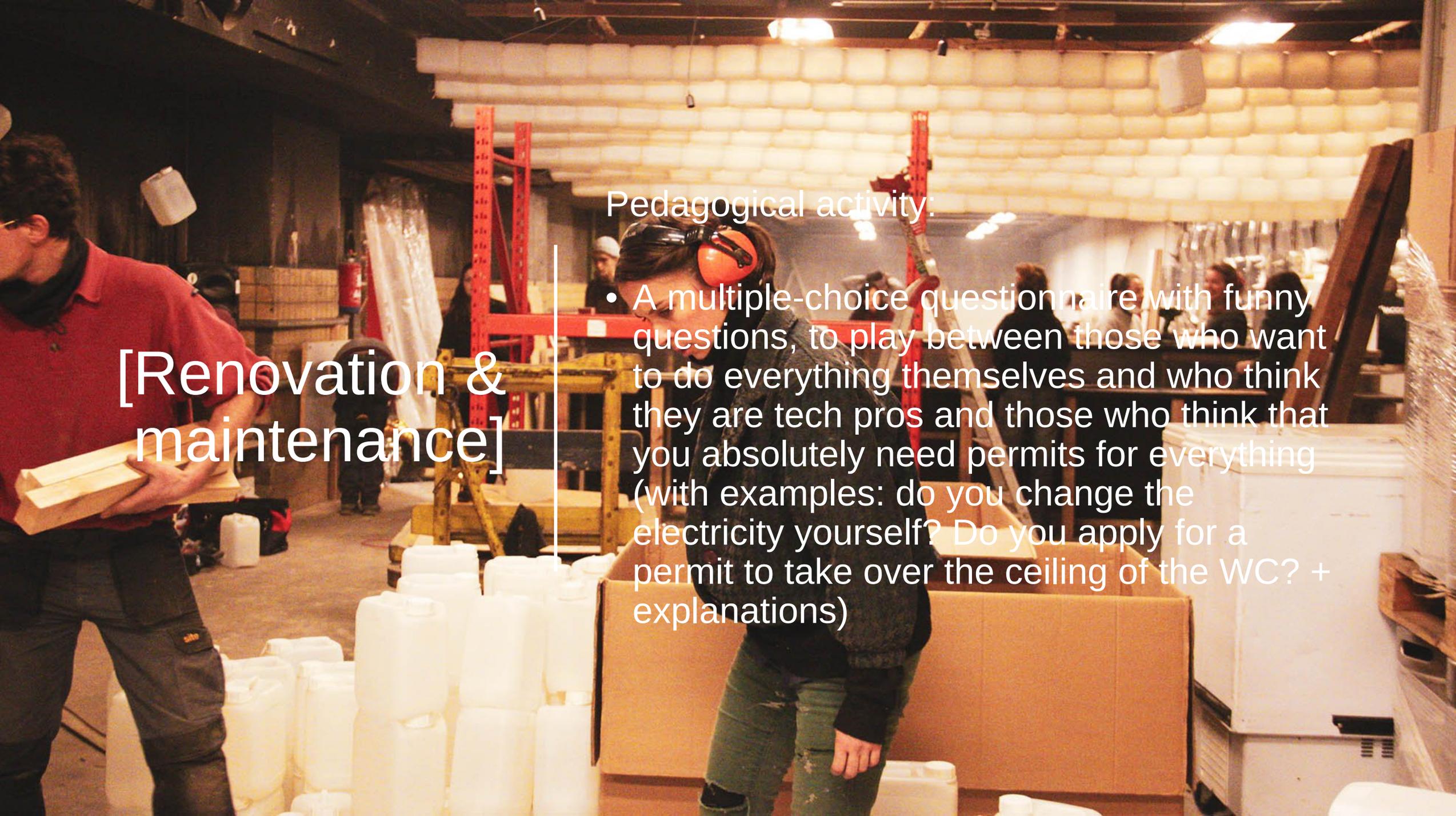
Common mistakes:

- *I was trying to go too fast in the activation phase. Truth is that it always makes you pay for the damage later. I was like "Oh, the roof ? there is no problem we will see later... Same for the boiler!" Then the roof cracked and so did the boiler! One year after starting the project, we still didn't have set fire alarm or extinguishers... just because we forgot! Classic mistake for us: wanting to do everything on our own! Or worse: trying to do it myself AND to supervise other people simultaneously. That was simply impossible!*
- *We tried to launch renovation work while the uses were not yet sufficiently defined... We ended up doing twice the work because we had to change everything! We didn't take a margin of safety nor on timing nor on budget... now we KNOW that we usually are 20% above and 20% late! We thought our renovations were great and therefore we neglected maintenance... Big mistake!*

A man with a beard and glasses is working in a workshop. He is wearing a blue t-shirt and is focused on his task. He is using a black and red power drill to work on a wooden structure. The workshop is made of plywood and has various tools and materials scattered around. A power strip is visible on the wall to the left. The background shows a window with greenery outside.

[Renovation & maintenance]

- Documents:
 - Building visit canvas
 - Evacuation plan
 - Different Technical Quotes (devis)
 - ...



[Renovation & maintenance]

Pedagogical activity:

- A multiple-choice questionnaire with funny questions, to play between those who want to do everything themselves and who think they are tech pros and those who think that you absolutely need permits for everything (with examples: do you change the electricity yourself? Do you apply for a permit to take over the ceiling of the WC? + explanations)



[Design]

Main question:

- How to arrange the place to make the spaces aesthetic, efficient and welcoming?





[Design]

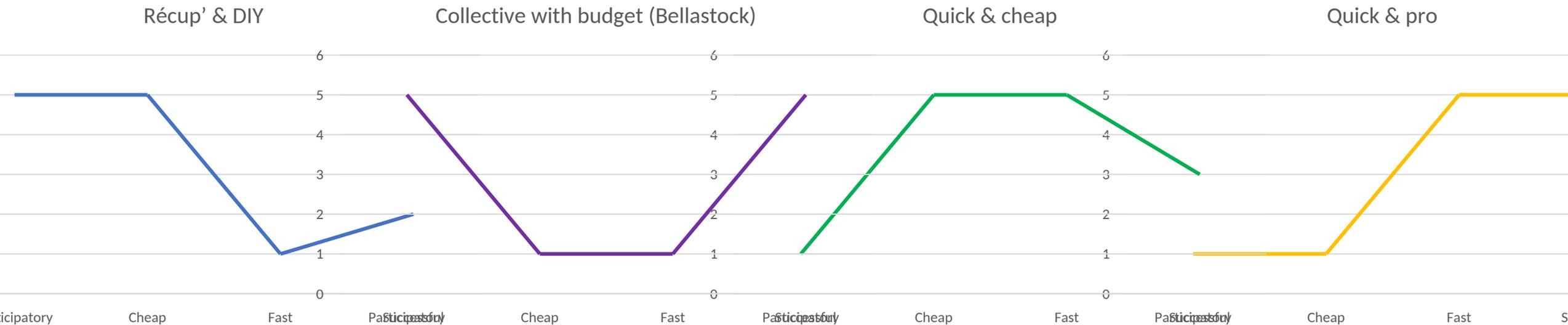
Challenges:

- An empty building, even if brought up to standard, looks rarely welcoming. Design plays a crucial role, both in making the place comfortable and in making it welcoming. How to make functional arrangements in a mixed place, with various uses? How to do this with low resources? How to do participatory planning? What about reclaimed material? And what about security and regulations?

[Design]

Tensions / typologies:

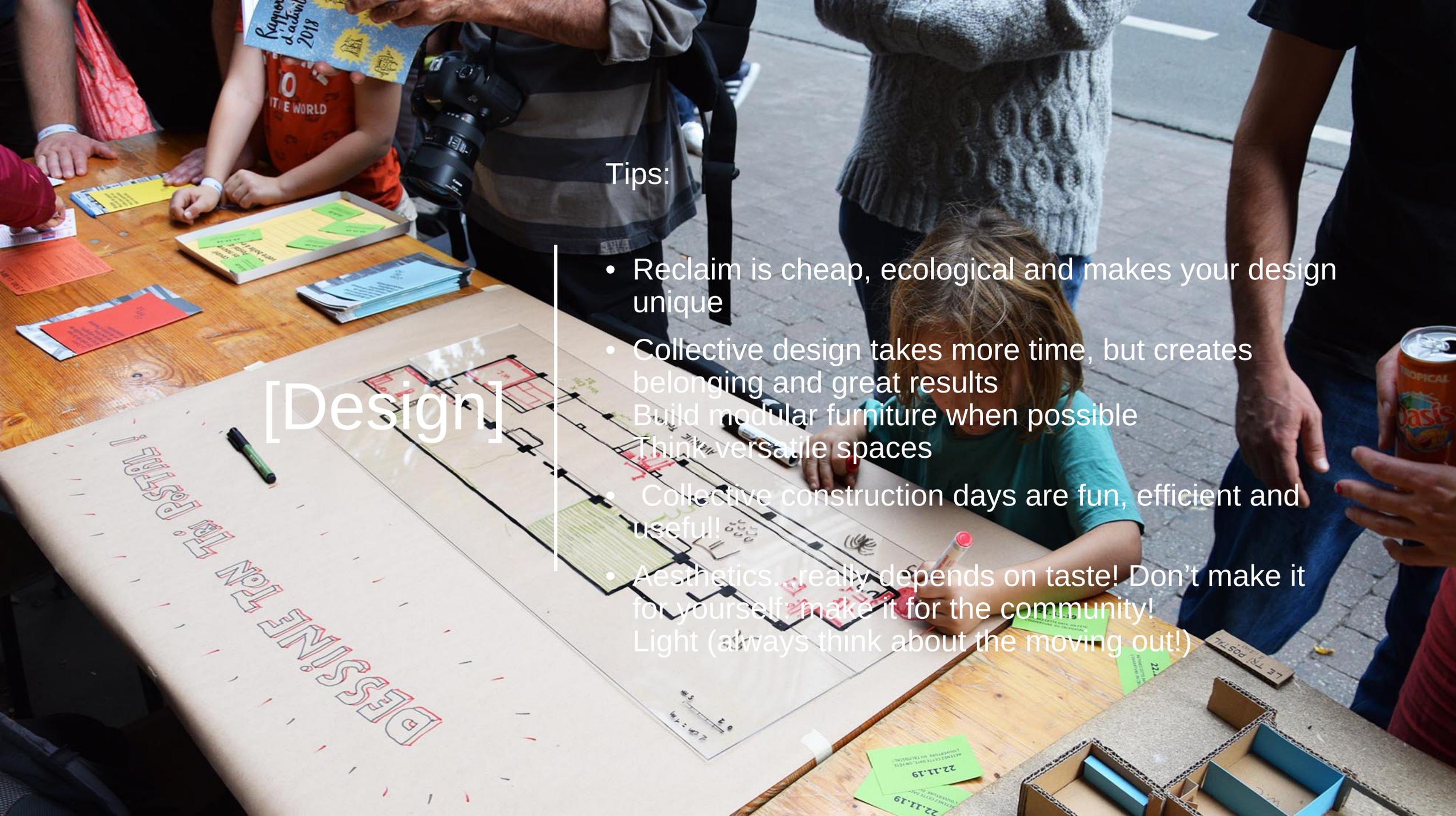
- participatory (non-participatory)/cheap (expensive)/ fast (slow)/ successful (failed)



[Design]

Tips:

- Reclaim is cheap, ecological and makes your design unique
- Collective design takes more time, but creates belonging and great results
Build modular furniture when possible
Think versatile spaces
- Collective construction days are fun, efficient and useful!
- Aesthetics really depends on taste! Don't make it for yourself: make it for the community!
Light (always think about the moving out!)





Design

Best practices:

- *We always have a uniform visual identity. It really adds a nice overall coherence. You don't have to invest a lot sometimes... Just a stroke of paint, some plants here and there... it changes everything, fast for cheap! We added some modules on the street, where people can sit and chill. It extends the influence of the project, and it gathers people around the building! We organized a "Architectural permanency". Basically, we were on site during all the renovation phase. It is a fantastic way to activate the site early, and to get opinions from all the passers-by (Tri Postal)*

[Design]

Common mistakes:

- *We made expensive, heavy and non-movable installations at the end of the occupation it was such a drama. I actually believed that my design would have pleased everyone, even without ever consulting any users nor the community... Well, nobody ever used it. I call it the "genius syndrome"!*
- *On that building we make heavy transformations without having a permit. When we got caught by the authorities, we had to take everything down. What a waste of time, energy, motivation...*
- *The opposite also happened: we asked for permissions for everything. It blocked us from doing many things, while the authorities would have love to turn a blind eye on many aspects of the project if we didn't ask officially for their consent.*



[Design]

Documents:

- How to – organize a collective day of work



[Design]

Pedagogic activity:

- "Practical activity" where you work on the signage and visual identity of a place or on a construction site

[Cleaning]

Main question:

- How to keep our places orderly, clean, keep our equipment, without doing everything yourself, spend a fortune or become an angry cop?

[Cleaning]

Challenges:

- Kitchens, toilets, corridors, taking out the garbage, management of the stock... shared places with mixed uses could quickly turn into a total mess!

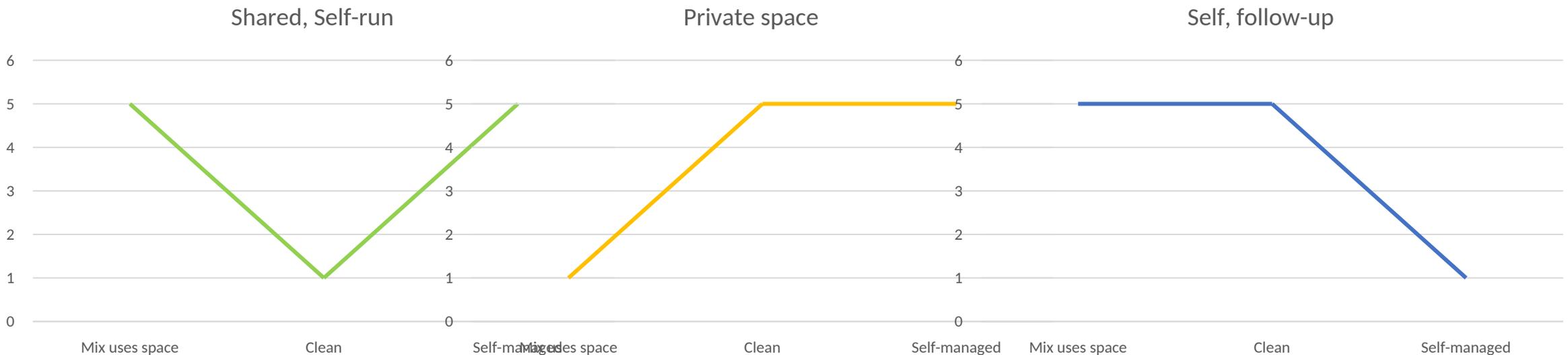
Leaving things under shared management at the level of cleaning, it is sometimes also the power to the one who has the least expectation in terms of cleanliness ...How to avoid it ? How to involve an outside staff without removing the DIY side and the community aspect?



[Cleaning]

Tension:

- Shared (private) / very clean (dirty) / self-managed (vertical).
You're going to have to go behind often, pay someone to do it or accept the mess!



[Cleaning]

Equipes	Semaine du	M1 - cuisine	M2 - toilettes	M3 - couloirs	M4 - salles réu.
Orque	13/09/2021	Orque	Poisson rouge	Congre	Poulpe
Plancton	20/09/2021	Plancton	Dugong	Poisson abyssal	Hippocampe
Oursin	27/09/2021	Oursin	Otarie	Gobie	Bernard l'hermite
Crevette	04/10/2021	Crevette	Tortue	Anchois	Coquille St Jacques
Pistolet	11/10/2021	Pistolet	Orque	Poisson rouge	Congre
Poulpe	18/10/2021	Poulpe	Plancton	Dugong	Poisson abyssal
Hippocampe	25/10/2021	Hippocampe	Oursin	Gobie	Bernard l'hermite
Bernard l'hermite	01/11/2021	Bernard l'hermite	Pistolet	Orque	Poisson rouge
Coquille St Jacques	08/11/2021	Coquille St Jacques	Poulpe	Plancton	Dugong
Congre	15/11/2021	Congre	Poisson abyssal	Otarie	Bernard l'hermite
Poisson abyssal	22/11/2021	Poisson abyssal	Gobie	Crevette	Poulpe
Gobie	29/11/2021	Gobie	Bernard l'hermite	Pistolet	Orque
Anchois	06/12/2021	Anchois	Coquille St Jacques	Congre	Plancton
Poisson rouge	13/12/2021	Poisson rouge	Dugong	Poulpe	Oursin
Dugong	20/12/2021	Dugong	Otarie	Gobie	Bernard l'hermite
Otarie	27/12/2021	Otarie	Tortue	Anchois	Coquille St Jacques
Tortue	03/01/2022	Tortue	Orque	Poisson rouge	Congre
Orque	10/01/2022	Orque	Plancton	Dugong	Poisson abyssal
Plancton	17/01/2022	Plancton	Oursin	Gobie	Bernard l'hermite
Oursin	24/01/2022	Oursin	Otarie	Anchois	Coquille St Jacques
Crevette	31/01/2022	Crevette	Tortue	Congre	Poulpe
Pistolet	07/02/2022	Pistolet	Orque	Poisson rouge	Dugong
Poulpe	14/02/2022	Poulpe	Plancton	Dugong	Poisson abyssal
Hippocampe	21/02/2022	Hippocampe	Oursin	Otarie	Gobie
Bernard l'hermite	28/02/2022	Bernard l'hermite	Crevette	Tortue	Anchois
Coquille St Jacques	07/03/2022	Coquille St Jacques	Pistolet	Orque	Poisson rouge
Congre	14/03/2022	Congre	Poulpe	Plancton	Dugong
Poisson abyssal	21/03/2022	Poisson abyssal	Hippocampe	Oursin	Otarie
Gobie	28/03/2022	Gobie	Bernard l'hermite	Crevette	Tortue

Best practices:

- Once every 3 months, we had of "One day of collective cleaning" all together. Was actually fun ! We are working with a social company, which hires workers in professional reintegration. They do some part of the job and it really helps to keep the place clean. In our project, we just display EVERYTHING (the day of the garbage cans, where are the household products, etc.). I made VIDEO of everything that should be done, as tutorials. If you don't keep the place clean, you do it on purpose ! "Household aperitif": we clean the building all together, and then we drink all together !
- When ever someone from the outside organize an event, we take a deposit. If it is not clean after, we keep it. Simple !

[Cleaning]

Common mistakes:

Check-out

- *We organized long meetings to talk about household at the beginning, and it depressed everyone! it is so much better to propose a system from the start, even if it means making it evolve!*

Pour se présenter
des trucs

✓ Vérifier que toutes les fenêtres sont fermées à clef

✓ Vérifier que la porte en verre côté Fierlant est fermée à clef

Pour ne pas exploser
les factures d'énergie

✓ Abaisser tous les interrupteurs des lumières dans la cuisine

✓ Vérifier tous les chauffe-plats de la partie sont éteints

Pour s'en sortir
avec les déchets

✓ Tu as fais un apéro ? Repars avec tes vidanges/cadavres

✓ C'est Mercredi ? Sois les sacs blancs et le carton dans la rue !

Les sacs bleus et oranges peuvent être stockés
dans le stock-poubelles pour l'instant

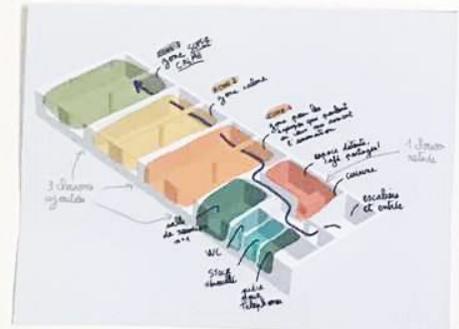
*We had shift, but no body was in charge of reminding people before, and no body would really check if it was done or not... not tracking the shifts of one or the other is really a way to make sure it doesn't work !
If the right equipment is not available, for sure people will not clean properly !*



Documents:

[Cleaning]

- Hôtel Pasteur
- Tutorial from Lucile
- Shifts board



QUI ? QUOI ?

* LE TROMBI DU

MAXI BUREAU

(et il y a de la place pour
écrire des petites blagues et
des mots doux)



Cleaning

Pedagogic activity:

- Takes the different Household Charters that exist. Write yours and set up your own system. Discuss it together.

SI UN FLIC ME DIT
« PAPIERS ! »
ET QUE JE RÉPONDS
« CISEAUX ! »
J'AI GAGNÉ, NON ?



[Programming]

TABLE D'HÔTES

0303300

PRIX LIBRE

Main questions:

14h → 19h *On cuisine tous ensemble à base de notre récup' d'invendus alimentaires. Venez partager vos recettes!*

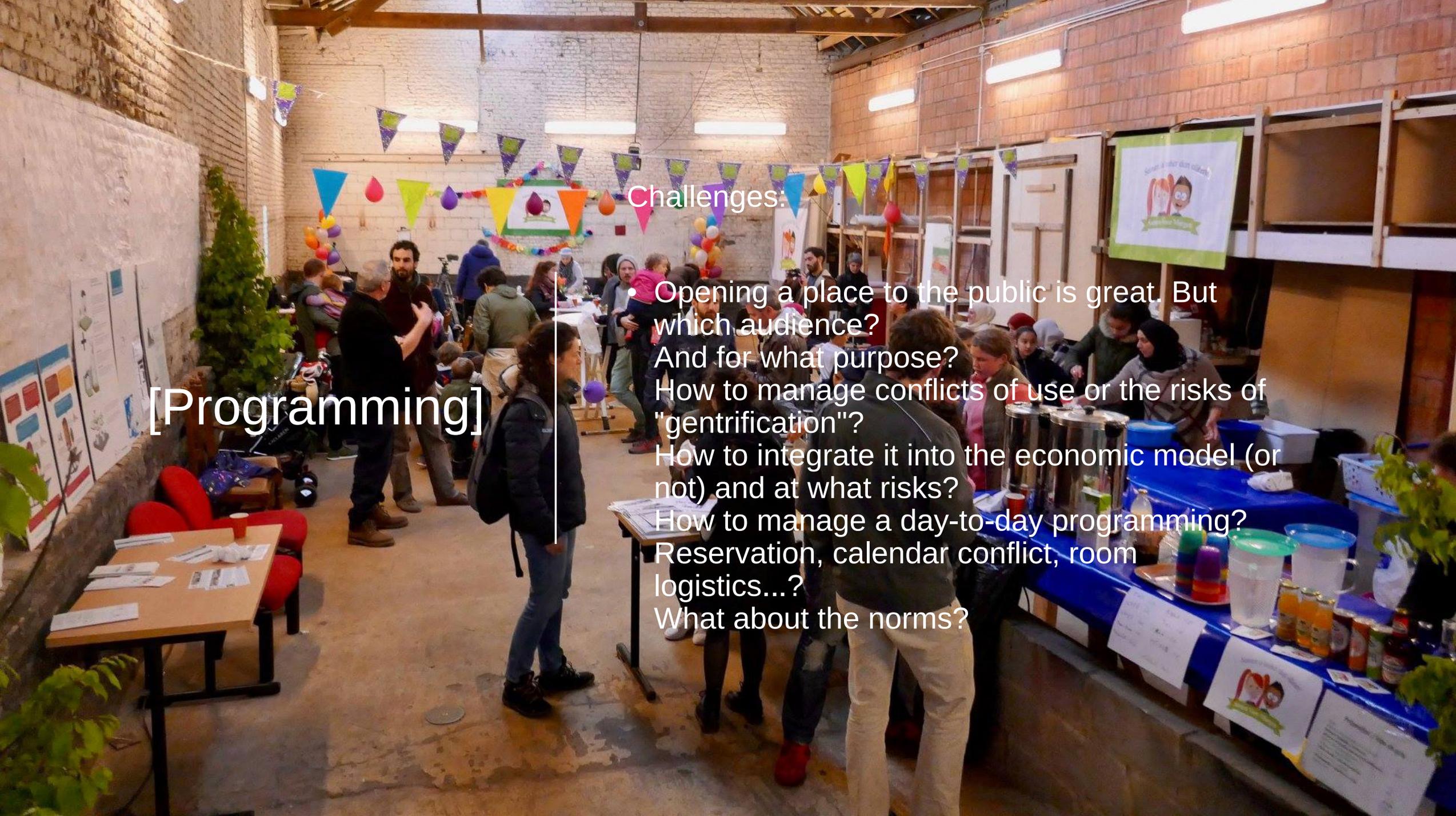
- How to open the place and adapt it to the target audience?

Vous avez soif? On vous sert de l'eau, des bières ou des jus au bar! soif soif soif? BAR OUVERT!

15h: Ateliers Bijaux avec Hafed + SALON BD + JAM + JEUX ENFANTS

17h: Table des bénévoles intéressés / présentation de l'ASBL

19h Grand Banquet pour tous ouvert à tous les voisins, amis, curieux, curieuses!



[Programming]

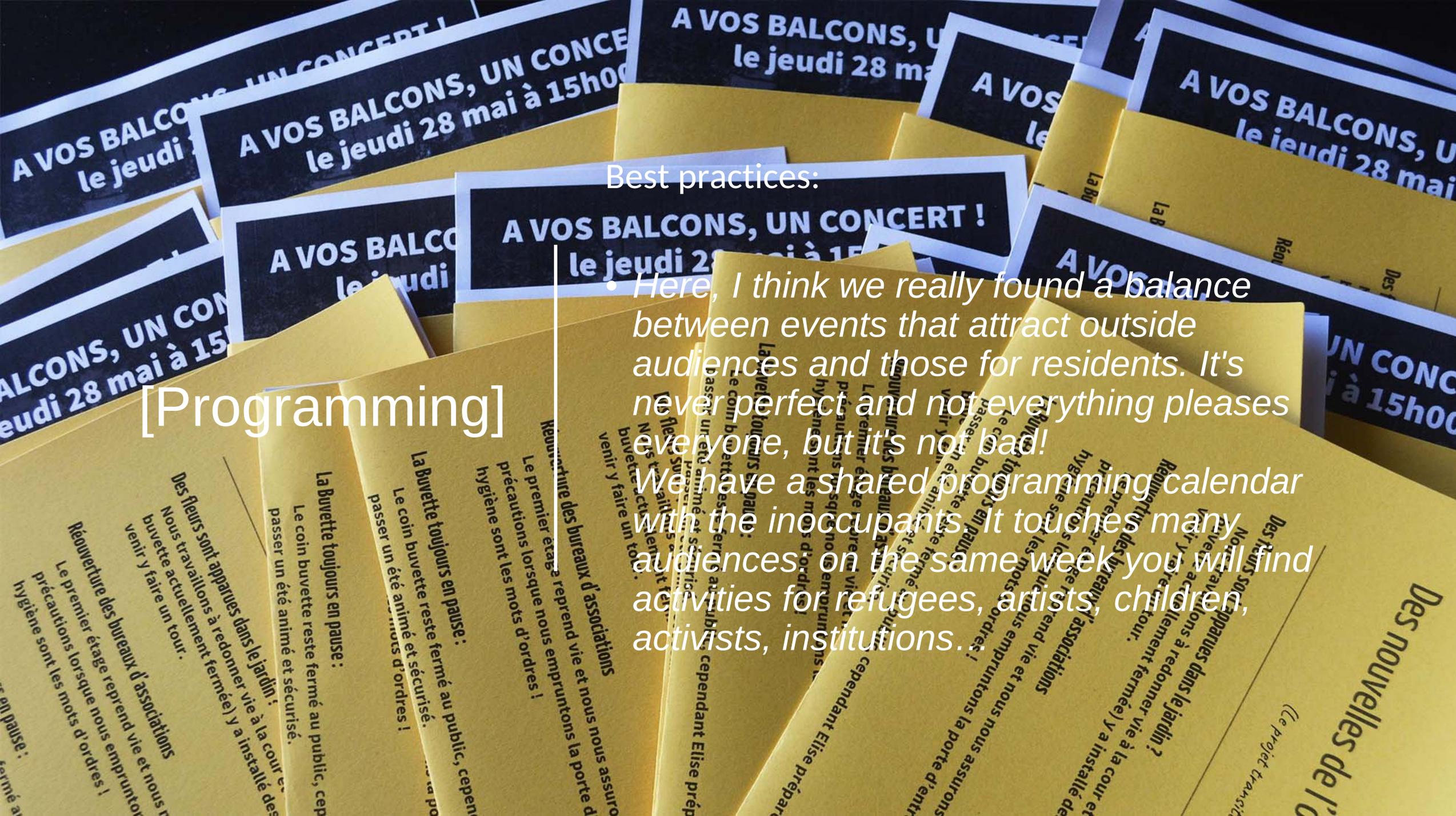
Challenges:

- Opening a place to the public is great. But which audience? And for what purpose? How to manage conflicts of use or the risks of "gentrification"? How to integrate it into the economic model (or not) and at what risks? How to manage a day-to-day programming? Reservation, calendar conflict, room logistics...? What about the norms?

[Programming]

Tips:

- Keep in mind that the goal is not to please you, but to set up a program that makes sense, depending on the goals you set for the project, then calibrate your programming.
Rate management (free / free price / solidarity price / market price)
Involving neighbors and community in programming, at least partially, is super interesting.



Best practices:

• Here, I think we really found a balance between events that attract outside audiences and those for residents. It's never perfect and not everything pleases everyone, but it's not bad!

We have a shared programming calendar with the occupants. It touches many audiences on the same week: you will find activities for refugees, artists, children, activists, institutions...

[Programming]

A group of people are sitting on a green sofa in a room with graffiti and large letters spelling 'MEGAN!' on the wall. The room is decorated with various items, including a coat rack, a camera on a tripod, and a table with bottles. The overall atmosphere is casual and creative.

[Programming]

Common mistakes

- *We had a lot of hopes on the bar and the event to sustain the project. But we forgot that a bar makes noise and pisses off neighbors. Now we stop all activities after 10PM, therefore we cannot really hold the program that we imagined in the first place. Do you know a beer which is both qualitative, cheap and that pays off ? (spoiler: it does not exist!) We didn't take into account that programming is WORK and that if you have a small team it's sometimes just not possible... We really wanted to mix too much activity in a room... We discovered that polyvalence takes a lot of human energy!*

[Programming]

Documents:

Documents to manage a bar

Documents to be made available for privatization

Typical week-planning of different places (Tri Postal, La Serre)

[Programming]

Pedagogic activity:

- Setting up an ideal program based on the objectives of your place. Compare. Discuss. And you, what beer do you serve? How much does it cost? Do you pay your team with the bar?

FAIRE LE BIEN
ATELIER
PARTAGE
CULTUREL
à tous!
←

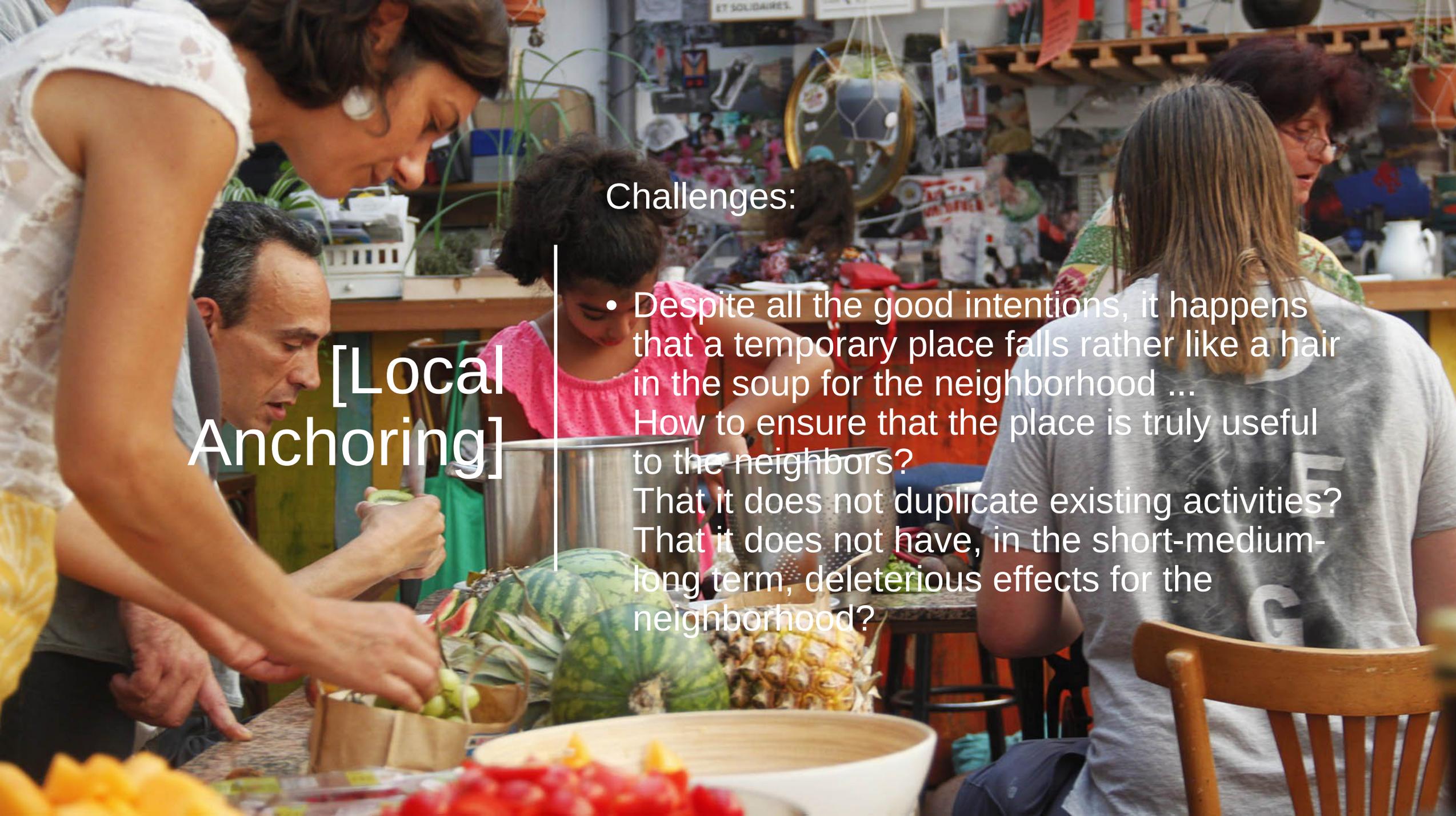
LES RENCONTRES
DU TABERNACLE

[Local Anchoring]

Main question:

- How to anchor yourself positively in the neighborhood? That is to say, how to deploy a project beneficial for the residents and the neighborhood, of which they are really part?





[Local Anchoring]

Challenges:

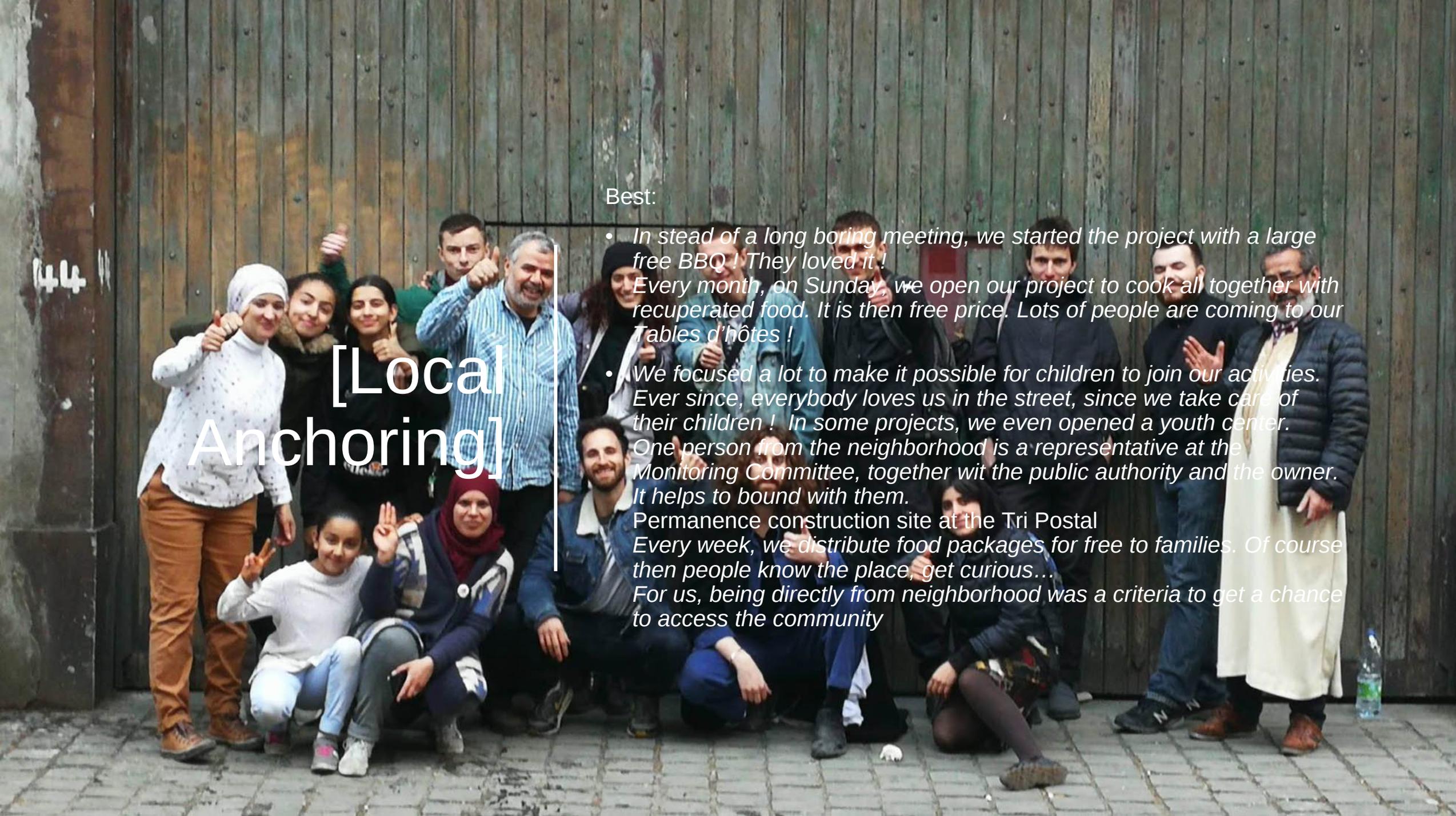
- Despite all the good intentions, it happens that a temporary place falls rather like a hair in the soup for the neighborhood ... How to ensure that the place is truly useful to the neighbors? That it does not duplicate existing activities? That it does not have, in the short-medium-long term, deleterious effects for the neighborhood?

[Local Anchoring]

Tips:

- Communicate VERY clearly about who we are, put posters on the facade, put information and publish our calls in the local newspaper, via the municipality, etc.
- Do a real neighborhood study at the beginning (or get your hands on the existing work!)
- Introduce ourselves with humility, communicate about our arrival and put ourselves in a listening posture & gently enter the neighborhood
- Be ready to the activities and emblematic places of the neighborhood
- Do not make big promises at the beginning (tap syndrome)
- Build relationships of trust with direct neighbors and / or project leaders / people of influence in the neighborhood
- Be in permanent contact with the local associative fabric / traders / local authorities
- Have a "monitoring committee", once in a while with neighbors in it
- Free / advantageous space available for people in the neighborhood
- Targeting different generations in programming
- Communicate via official channels AND via creative channels (elevators, shops, facades...)
- That people have "something to gain" (e.g. food parcels, spaces that can be reserved for free...)





[Local Anchoring]

Best:

- *In stead of a long boring meeting, we started the project with a large free BBQ ! They loved it !
Every month, on Sunday, we open our project to cook all together with recuperated food. It is then free price. Lots of people are coming to our Tables d'hôtes !*
- *We focused a lot to make it possible for children to join our activities. Ever since, everybody loves us in the street, since we take care of their children ! In some projects, we even opened a youth center. One person from the neighborhood is a representative at the Monitoring Committee, together wit the public authority and the owner. It helps to bound with them.
Permanence construction site at the Tri Postal
Every week, we distribute food packages for free to families. Of course then people know the place, get curious...
For us, being directly from neighborhood was a criteria to get a chance to access the community*

[Local Anchoring]

WRITE DOWN YOUR IDEAS FOR THIS PLACE!

Mistakes

- We started the project with a long meeting to meet the neighbors. It was super boring!
- * We blocked the street for an event and police took the car of the neighbors. That was super bad for us...
To forget to introduce yourself to neighbors, association, local authorities, local shops... is a huge mistake!
- * Once we built a terrace without warning anybody. Neighbors were mad...
- * We organized a huge party until the early morning with the agreement of the authorities... but without notifying the neighbors! They will never talk to us anymore!
- * For months, we had a programming which was disconnected from the real needs of the neighborhood. So of course, it generates a feeling of exclusion from their own neighborhood
- * Generate lots of expectations in the neighbors at the beginning and must disappoint them in the end.

COCAINE

[Local
Anchoring]

Documents:

- Questionnaires to neighbours
- All-box flyer
- Poster "We're here!" in different languages

11h → 18h

ANIMATIONS
GRATUITES
KERMESSE



[Local Anchoring]

Pedagogic activity:

- Make a "case study" from the neighborhood where we are now "And if we opened a place here, what would we do with it? How would we create a link with the neighborhood? »

[Community]

Main question:

- How to involve the community in the management of the place? How to get as close as possible to self-management and have a lively and dynamic community?



[Community]

Challenges

- How to avoid turning occupants into simple users?
- How to stimulate the initiatives of the occupants?
- How to get out of the "customer-service provider" relationship?
- How to go from "users" to "commoners"?
- How to create a real community and "commoning"?
- How to find the balance between "stimulating" and "being responsible"?
- And so, how to manage the place together, how to decide together? D



[Community]

Tensions:

- short time, low resources, strong involvement of all
- Autonomy of the occupants / guarantors towards the owner

Diagram Title

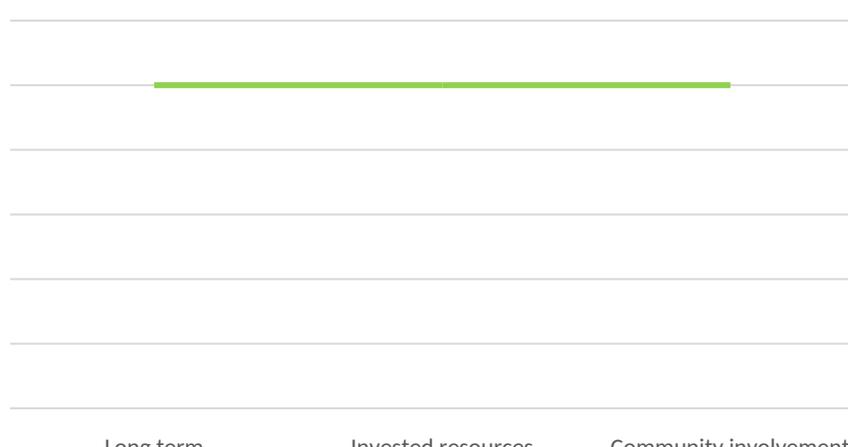


Diagram Title

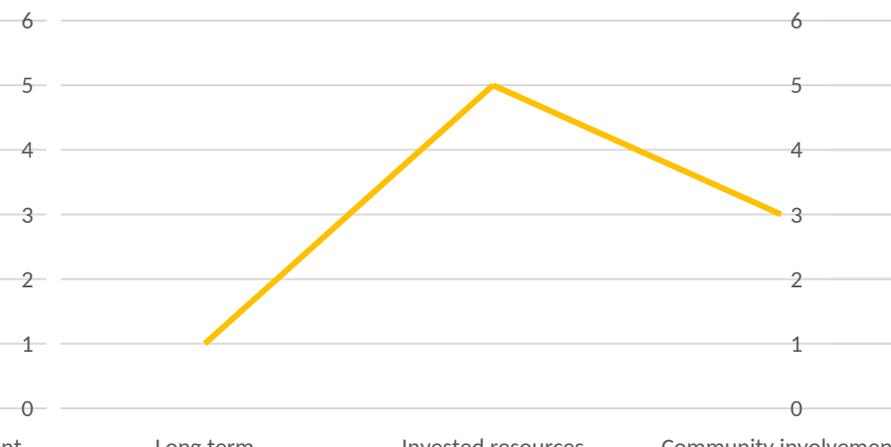
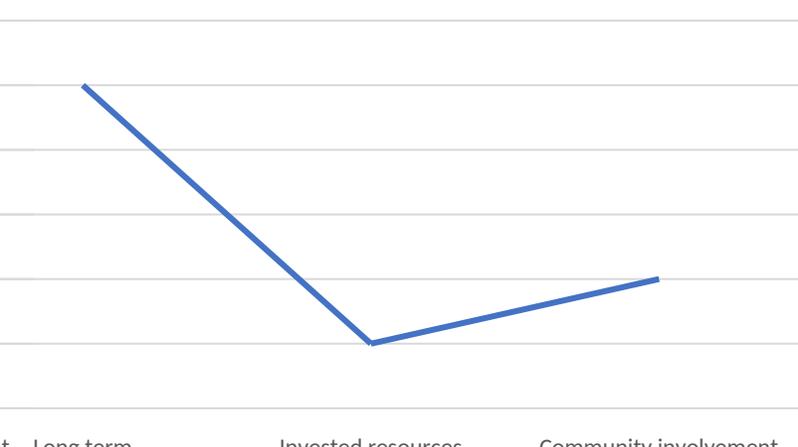
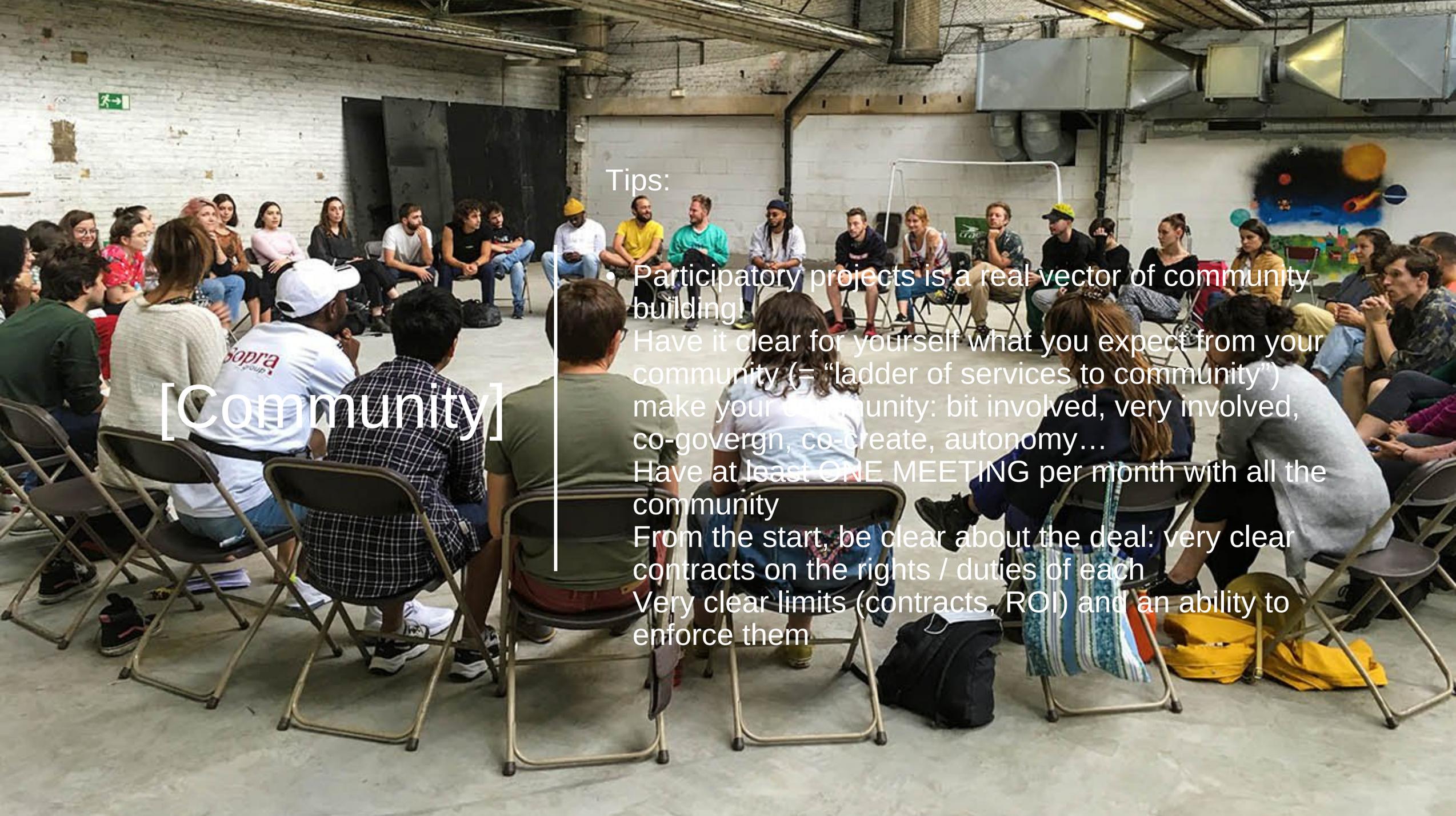


Diagram Title





[Community]

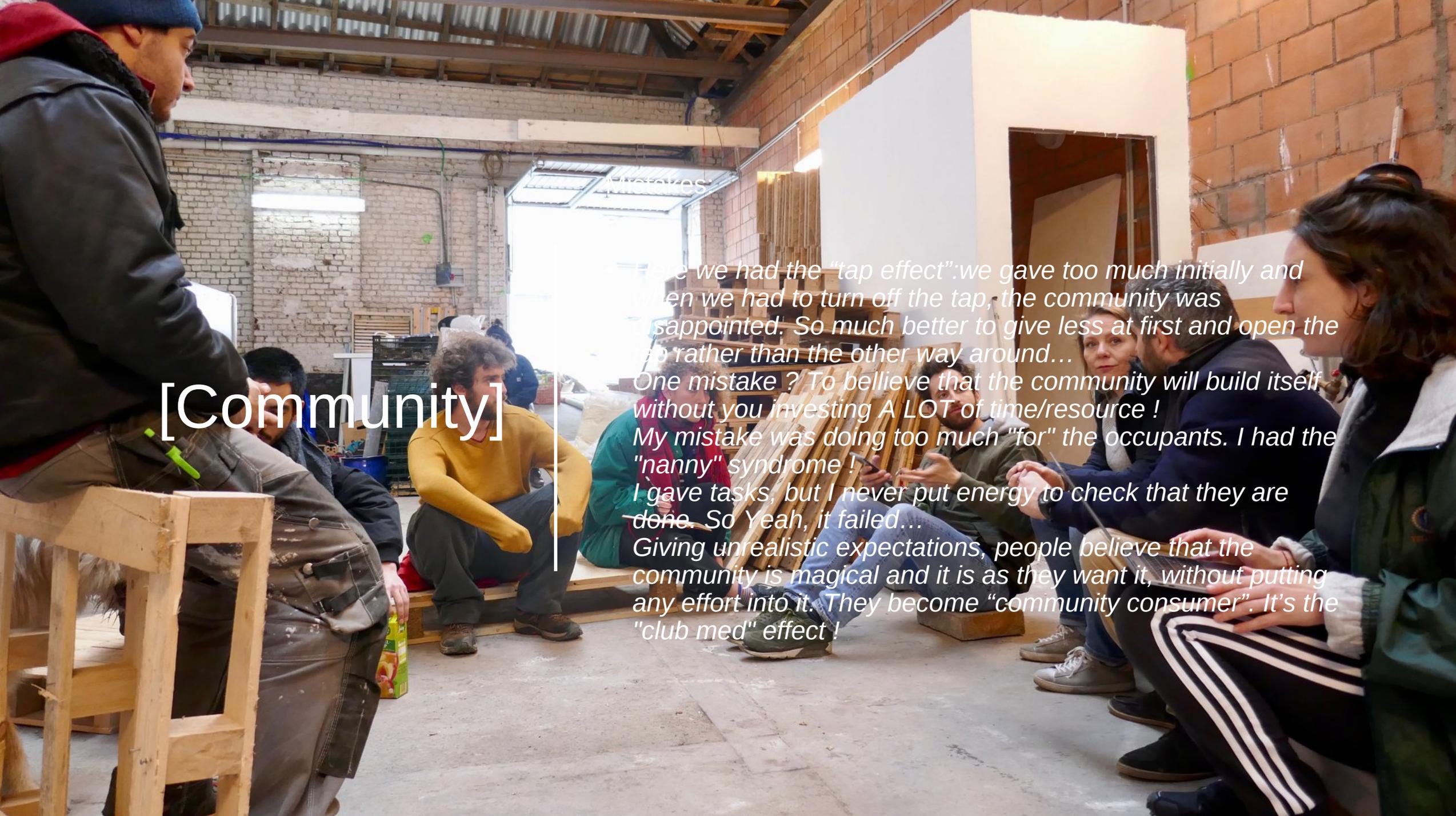
Tips:

- Participatory projects is a real vector of community building!
- Have it clear for yourself what you expect from your community (= "ladder of services to community")
make your community: bit involved, very involved, co-govern, co-create, autonomy...
- Have at least ONE MEETING per month with all the community
- From the start, be clear about the deal: very clear contracts on the rights / duties of each
- Very clear limits (contracts, ROI) and an ability to enforce them

[Community]

Best practices:

- I think we found a good balance and the community is very involved: household shifts, monetary and non-monetary contribution, assembly, free price... We are communing! That building has a community which is really involved in the decision making process, with a functional monthly assembly and working groups. Our trick is to have a "community animation budget". So there is a line in the budget to do things with the occupants. With that system we could pay an occupant to manufacture a shared cargo bike! Key is to have time just to go around the place often enough, to talk with everyone... Create trust! Here we have "Les apéro-porte". Which means that once/month, a structure invites all the other occupants and present its project to the community. Then we drink together!*

A group of people are sitting in a circle on wooden crates and benches in a workshop or community center. They are engaged in a discussion. The room has brick walls, a corrugated metal roof, and a large window in the background. The text "[Community]" is overlaid on the left side of the image.

[Community]

Mistakes:

Here we had the "tap effect": we gave too much initially and when we had to turn off the tap, the community was disappointed. So much better to give less at first and open the tap rather than the other way around...

One mistake? To believe that the community will build itself without you investing A LOT of time/resource!

My mistake was doing too much "for" the occupants. I had the "nanny" syndrome!

I gave tasks, but I never put energy to check that they are done. So Yeah, it failed...

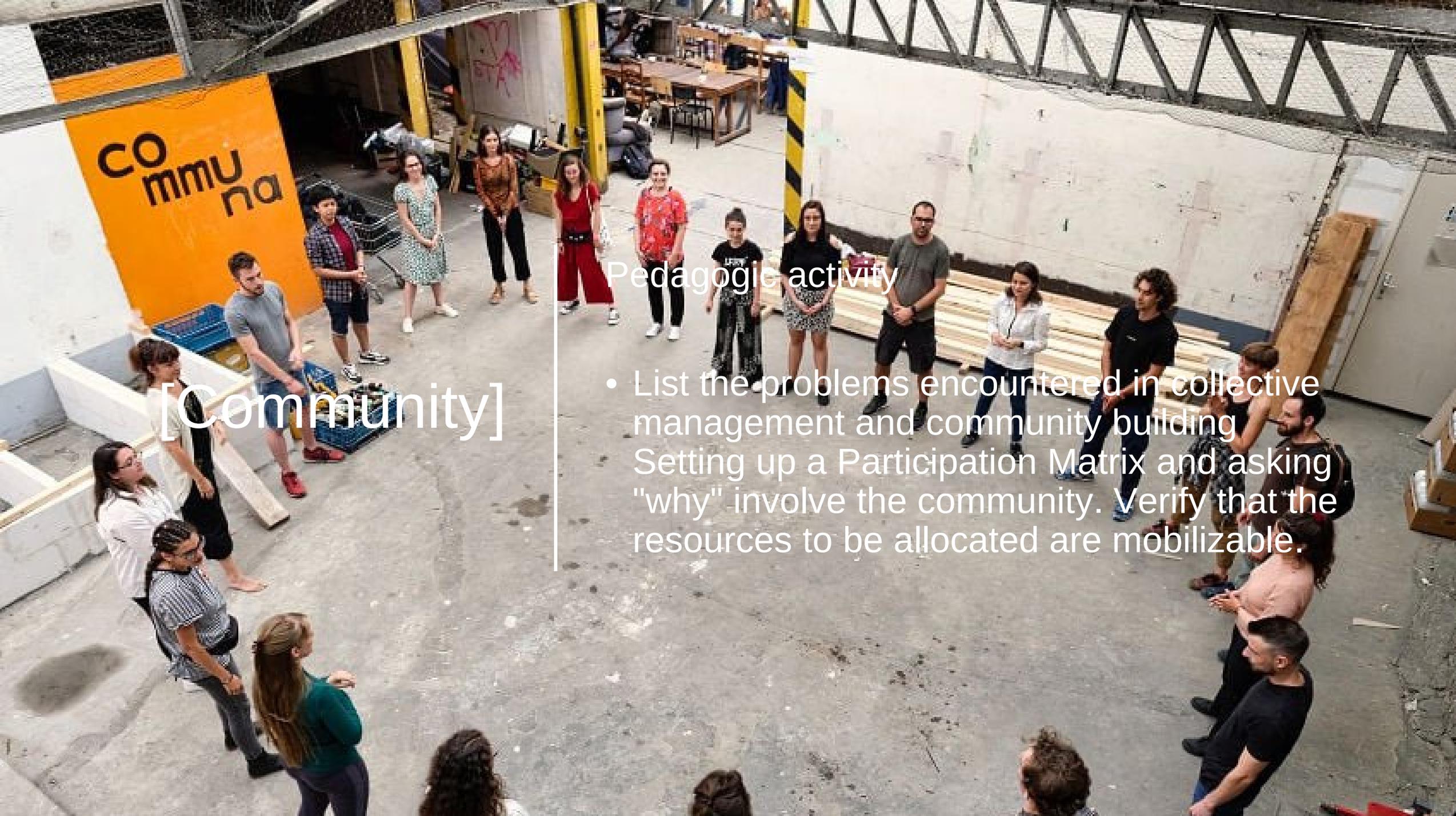
Giving unrealistic expectations, people believe that the community is magical and it is as they want it, without putting any effort into it. They become "community consumer". It's the "club med" effect!

[Community]

Documents

- Booklet inoccupant
- Model contract
- Check out Elinor Ostrom's principles (8 design principles)
- Follow-up of non-monetary contributions
Participation matrix
Common MOOC video on "nesting" (self-interest goes with collective interest:
<https://www.youtube.com/watch?v=bcgd7YI0Jlw>)





CO
mmu
na

[Community]

Pedagogic activity

- List the problems encountered in collective management and community building
Setting up a Participation Matrix and asking "why" involve the community. Verify that the resources to be allocated are mobilizable.



[Finance]

Main question:

- How to develop an ethical and viable economic model over time?

125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
1450	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			700

PLATS VG

A BASE D'INVENTUS ALIMENTAIRES

cuisinés par Charlotte des Cocottes Volantes

[Finance]

SAOIX LIBRE
SACHEZ QUE SI VOUS PAYEZ

5€ VOUS COUVREZ LES INGRÉDIENTS

7€ VOUS COUVREZ AUSSI LE TRAVAIL DE LA CUISINIÈRE

10€ VOUS SOUTENEZ EN PLUS LE TRI POSTAL!

SAOIX LIBRE

Challenges:

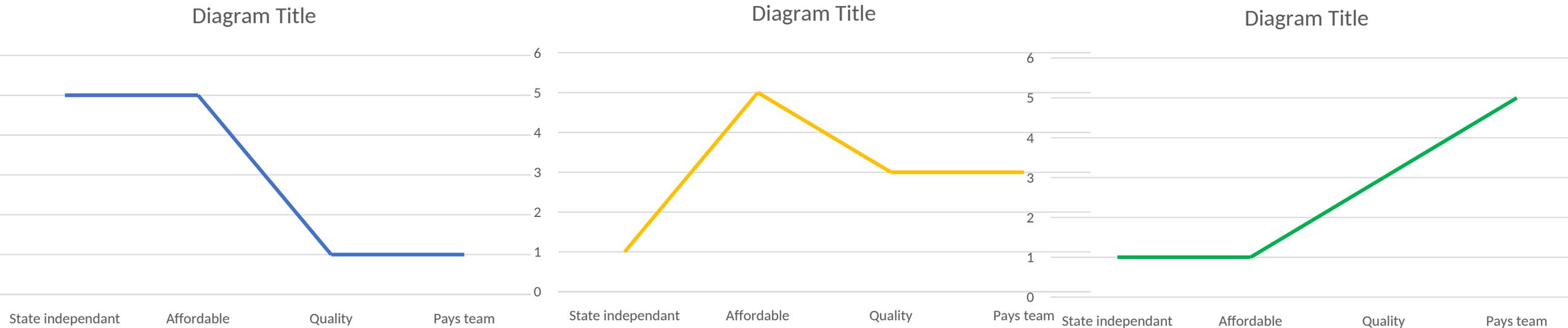
- How can we find an economic balance for our projects? Having public subsidies... without depending on the state? Receiving money from philanthropy... without depending on the rich? Selling a service to the owner... without losing our critical and subversive side? Charge occupants or privatize spaces... by remaining inclusive for the most vulnerable? Recipes via a bar/events... without becoming a point of nuisance in the neighborhood? Volunteering... without falling into self-exposure or the devaluation of a profession? Or a clever mix of all this?



[Finance]

Tensions:

- Place independent of the state / accessible to all audiences / qualitative in all points / on a relatively short time / which pays well its teams / to the economic balance



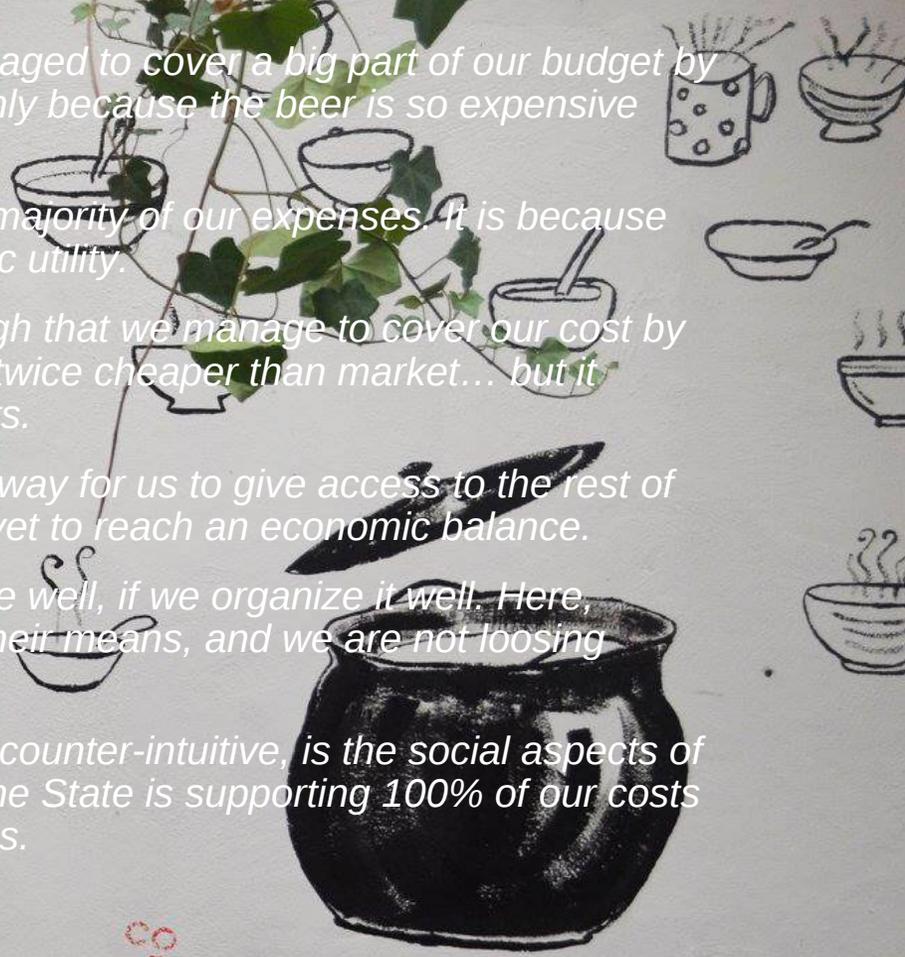
[Finance]

Best practices:

- In that specific place, we managed to cover a big part of our budget by running a bar. It is possible only because the beer is so expensive elsewhere in Paris...
- Public money covers a huge majority of our expenses. It is because we carry out a project of public utility.
- In Paris, market price is so high that we manage to cover our cost by renting the places more than twice cheaper than market... but it would not work in other contexts.
- Having an anchor-tenant is a way for us to give access to the rest of the space for much less and yet to reach an economic balance.
- The “free price” can work quite well, if we organize it well. Here, everyone pays according to their means, and we are not losing money !
- What pays the most, and it is counter-intuitive, is the social aspects of the project. Why ? Because the State is supporting 100% of our costs when it is about homelessness.

la soupe doit être
distribuée de manière égale

CE BAR EST UN BAR
ASSOCIATIF
CHAQUE BOISSON CONSOMMÉE
CONTRIBUE À L'ENTRETIEN
DE LA SERRE ET DE COMMUNA
PLUS GÉNÉRALEMENT
LES PERSONNES QUI VOUS
SERVENT SONT DES TRAVAILLEURS
ET TRAVAILLEUSES DE LA SERRE
DES VOLONTAIRES, ET DES
PERSONNES QUI PORTENT
LES PROJETS DU LIÉO.

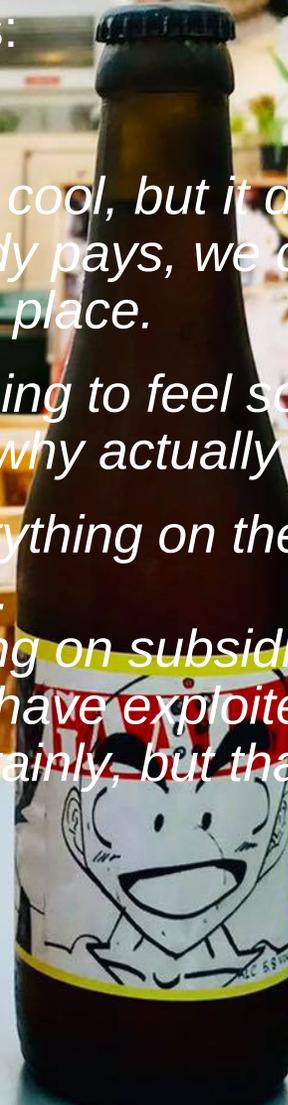
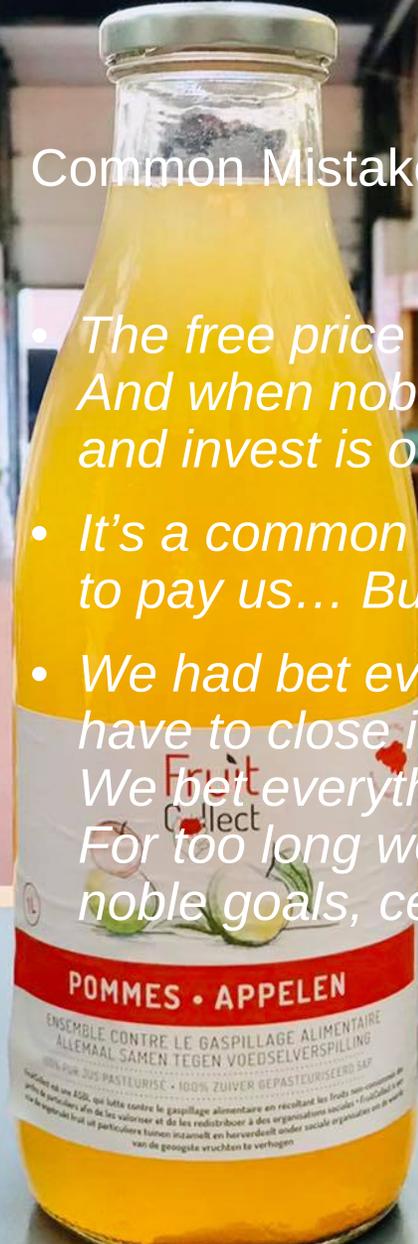
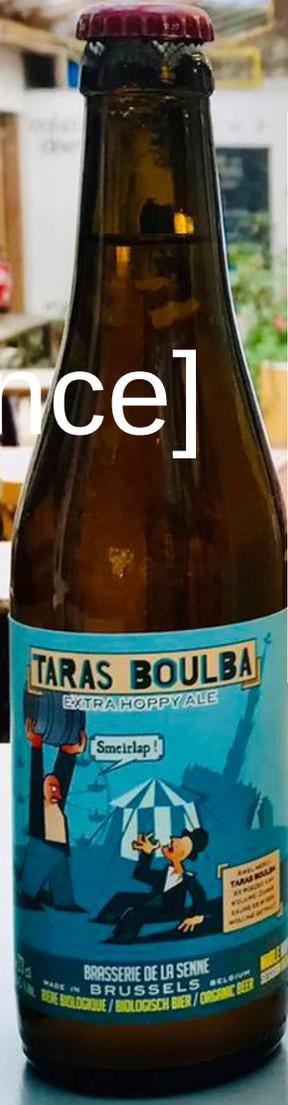


commu
na

[Finance]

Common Mistakes:

- *The free price is cool, but it doesn't necessarily work. And when nobody pays, we cannot do a good job and invest in our place.*
- *It's a common thing to feel sorry about asking people to pay us... But why actually? We are working hard!*
- *We had bet everything on the bar... and we didn't have to close it... We bet everything on subsidies... who never arrived! For too long we have exploited ourselves to achieve noble goals, certainly, but that's no reason!*





[Finance]

Documents:

- Set your free contribution Crowdfunding campaign
- Excell sheet budget of a building

[Finance]

Pedagogical Activity:

- Moving debate to open substantive discussions on the eco model "*Should the eco model be based on subsidies?*" "*Should the eco model be based on expensive beer?*" "*Based on self-exploitation?*"
Work on concrete budgets from an excel sheet (with a standard excel table if necessary)

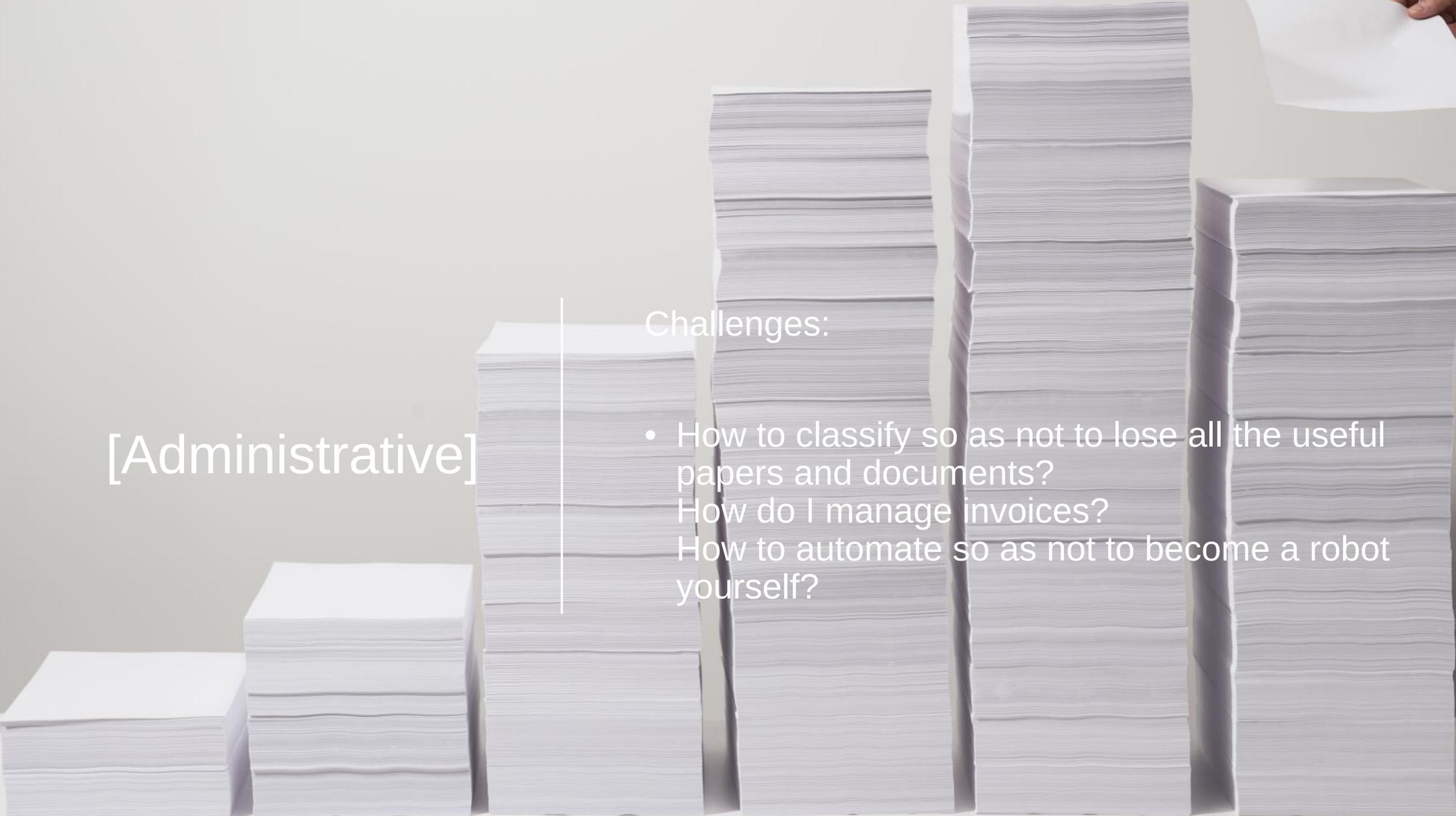
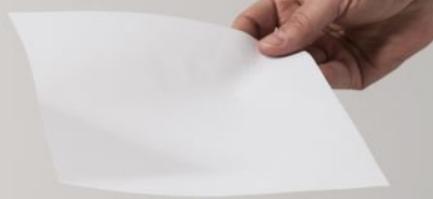




[Administrative]

Main question:

- How to get out of it to effectively manage the administrative aspects?



[Administrative]

Challenges:

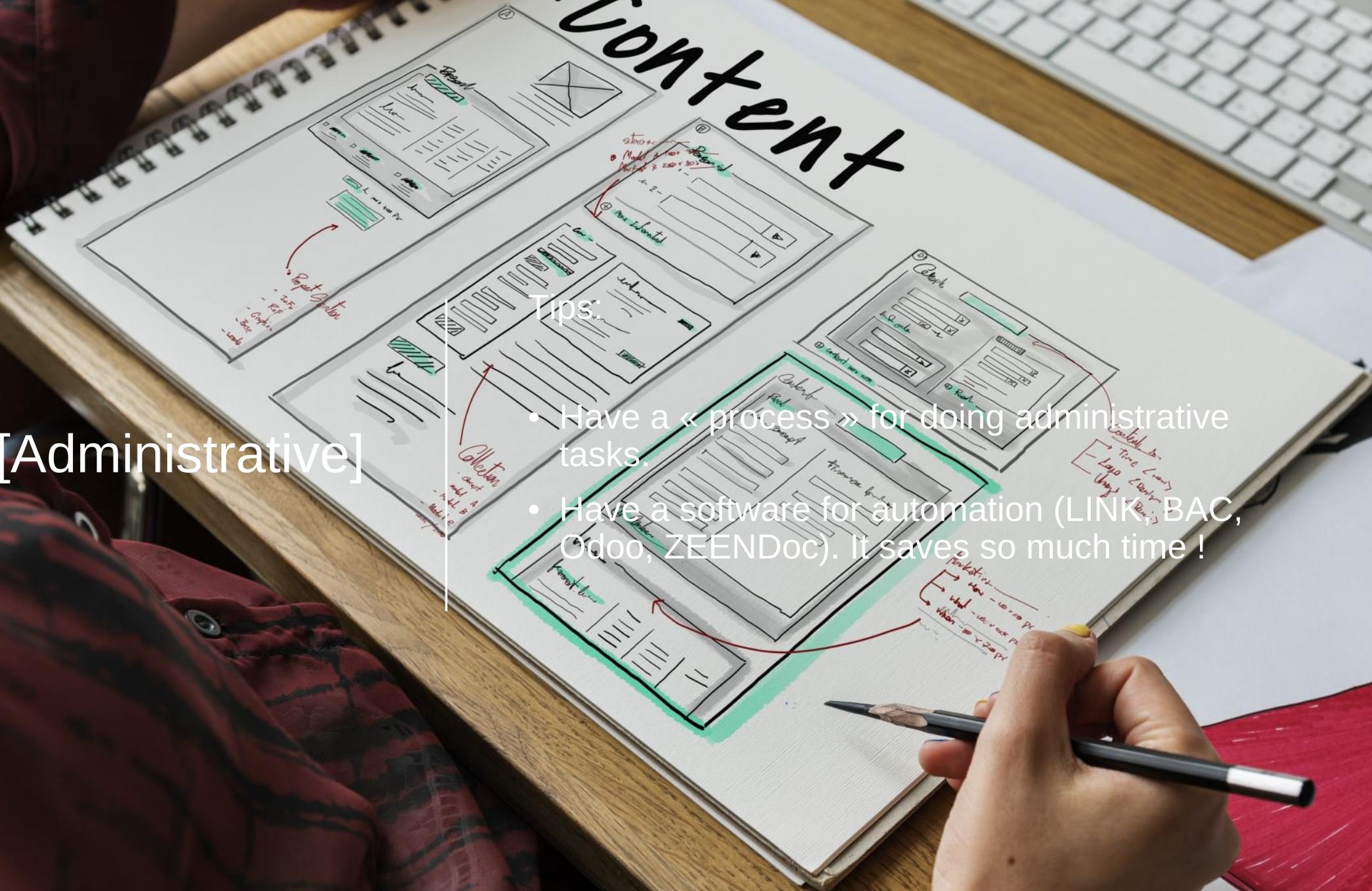
- How to classify so as not to lose all the useful papers and documents?
How do I manage invoices?
How to automate so as not to become a robot yourself?

CONTENT

[Administrative]

Tips:

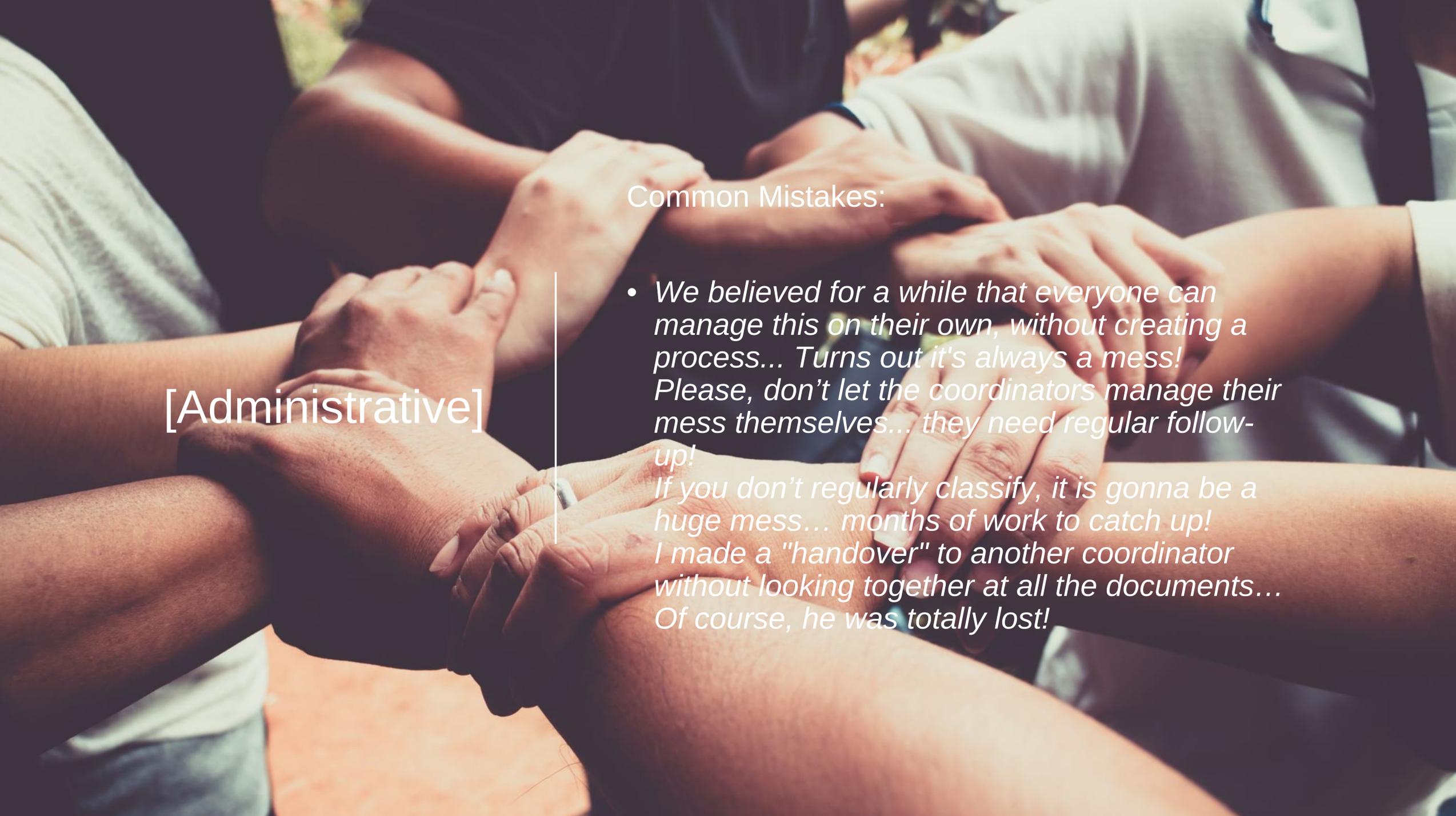
- Have a « process » for doing administrative tasks.
- Have a software for automation (LINK, BAC, Odoo, ZEENDoc). It saves so much time !



[Administrative]

Best practices:

- *Now that we organize a regular follow-up of the coordinators, it's much better. We have dedicated moments for "admin tasks" between coordinators. It is motivating! Since we have well-oiled processes, there is much less administrative work. The use of one or more automation software really helped us. Having a "resource person" to help coordinators in case of admin questions is a real plus when I need!*



[Administrative]

Common Mistakes:

- *We believed for a while that everyone can manage this on their own, without creating a process... Turns out it's always a mess! Please, don't let the coordinators manage their mess themselves... they need regular follow-up!*
If you don't regularly classify, it is gonna be a huge mess... months of work to catch up!
I made a "handover" to another coordinator without looking together at all the documents... Of course, he was totally lost!



[Administrative]

Documents:

- The organization of a "Drive-type"
Have a look at the different softwares: Trello,
One-Drive, Toggle, LINK,...



[Administrative]

Pedagogic Activity:

- Set up an "administrative specification" and then review the selected management software(s)!

**BIENVENUE
AUX CURIEUX
ET CURIEUSES !
SI LA GRANDE
PORTE EST
FERMÉE, PASSEZ
PAR LE PETITE
BLEUE AU N°171**

Main question:

- How to tell the project to different audiences?

NOUS SOMMES
L'Oustaou
KCTM
La Jacqueline
Le Musée du capitalisme
GASTicots
Singa
La revanche des Brocolis
Make It Sound
Cnant pour tous
Lactopompain
Le petit salon BD
L'atelier Vélo Voot
Upcooking
Les petits bocals
Fermenthings
100PAP
Communa
Zero Waste Belgium
Café Babel
Huneeds
Habitat et participation
Comme un lundi
CoopCycle
Adsimpact.org
Années sabbatiques
Le quartier, et toutes
les personnes
qui apportent leurs
bonnes énergies
dans ce tiers-lieux

c o m m e n t
o n a p p e l l e
c e t i e u ?

Challenges:

- How to communicate in a simple way about our projects, which are often a little "out of the ordinary"?
- How to reach different audiences via the right channels (real/virtual)?
- How to archive as and when to keep the frame of the project?
- How can we communicate our impact?

[Communication]

QUESTIONS
RÉPONSES
À 12h, 13h
14h, 15h & 16h

• Jeux éducatif
• Soutien Scol
• Cours de lang
Français-Arab
• Atelier Good
manger, moins
• Pâtisserie
• Ateliers à thèr

Sola

[Communication]

Ouverture

bientôt!

Inscrivez votre adresse-email pour recevoir la date et toutes les informations

Tips:

- Paper display everywhere. Lots of people don't find you on internet!
- All-mail box in the neighborhood!
- Standardized and clear signage & visual identity
- Social media presence
- Newsletters
- Regular archiving of our work

participer

Cette outilhèque va être gérée de manière coopérative.

Si vous avez envie de vous impliquer dans le projet, contactez-nous à josephine@communa.be !

[Communication]

La Maison de pratiques: la recup'

La maison de la recup' est un espace de mise en commun de ressources, d'exploration, et de création dédiée à la transformation et au réemploi de matières et objets récupérés. Facilitée par Communiz, cette occupation temporaire transforme cette maison, longtemps inoccupée, en commun : un espace créé et partagé par des projets citoyens engagés et créatifs. C'est aussi une voisine de La Serre (retournez-vous)

For a while we had a participatory internal "newsletter".

We used the huge shop windows to communicate to the street.

For important messages, we even did graffiti on our own façade!

Tournevie

Bibliothèque
d'outillage accessible
et écologique

Récupérons-nous

Bijouterie alternative,
atelier de récupération et

Perrine Chine

Atelier de transformation
de vêtements issus
du souvenir

Fabrique des Heart'istes

Coopérative artisanale pour femmes
qui crée et customise des accessoires

We used the external wall as a way for children to write down what they wanted in the building!

We wrote the main info in FR/NL/ENG/ESP/ARABIC, because the neighbours are from multiple backgrounds

We took a lot of pictures and videos. Also « before/after » pictures kept tracks of our "Tops & Flops" during the project and a "Timeline" with the important moments.

At the end, we made a serie of podcasts about the place. People loved it!

**2 URINOIRS
FÉMININS**
installés

50 HEURES
de permanences architecturales

100 VOLONTAIRES
sur les chantiers participatifs

DÉJÀ 10.000 €
collectés sur le crowdfunding

ENCORE 10.000 €
à récolter sur le crowdfunding

**DES MILLIERS
ET DES MILLIERS**
de rêves pour habiter ce lieu !

[Communication]

- *We forgetting to take before/after photos... We just usually take reallu too few photos, videos. It doesn't help to document and value our work!*

[Communication]

Documents:

- Link to “Commune Mesure”
Actancial diagrams to tell a story!

COCO VELTEN

Bienvenue à Coco Velten, vous entrez ici dans un espace singulier!

À cet endroit entre la gare et la Vierge-Port, Coco Velten se veut un lieu d'accueil et d'échange. Pour les amoureux du paysage, les voisins du quartier, les enfants curieux, les personnes dont la situation est temporairement difficile.

Coco Velten, c'est un espace local, une aventure à partager ensemble. Une invitation à porter un regard neuf sur les possibilités d'usage à travers de nos espaces quotidiens, redonner un sens à certains lieux ouverts des voisins. Prenez place !

En octobre à Coco !

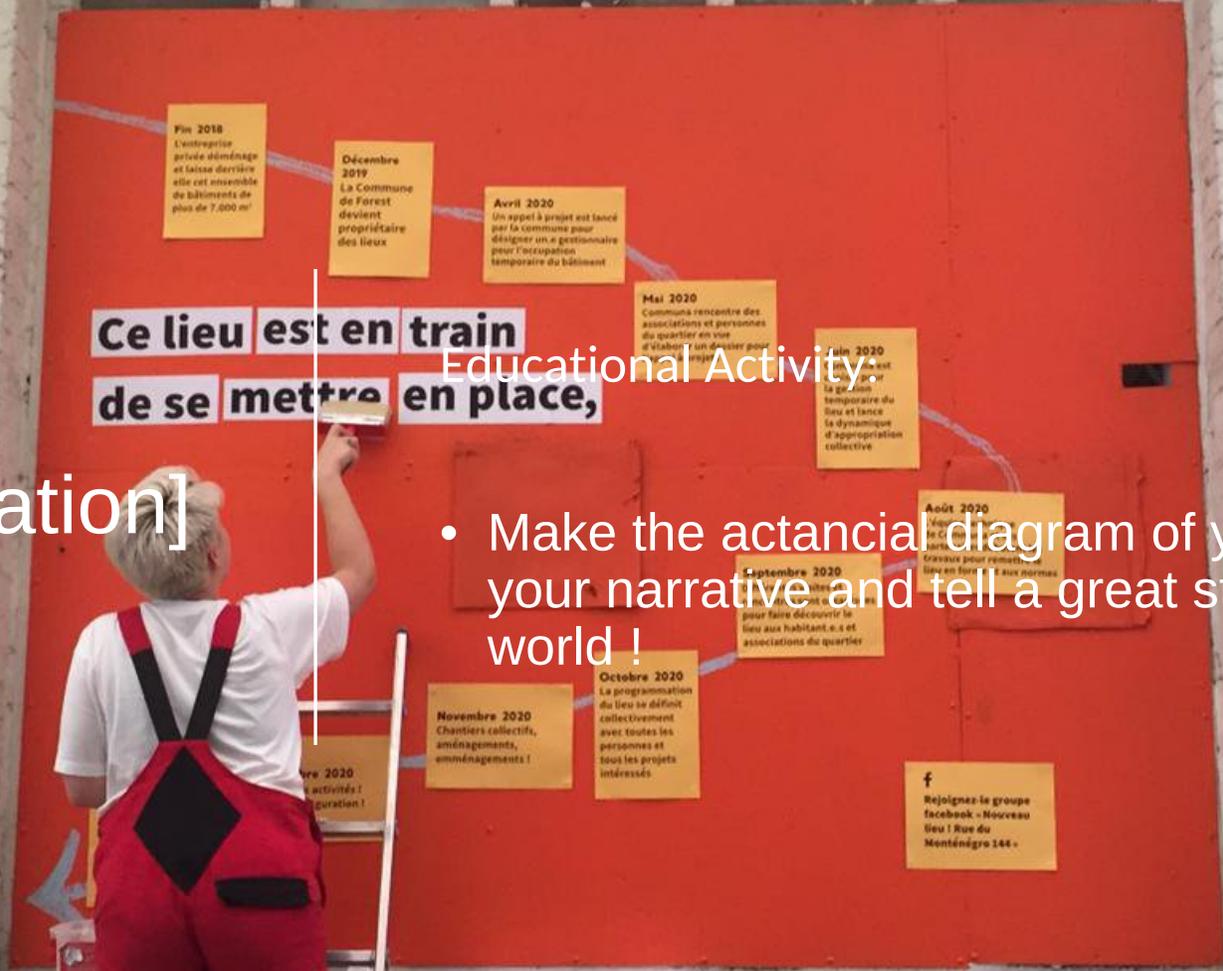
Les projets ont porté sur l'accompagnement des lieux Camps en partenariat avec les lieux de l'habitat temporaire. Ils ont permis de créer un espace communautaire et de partager des expériences et des connaissances. Ils ont permis de créer un espace communautaire et de partager des expériences et des connaissances.

En octobre à Coco !

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[Communication]



- Make the actancial diagram of your place, build your narrative and tell a great story to the world !

[Housing]

Main question:

- How to include housing in temporary occupancy projects?





[Housing]

Challenges:

How to deal with potential conflict of uses between housing and other activities?

What about permit for housing?

How to integrate and accompany on daily basis the most fragile ones?

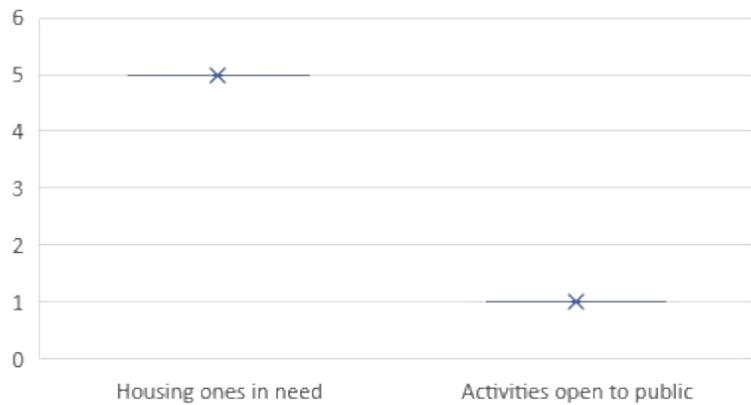
How to make sure people leave at the end with a new house?

[Housing]

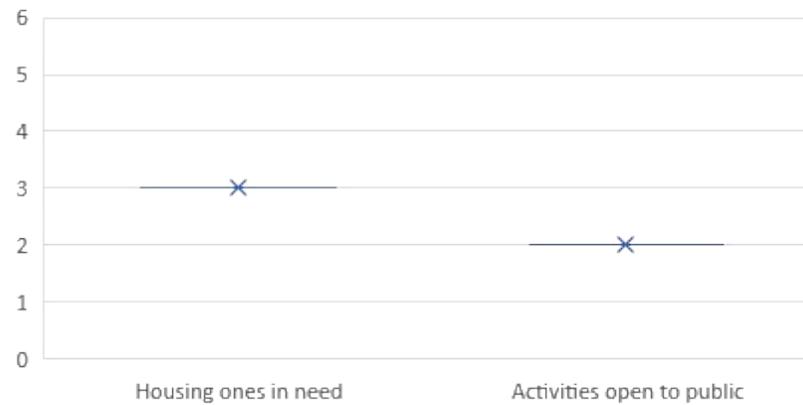
Tensions:

Housing the ones in need VS having activities open to the public

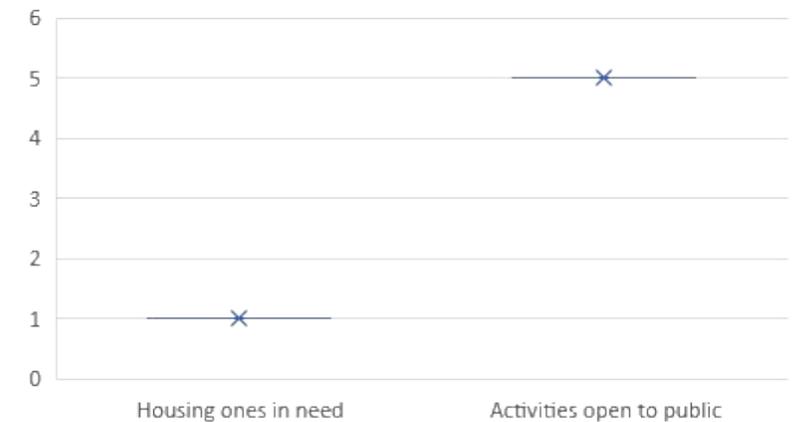
Housing Focus



Mixed Focus



Cultural Focus





[Housing]

Tips:

- Mix use is often a great idea to avoid the « ghetto effect »
- Make sure that housing is feasible regarding the technical conditions
- Working in partnership with social organization is of great help

[Housing]

Best Practices:

- « Housing First » in abandoned social housing units
- Mixed community actually works (students, migrants, entrepreneurs, artists ...)
- Create on-site activities and jobs
- Accompanied by professional structures



[Housing]

Common Mistakes:

- *We filled the place with people, and if it is only housing, it might have a « ghetto effect »*
- *We started this supper innovative project called « Box In The Box », but with no permit... Then we couldn't start it after all of our effort*
- *We really worked on a mix of audience. But put fragile people in an unsafe environment... it can lead to real problems !*
- *We did not anticipate relocation early enough, which made it super difficult to find last minute places to go for the people*



ILS SONT
MALPOLIS



PERTE
D'EMPLOIS

STER
VIE

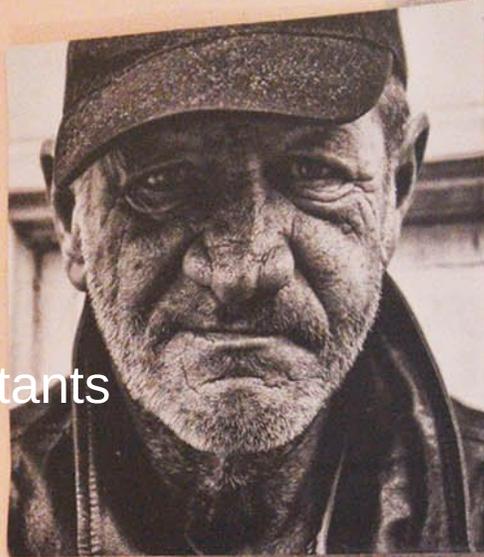
[Housing]

JUSTE UN
SOURIRE

Documents:

- Charter of inhabitants

51 % des Belges, Laurent
ILS
SONT
SALES



SCIENCES&SANTÉ
Clap de fin pour l'exceptionnelle
mission C. de H. H.
ILS
SONT
BRUYANTS

VIVRE COMME
TOUT
LE MONDE



[Housing]

Educational Activity:

Think about the different types of housing you would like to develop in your next project. What would be the problems? How to solve them? Discuss.



Conclusion

- We know Social Temporary use is worth it !
- It does help people and it motivates your crew.
- We hope that this anti-manuel has been useful.
- Now let's jump into action ! You will do a lot of mistakes . and that's the whole point...
- Just go for it !