



MP4 WP4.1

Retroactive evaluation of on-the-ground benefits

Evaluation report:

GetMove/Basketball court
Leisure Park Steilshoop
Hamburg, Germany



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European Union
European Regional Development Fund

Introduction to the pilot project

The Free and Hanseatic City of Hamburg is Germany's second largest city following Berlin with almost 1.8 million inhabitants and has a Metropolitan Region with more than 4,3 million inhabitants. Hamburg is the largest non-Capital in Europe. As a City-State Hamburg is one of the 16 German Federal States (*Länder*) with a certain degree of autonomy and own legislative competences on several fields. The parliament of the City-State is known as *Bürgerschaft*, the government is the Senate. Head of the Senate and Prime Minister of the City-State is the First Mayor. The government is split into nine Ministries or Departments, each one headed by a Senator. The Ministry for Urban Development and the Environment (*Behörde für Stadtentwicklung Umwelt*) is responsible for the overall urban development in Hamburg.



Figure 1: Hamburg's Districts © wikipedia

The city is divided into seven administrative districts (*Bezirke*): Altona, Bergedorf, Eimsbüttel, Hamburg-Mitte, Hamburg-Nord, Harburg and Wandsbek. All of them have the size of large cities (between 117.000 and 407.000 inhabitants) with their own city-centres. The districts have their own elected parliaments (*Bezirksversammlung*) and their own administration (*Bezirksamt*). The level of the districts is comparable with the Municipality or Local Authority in other structures, while the Senate is representing the regional *Länder*-level, i.e. between Federal government and Local Authorities. In many relevant fields of policy the districts are strongly depending on the city-state structures, i.e. the Senate and the Ministries.

Steilshoop is part of Hamburg's largest district Wandsbek in the North-East of the city.

The housing estate Steilshoop was built between 1969 and 1975. Almost 15.000 inhabitants (2009) live in 6.380 dwellings in 21 large concrete building rings with a shopping centre in the middle of the estate. 75 per cent of the stock was built as subsidised housing with public funding.



Figure 2: Aerial view Steilshoop © Lawaetz-Stiftung

In the designated development area (refer to RISE-programme for socially integrative urban development) 20,9% of the residents are under 18 years, residents with a migration background account by 40% (Hamburg average 6,1%) and the unemployment rate with 8,9% is high (2012).

Property relations in Steilshoop are heterogeneous. A severe change took place in the ownership structure when the largest proprietor, the former public company GAGFAH, with more than 2.100 dwellings in the estate (one third of the total stock) was sold to the US Fortress Investment Group LLC in mid-2004. Since October 2006, the GAGFAH Group with

a very large housing stock all over Germany (over 170.000 dwellings) has been a joint stock corporation listed on the stock exchange. At the same time, over 20 per cent of the housing stock in Steilshoop is council housing owned by the communal housing association SAGA GWG. The other half of the stock is owned by several housing cooperatives, private housing companies and owner-occupiers. Hence, the estate reflects almost the whole range of property relations possible in the German housing market.

Steilshoop is a young neighbourhood with a high percentage of families depending on welfare. Unemployment is also an important issue in the estate.

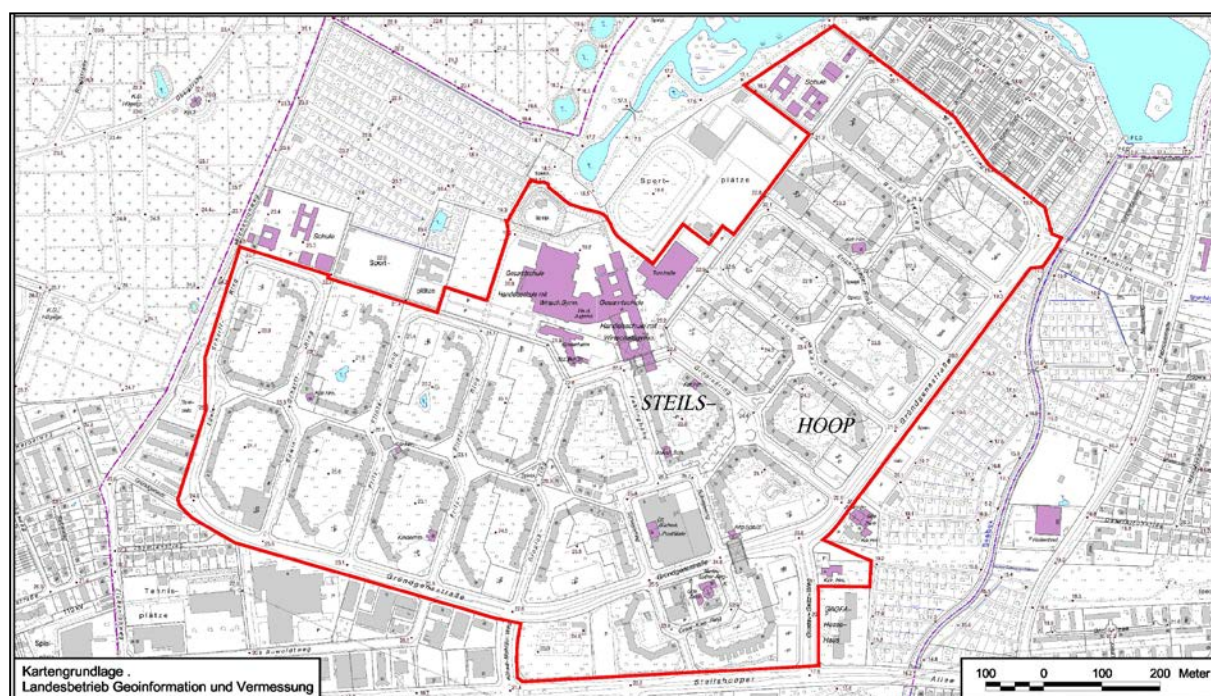


Figure 3: Map of the Development Area Steilshoop

© Bezirksamt Wandsbek

Steilshoop has a negative image in Hamburg, mostly because of biased reports in the media. His image dates back to the mid-eighties when a lot of the flats were empty and youth groups were noticeable with anti-social behaviour, i.e. vandalism and criminal activities. Although the situation in the estate has changed in the meantime the media coverage is still focussing on bad news out only and not mentioning any good news. Meanwhile the external image of Steilshoop is bad, the internal perception from residents is positive.

Steilshoop was a formally designated regeneration area under Federal Law from 1987 to 1999. In that time, more than € 13 millions of public funds were invested in the physical improvement of the estate. But only shortly after the end of this public programme, problems began to occur again, mainly regarding the negative city-wide image of the estate and the bad condition of the public realm in the centre of the estate. These open spaces were not substantially improved since the creation of the estate. Especially because of these problems the public administration decided to include Steilshoop in the municipal funding programme "Liveable City Hamburg" (*Lebenswerte Stadt Hamburg*) in 2006 with the following objectives:

- Stabilisation of the neighbourhood empowerment;
- Support of joint activities from private and public proprietors;
- Establishment and/or improvement of networks between different institutions and initiatives in Steilshoop.

In 2007 Steilshoop became part of Hamburg's programme "Active District Development" (*Aktive Stadtteilentwicklung*) that was transferred to the latest development programme of the Hamburg Ministry of Urban Development and Environment, the "Framework-programme Integrative District Development" (*Rahmenprogramm Integrierte Stadtteilentwicklung RISE*) in 2009 with the following intentions:

- Improvement of the general social and physical living conditions;
- Improvement of resident's perspectives in the fields of education, labour and integration;
- Reinforcing the participation of citizens.

RISE will run until 2014 in Steilshoop. The Lawaetz Foundation works on behalf of the District Administration Wandsbek as neighbourhood management in Steilshoop. Main goals of the neighbourhood management are to activate the residents and to develop projects.

Context and the need for place-keeping

Only a few public green spaces or recreation facilities are available within the estate.

Directly adjacent on the north the lake Bramfelder See with 132.000m² of open space is located. Allotments in the north and east of the estate with 47.000m² offer open space areas for the residents. Also the huge park cemetery Ohlsdorfer Friedhof is neighbouring directly.



Figures 4 and 5: Courtyards in Steilshoop

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Each of the 21 large concrete building rings comprises a courtyard which is the same size as the Hamburger town hall square in the city centre. The courtyards are owned by different property owners and most of them have a good mix of play- stay- and rest areas.

Four small public playgrounds with a total size of 14.600 m² are located in the project area. Further five playgrounds with a total size of 30.000 m²¹ are adjacent to the estate.

¹ <http://www.hamburg.de/contentblob/156406/data/konzept-steilshoop>

As stated above, Steilshoop is a fairly young neighbourhood. A lot of teenagers in the estate spend their spare time outside - but there are only a few dedicated public facilities for them. Based on this fact the project “Space for teens” was implemented in Steilshoop (September 2009 to January 2010)². “Space for teens” was a part of the Federal ExWoSt-Programme “Innovation for families and age-based districts” (IfaS). The Focus of this project was on the usability of urban areas for teenagers.



Figure 6: “Space for teens” © Lawaetz-Stiftung

In a first step the project identified, where teenagers spend their leisure time. Possible improvements of these meeting places were discussed with teenagers. Three events took place in Steilshoop. In these meetings the idea of an up-to-date basketball court in Steilshoop was born. Later on GetMove evolved from this idea. This project gave the youth, who are playing basketball once a week for years already, a voice to tell adults, public administration and institutions what they need what they want and which ideas they have.



Figure 7: Project location

© HCU

The chosen location for this project, close to the Steilshoop Shopping Centre, is a more or less derelict or at least underused open space (*Verkehrsübungsplatz*) – see picture to the left.

For GetMove e.V. it is so important to create a high quality basketball court for two reasons: Firstly to have the opportunity to play basketball on a high level and secondly to animate youth and adults from other districts in Hamburg to visit Steilshoop and to play basketball there.

This is an important strategy to overcome existing prejudices and the negative image of Steilshoop in Hamburg. Experience with such kind of leisure-projects exists in other parts of Hamburg, e.g. the “Thomas I Punkt Skater Hall” in Hammerbrook is highly frequented. Basketball players are good connected and exchange information about high quality courts in Hamburg, so the prognosis for the number of users is high.

The key message to the youth was: “You want one of the most high class basketball courts in Hamburg? Ok, you can get it, but you have to take over responsibilities for this place!”

²

http://www.bbsr.bund.de/nn_336266/BBSR/DE/FP/ExWoSt/Forschungsfelder/2010/JugendlicheImStadtquartier/Modellvorhaben/HamburgSpaceForTeens.html?__nnn=true

Basketball court / Leisure Park

The pilot project Basketball court / Leisure Park combines different goals and objectives:

1) The pilot project GetMove e.V. / Basketball court will have positive outcomes for the youth in Steilshoop:

- Learning opportunity to take responsibility for an open space;
- Learning opportunity to influence and change things if they are active and supported – this will create a personal feeling of success;
- Motivation to do more in the neighbourhood.



Figure 8: Invitation

© GetMove

2) For Steilshoop and its community including the local economy this could have different positives effects:

- Steilshoop will be perceived in a positive way in Hamburg;
- the citywide image of Steilshoop will improve;
- younger inhabitants can demonstrate that they are not different to youth in other districts;
- Steilshoop will become a meeting place for young and old;
- more visitors mean more spending money for the local economy (drinks, eating, clothing etc.).

Soon after the start of the planning-process for GetMove/Basketball Court, a link between the basketball court and the “Golden Stylz” project from Alraune was found. The idea was born to build a leisure park in Steilshoop with different sport and recreation facilities as a partnership between GetMove and Alraune gGmbH. With Alraune gGmbH, GetMove e.V. has an experienced partner also located in Steilshoop to support the association and the project.

Golden Stylz

Golden Stylz, a venue for skating and events, is the main project of the production school run by Alraune gGmbH. The production school is for young people without any graduation or qualifications and for those who don't want to go to school anymore. The production school offers an alternative didactic-field to get an access to an apprenticeship by studying practical skills. Therefore the service and organisation of Golden Stylz will be organised by the apprentices, for example:

- Production and assembly of skater ramps;
- Organisation and hire of skateboards, Inliners and BMX-bikes;
- Service Golden Stylz Café ;

- *Stagecraft assistant for sports and musical events;*
- *Catering.*

Golden Stylz is an important element of the leisure park idea, but it is still in the vote.

Until early summer 2012 GetMove e.V. and Alraune could not start with the implementation of the project because Alraune received the approval for the funding from the RISE programme only on June, 19th 2012. The association will do a lot of work in self-help. This will start on July, 14th with the digging-Party to prepare the ground for the basketball court.

The specific place-keeping approach

The planning of the new basketball facility was based strictly on the ideas of the GetMove initiative. The possibility of creating something unique in Steilshoop (and in Hamburg) was a decisive factor for the members to put all their efforts into this project.

The basketball court will be owned by Alraune gGmbH as a leaseholder of the land, which is owned by the City of Hamburg. Based on a maintenance agreement³ between Alraune and GetMove, GetMove is a kind of tenant but instead of paying rent the association will take the responsibility for maintenance and management (events etc.).

Alraune gGmbH will support the association by providing them with technical equipment for maintenance and an introduction how to use it. They will also offer storage for the baskets in the wintertime.

To reach the different goals GetMove e.V. developed a special project to motivate youth to play basketball - but also to learn to take responsibility for themselves and their environment.

Every user will have the responsibility to look after the place - this will be fixed in a kind of contract between the youth. And they will work out different rules for the use which will be signposted at the basketball court. This form of place-keeping agreement is based on trust and personal motivation – without any formal regulation or redress in place.

To finance running costs and repairs of the basketball court GetMove will organise different events to generate income and will look for donations and sponsors. For this aim GetMove established the association GetMove e.V. (registered association) in 2011. This was an important organisational step for their development because only with this status they are legitimate to raise funds on their own.

³ See attached maintenance agreement

Place-keeping: looked at from five dimensions

1. Partnerships

The diverse partnerships in the project are illustrated in this diagram.

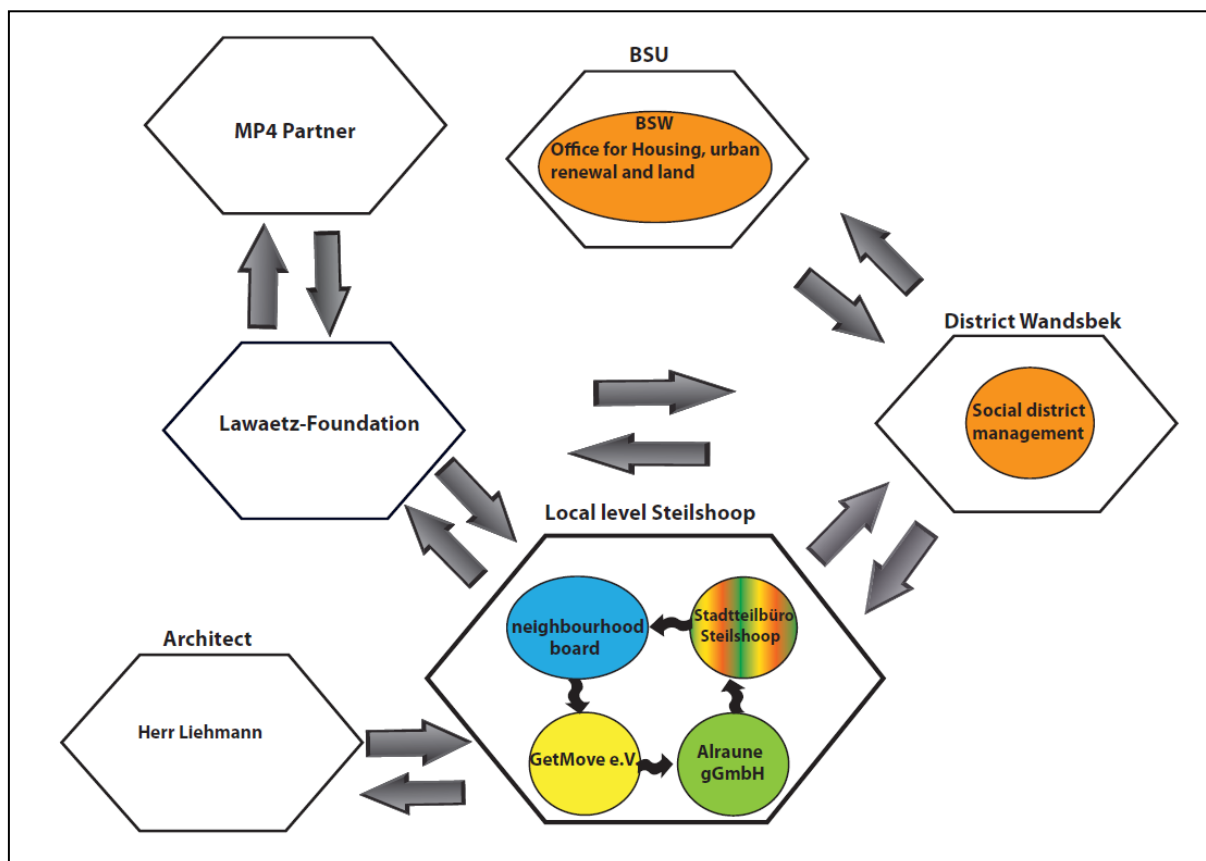


Figure 9: Partnership Diagram

© Lawaetz-Stiftung

The Stakeholders are the following:

GetMove is an association from youth for youth in Steilshoop. Since 2011 GetMove is a registered association (*eingetragener Verein*). The Youth initiative has no experience with project management or management of funds. GetMove e.V. will be responsible for the implementation and the place-keeping concept.

Alraune gGmbH is a non-profit company founded in 1984 by an employee of the communal housing association's (SAGA) tenant consultation service and the Steilshoop agency for social services. The objective of the "Alraune District Association for Social Work and Research Hamburg" is to give disadvantaged youth work experience opportunities and afterwards an apprenticeship in Steilshoop. Alraune gGmbH is the leaseholder of the Basketball Court plot and they are the formal applicant for public funding/subsidy.

The responsible social district management of **Wandsbek District Administration** has the tasks to maintain and improve the living conditions of young people, seniors and families. They are also responsible for the implementation of the RISE programme on the local level and contracting Lawaetz-Foundation with the Neighbourhood Management. The District Administration in Hamburg is comparable to a Local Authority level.

The Hamburg **Ministry of Urban Development and the Environment (BSU)** is part of the Federal State government in Hamburg, responsible for housing, urban development and regeneration, landscape planning etc. BSU is managing public funding programmes for regeneration and urban development. One of these programmes is the “Framework-programme Integrative District Development” (*Rahmenprogramm Integrierte Stadtteilentwicklung RISE*). RISE funding is coordinated by the Department for Housing, Urban Renewal and Land (*Wohnen, Stadterneuerung und Bodenordnung WSB*). WSB is responsible for coordination and development of the programme with a neighbourhood-related focus on employment, education, the local economy and integration. Their second task is the coordination of the interdisciplinary cooperation between public sector partners in connection of RISE.

The **Lawaetz Foundation** was founded in 1986 by the Free and Hanseatic City of Hamburg to mediate between the political-administrative level and the affected persons and local projects in challenging social situations. In Steilshoop Lawaetz is responsible for the Neighbourhood Management on behalf of the District Administration Wandsbek, based on the “Integrated Development Concept Steilshoop”.

The **Neighbourhood Board Steilshoop** is a committee with elected members from residents, institutions and property owners. The Board is accompanying the development process managed by Lawaetz.

The **Architect** Thorsten Liehmann is a freelance architect. He is responsible for the construction of the basketball court.

MP4 partnership is a partnership of nine partners from six different countries in the North Sea Region working together in this transnational project funded from Interreg IVB NSR. Partners are both practitioners and academics.

The architect and the public administration are not directly involved in the MP4 project. Lawaetz task was it to involve all partners and to bring them together on one table. Lawaetz was the mediator between all stakeholders on EU level and on local level.

The project-structure requires a close and ongoing cooperation between Alraune gGmbH and GetMove e.V. This is the basis for an efficient place-keeping model in the future.

Lessons learnt / implemented

- Partnerships are based on trust and mutual understanding. It takes time to build up trust and to get to know each other.
- Trust grows by action/doing. If partners see in practise that everyone is doing his job right they will trust this partner.

2. Governance and Engagement

Neighbourhood management is only successful if residents, institutions and politicians are involved closely in the whole project. For each implemented project the community is an important partner. Therefore it is good to work with a bottom-up approach to ensure that the project is sustainable long-term. GetMove and the Basketball Court pilot is a good example for such a bottom-up approach. Because of this the project became one important project in

the “Integrated Development Concept Steilshoop”, the agenda for the neighbourhood management in the area.



Figure 10: GetMove

© Lawaetz-Stiftung

At the start of the project in September 2009 the young people were highly motivated and full of energy. They met once a month in the neighbourhood office to discuss the progress and the next steps. They expected the development and implementation phase would take one year.

But although all stakeholders were supporting the project idea and the maintenance model, bureaucratic and formal issues in the process took three years to fix the calculation. GetMove had to learn that these kind of innovative projects with multiple funding needs more time and that it is hard to keep up the personal motivation. Some members of GetMove lost their motivation to play an active part in the association. Another consequence of this long duration was a lack of trust between GetMove and the institutions. So it was a challenge for Lawaetz to keep at least the core group of GetMove together, although nobody knew when (and if) the construction of the court would start (“It could happen but we are not sure / we can’t guarantee”). Luckily GetMove was strong enough to survive this three year of planning.

While waiting for the approval of funding from MP4 and RISE Lawaetz involved GetMove in the development of a fun sport area in the Neighbourhood Development Area “Essener Straße” in the District Hamburg-North. Here GetMove took part in different meetings with the architect and gave advice for the envisaged basketball court in that estate. GetMove was also involved in the opening event of the fun sport area in May 2012. This was an important step to demonstrate GetMove that their expertise with basketball courts is important and that projects will be finished after a while.



Figures 11-12: Digging-Party on 14.7.2012

© Lawaetz-Stiftung

One element of co-financing of the basketball court is the self-help part of GetMove (see 3. Finance). For the construction of the court GetMove organised a participation event for youth over three days called “Digging-Party”. For this event GetMove developed a programme with different activities. This event was realised in cooperation with Alraune gGmbH on 14.7.2012.

The digging-party started at 12.00 o’clock with an introduction from GetMove e.V. about the

project and the groundwork. 15 youths and some members of the neighbourhood board were digging all afternoon. A barbecue for the active workers was organised and so it was a great kick-off with a lot of fun.

The Digging-Party was a special event to involve a lot of youth in this project and to support the creation of a sense of ownership: “I helped to build this basketball court - and now I feel responsible for this place”. Hopefully this sense of ownership and responsibility, the personal knowledge and the social control, will protect the court against vandalism. At the same time this place will become a place for encounter between youth and adults from Steilshoop and other districts of Hamburg to meet and play.

Ongoing work from members of GetMove and employees of Alraune gGmbH to prepare the site for the rubber ground of the basketball court will continue.



Figures 13-15: Preparation of the site

© Lawaetz-Stiftung

For Lawaetz it was the first time that they supported a youth association in project-development. At the beginning Lawaetz thought the youngsters need only some informal support but they had to realise that the guys are young and have no experience with project development. It was difficult to find the right balance between independence and intervention.

One important lesson Lawaetz learned is not to delegate the whole responsibility to one single person but to develop something like a collective responsibility for the project. At the beginning of the process there was only one contact person between Lawaetz and the youth initiative. Later on it was decided to involve more board members of the association in the ongoing process. GetMove was allowed to use the facilities of Lawaetz' neighbourhood office for their meetings – and they will be able to do so as long as the neighbourhood management process is running.

Experience has shown that the only possibility to get young residents involved in a project is

to meet them personally and to speak with them face to face (like “Space for Teens”). For projects with youth-involvement you need low-threshold activities and a quick realisation of projects. Regarding GetMove it would have been much easier with funding from a company or foundation.

For the GetMove association it is important to gain new members because the core group will become older and maybe they will leave Steilshoop for further education or a job - so GetMove needs new members to sustain and to implement the place-keeping model. Since the construction of the Basketball court started now, GetMove will be able to start to acquire new young members for the association - and the old members will regain their motivation to play an active part. Key elements for the promotion are the homepage, the leaflet and Facebook.

Lessons learnt / implemented

- The GetMove idea started more than two years ago in 2010 with the “Space for teens” project. Especially for youth and young adults it is difficult to be actively engaged in a project with a development phase of two years and more without any visible result and sometimes unsecure perspectives.
- Even for Lawaetz as a professional neighbourhood manager it was sometimes difficult to explain why it took such a long time to organise decisions and to implement the project.
- To implement a long-term management for a place like a basketball court it is important to set agreements between the partners in form of a maintenance agreement that both partners have to sign. Even if this is not a legal document it has a kind of symbolic character.
- To build up trust a culture of responsibility and a culture of acknowledgement is necessary.
- Building up trust requires time and secure perspectives.
- A sense of community and a sense of ownership are important trigger to realise projects with the community

3. Finance

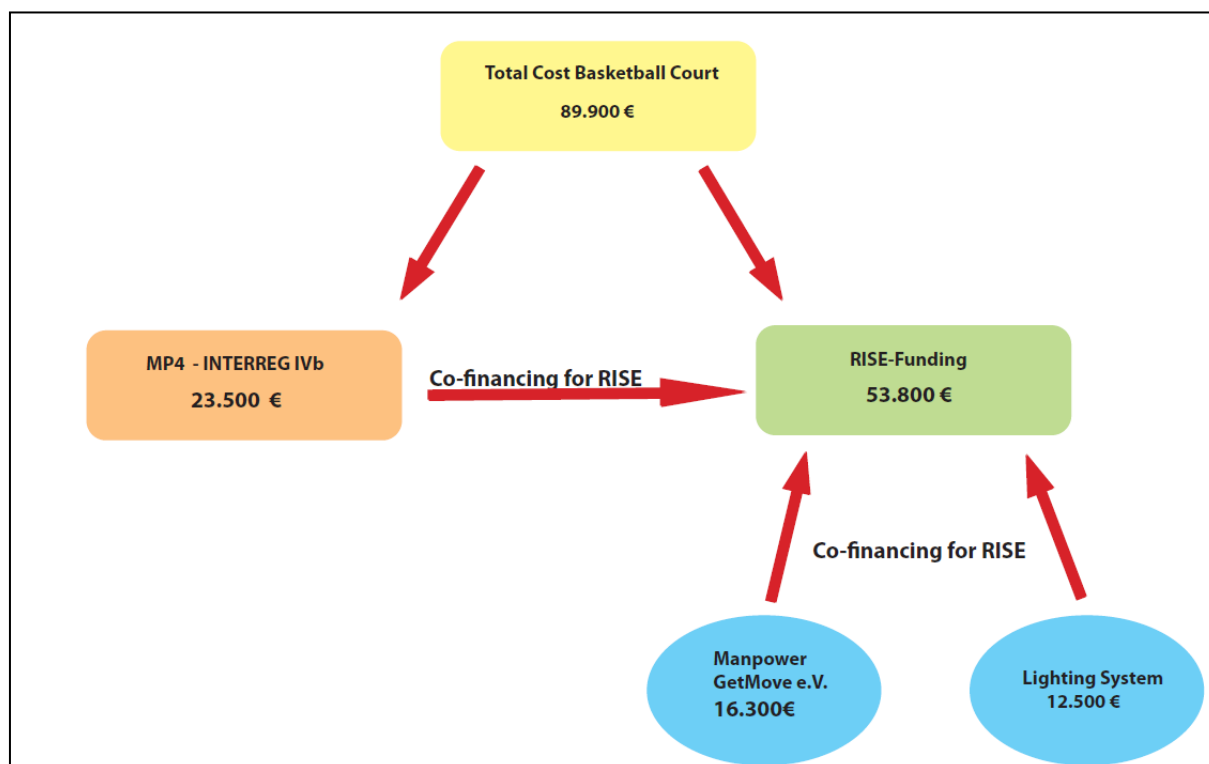


Figure 16: Multiple funding of Basketball Court

© Lawaetz-Stiftung

The construction of the basketball court will be funded from three different sources: Money from the Interreg project MP4 (23.500 Euro), money from the RISE programme (53.800 Euro) and thirdly manpower / self-help from GetMove e.V.

For the funding-application GetMove and Alraune GmbH needed an accurate breakdown of costs. First they had to convince the architect that he calculates the cost without any payment until the implementation will start. Secondly GetMove and Alraune had to find a solution about who should be responsible for what? They found the solution that Alraune is responsible for the application and accounting, meanwhile GetMove is responsible for the implementation and for the additional funding from foundations or donors for the lightning system.

MP4-Funding

Due to required co-funding for RISE funding the first action was to get a budget shift for MP4 funding approved. This was necessary because this pilot project was not a part of the original MP4 application and no money for material investment was available in Lawaetz' original budget.

The approval of the budget shift took six month, because only the NSR steering committee can approve such a budget shift and they meet only twice a year. The local partners in Steilshoop had to wait until the positive decision was finally taken in July 2011.

RISE-Funding

For each project RISE requires a 50/50 funding: 50% RISE funding from the City of Hamburg and 50% from other sources. While waiting for the approval of the budget shift it was not possible for GetMove and Alraune to apply for funding from the RISE programme, because

this is only possible with a secured co-financing. So the available MP4 funding was a prerequisite for the RISE funding.

After the approval for MP4 funding, the German Federal Government decided budget cuts for subsidised employment projects. As a consequence the City of Hamburg had to cut budgets in this field, too. Hence the lead partner Alraune is working in this field and they had no idea how the budget cut would hit them, they could not apply for the money at that moment.

The social development department in the Wandsbek District Administration, responsible for the RISE programme funding, would not except GetMove association as lead partner for the application, because they are too young to take the responsibility and have no experience to account such a project. So Wandsbek District Administration, GetMove and Alraune decided jointly to wait until it was clear how the budget cuts would hit Alraune and if they could still realise such a project. This took another four months of waiting until the partners knew it would work out with Alraune.

Further questions for clarification were: How high is the personal contribution of GetMove members (construction of the basketball court with self-help) valued in Euros? Who should be responsible for construction supervision?

Finally Alraune submitted the application to the local district authorities. But the District Administration can't decide on its own, they also need approval from the Hamburg Ministry before the funds are available.

Additional funding – sponsorship and donations

GetMove would like to install a floodlight system for the basketball court, but these costs were not included in the original calculation / breakdown of costs. To raise this extra funding GetMove developed a flyer about the project in December (see attachment) and made a research which foundations are available for this topic in Germany. As a donation for the GetMove project a printing-company printed 200 leaflets for free. They also wrote different appeals for donations to different foundations. Lawaetz supported GetMove with writing the covering letters and with designing the leaflet.

Technical changes

Several meetings from Alraune, GetMove, neighbourhood management and the architect took place. The architect started to prepare everything for the building application. Part of the applied design was the chosen "court flex tiles" as material for the basketball court. But the Management of Open Space Wandsbek, responsible for the application, decided that this material is not suitable and would not be approved. So the stakeholders had to find a new agreement and collected practical experience from other basketball courts in Hamburg. Therefore Lawaetz contacted several districts in Hamburg. At the end the decision was taken to build the court with a rubber floor instead.

Because of this very relevant change of material a new calculation of costs was required from the architect, and Alraune had to rewrite the application for RISE-funding. All in all this led again to three weeks delay before Alraune could finally submit the application.

The application was approved on June, 19th 2012. After going through the tender process the construction finally started at July, 14th 2012.

Lessons learnt / implemented

- Multiple funding with different funding regimes and rules requires a good project management, knowledge of different requirements and proper timing.
- If you have two different funding streams (Hamburg's RISE programme and Interreg IVB NSR) it takes a long time to fulfil all requirements of these budgets and to coordinate them. For young people it is not possible to manage such a challenge without external support.
- Self-help (manpower) from the community can be used as a funding-element if it is calculated as co-financing
- Projects are depending on funding, but waiting for funding might destroy a project as well
- What is the right strategy: Project looking for funding or Funding looking for project?

4. Policy

Until now, the GetMove project is well known only in Steilshoop. This will change once the basketball court is build. For the MP4 evaluation visit in June 2012 Lawaetz invited different stakeholders from the estate, the district and the city, e.g. members from different parties, local authorities and institutions, but only stakeholders from Steilshoop took part. This had different reasons firstly the meeting took place during summer holidays in Hamburg and a lot of persons were on vacation. Secondly it became clear that it is important not only to send a written invitation, but to speak with the persons face to face and to explain them exactly why this project is important for the neighbourhood and why it is a best practice example.

For the neighbourhood management itself the GetMove project is an important step to get further on with their task in Steilshoop. Experience is showing that a lot of projects which are not managed by an institution and relying purely on voluntary activities do not survive when the professional neighbourhood management comes to an end. These projects are no sustainable long-term.

Also important for the image of Steilshoop is that the participation process will be well documented and disseminated in Hamburg. Lawaetz is aiming to show Steilshoop in a different light. Hopefully other districts and federal states in Germany will see this pilot as a best practice example to plan and realise an open space project together with youths and will adopt this way of involving the community.

To allow a transfer to other EU member states and to adopt this bottom-up place-keeping model abroad, Lawaetz will publish a final documentation of the GetMove project and the process in English.

Hopefully the GetMove model will be "eye opening" for policy makers. If citizens and policy makers still want to develop high class open spaces, it is necessary to think about the development of place keeping models quite early in the planning.

A good example how it could work is one result of the MP4 Regional Stakeholder Workshop. At the Workshop "*Wer gestaltet und pflegt eigentlich unsere Freiräume*" in January 2012 in Hamburg a community garden project in the District of Altona was presented, where an association took over the responsibility for a part of a large park. They are now planting different vegetables and plants on that land. After the workshop the District Hamburg-North

offered the association an open space in the neighbourhood “Essener Straße” to develop a similar project. Here a group of tenants is also actively engaged in urban gardening. So the MP4 workshop was a sort of door opener for the implementation of this project.

Lessons learnt / implemented

- To sensibilise politicians for the topic place keeping will take a long time. We have to go further on and have to convince them with best practices examples.
- External influence could stop the development of a whole project, e.g. political change after elections (spring 2011 in Hamburg) and budget-cuts in the subsidized employment sector

5. Evaluation

Because of not knowing when and if Alraune and GetMove could start with the implementation of the project, it was really difficult to develop different indicators for the evaluation of GetMove beforehand. The focus of the evaluation within the MP4 lifetime will be on the question how many people will use the place after the implementation and how many youngsters of Steilshoop will be active in the implementation and afterwards in the maintenance. To answer these questions different indicators were chosen.

The data will be collected by counting and by survey. Most of the data will be collected in the construction phase between July and August. The whole process will be documented on video and with photos also.

Lawaetz will survey and evaluate the process together with GetMove. An evaluation report about the implementation phase is planned for the end of August. Lawaetz has an agreement with GetMove that they will prepare monthly reports on the usage of the court (How many players? How many visitors? etc.) and how the things are developing. This monitoring will start when the construction is finished.

Lessons learnt / implemented

- Even when the construction phase did not start yet, experiences from other sport facilities in open space (e.g. Thomas-I-Punkt Halle and basketball court St.Georg) are showing that these places are well used by youth and adults not only from the neighbourhood but from all over Hamburg, and also from the adjacent federal states like Schleswig Holstein and Niedersachsen.

Critical appraisal of the pilot project

GetMove is a bottom-up project rooted strictly on the idea from GetMove. Usually in a bottom-up project the funding has to be clarified at the beginning of a neighbourhood management process, but this project idea was developed in a later stage. The idea started with the “Space for teens” project and was adopted by MP4. After thinking about different options with all stakeholders the idea was born to build a Leisure Park in Steilshoop, a combination of a skater hall and a basketball court. It was openly discussed in the neighbourhood and it is uncertain whether this will be realised one day or not.

Because of the mixed funding from Interreg IVB (MP4) and RISE, different tasks were required to fulfil the regulations. Also political decisions slowed down the implementation of the project:

1. The lead partner of the project, Alraune, was shorty before closing because of budget cuts from federal government for unemployed agencies.
2. The skating hall was not built yet because of cutting the funding for solar energy, which was an important part of the finance concept for Gold’n Stylz.

Although all stakeholders always had an open discussion of the project, it was hard for GetMove to comprehend this situation and to wait for such a long time.

GetMove presented the idea to partners from two EU-Projects, MP4 and Grundtvig. Two members from GetMove also participated on a Grundtvig exchange with Emmen, where they also presented the idea. GetMove received a lot of positive feedback from MP4 and Grundtvig which was good for their self-confidence and motivation. They also got further inspiration from MP4 partners.

Finally, despite all difficulties in the process the model can be seen as a good idea. Lawaetz will look after it once the basketball court is finished and normal day-to-day use is starting to see whether this model will be a success. This will be measured by different indicators. For this reason this report is **more a midterm evaluation and not the final evaluation**.

It can be hoped that the youngster will see the success at the end and they will be undeterred by the long and complicated way to go further to try out new things.

Looking back on the project until now it was a long and stony way with a lot of positive and negative experiences, but at the end (hopefully!) a success. If this is the right way to involve youth in a project with unsecure funding and a long time to wait until you could start with the implementation is a big question mark. But in the end the hard work and the patience will hopefully pay for the stakeholders involved.

Recommendations and Outlook

Lawaetz will support the implementation and the follow up as long as the neighbourhood management is running in Steilshoop until 2014.

GetMove association intensified its activities after the final approval of funding and the start of the construction-process. As long as practical and visible progress is obvious the youth will keep on with their engagement – especially once the sport activities will take place.

With the involvement of GetMove in the development of a fun sport area in the neighbourhood Essener Strasse a first step regarding wider dissemination and transfer of project elements was done. Maybe in the future the slogan will be “Learn from Steilshoop how to support youth initiatives and how to engage them in place-keeping”?!

Glossary

‘Place-making’: creating high quality places that people want to visit, experience and enjoy. It implies a people-centred approach which emphasises designing spaces that promote health, wellbeing and happiness. Such spaces engender a sense of belonging and connection for those who use them.

‘Place-keeping’: relates to maintaining the qualities and benefits – social, environmental and economic – of places through long-term management. The management required to maintain these qualities and benefits, the approach adopted and the timescale will depend on the ‘place-making’ aims, the available resources and the life span of the ‘place’.

Partnership: is defined as agreed shared responsibility between public, private and community sectors. It is a relationship which, in this context, is normally formed between governmental and non-governmental sectors – i.e. it is a manifestation of governance relationships.

Engagement: is a cross-cutting issue which describes successful models of working with communities and encouraging appropriate use. Engagement is an aspect of governance particularly relevant in forms of participatory governance and is intrinsic to the concept of ‘governance’ as defined below.

Governance: relates to the relationship between and within government and non-governmental forces. The term implies wider participation in decision-making than representative democracy or other forms of government, recognising a wider range of actors other than the state, and allowing for varying governance contexts and processes.

Finance: describes financial models for efficient long-term management.

Policy: is discussed within the context of embedding best practice into spatial planning and other policy.

Valuation: describes the economic impacts of improvements to open spaces, but also relates to wider socio-economic and environmental benefits.

Notes on this report

This report forms part of the output from MP4 Making Place Profitable – Public and Private Open Spaces, a project funded by the EU through its Interreg IVB North Sea Region programme 2007-2013.

This report is based on qualitative methods including: documentary evidence (six-monthly critical reports, model agreement assessments), meetings with project staff, and evaluation visit on site and workshop on 26 June 2012 with MP4 partners and local stakeholders from Steilshoop. After the report Lawaetz carried out a survey and interviewed the GetMove members. A summary of the feedback on the questionnaires is attached to this report

Websites of the Basketball Court project in

Neighbourhood Management Steilshoop: <http://www.stadtteilbuero-steilshoop.de>

GetMove on Facebook: <http://www.facebook.com/pages/Get-Move/200863669965588>

Get Move Website: www.getmove.de

Appendix

Survey of GetMove e.V. activities and opinions

September/October 2012

Survey of GetMove e.V. activities and opinions

The objective indicators for the evaluation “Steilshoop Basketball Court” were described in May 2010 in the evaluation tables.

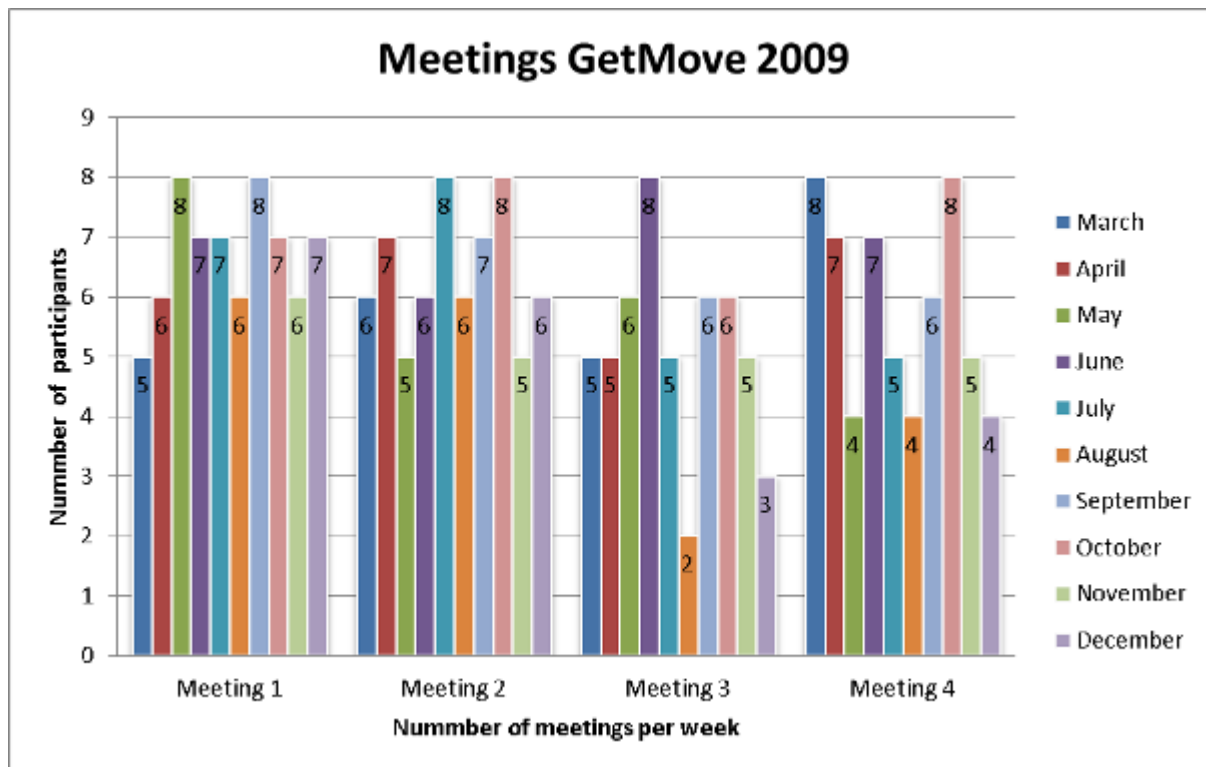
1. Number of participants of the GetMove e.V. meetings
2. Number of youth who helped to build the basketball court
3. Numbers of the new members of GetMove e.V.
4. Motivation of the youth to become a member of GetMove e.V.
5. Degree of understanding and satisfaction of all involved stakeholder (GetMove and Alraune gGmbH) with the process to define the place-keeping concept.
6. Number of users of the homepage GetMove e.V.
7. Results questionnaire

In September 2012 a questionnaire was handed out to all members of GetMove e.V. to receive their feedback and comments to the questions above. Four members of the group answered the questionnaire and gave their feedback to Lawaetz.



1) Number of participants of the GetMove e.V. meetings

GetMove started their regular meetings in March 2009. They had meetings every week in the neighbourhood office in Steilshoop to discuss the development of GetMove to a registered association and the development of the basketball court project.



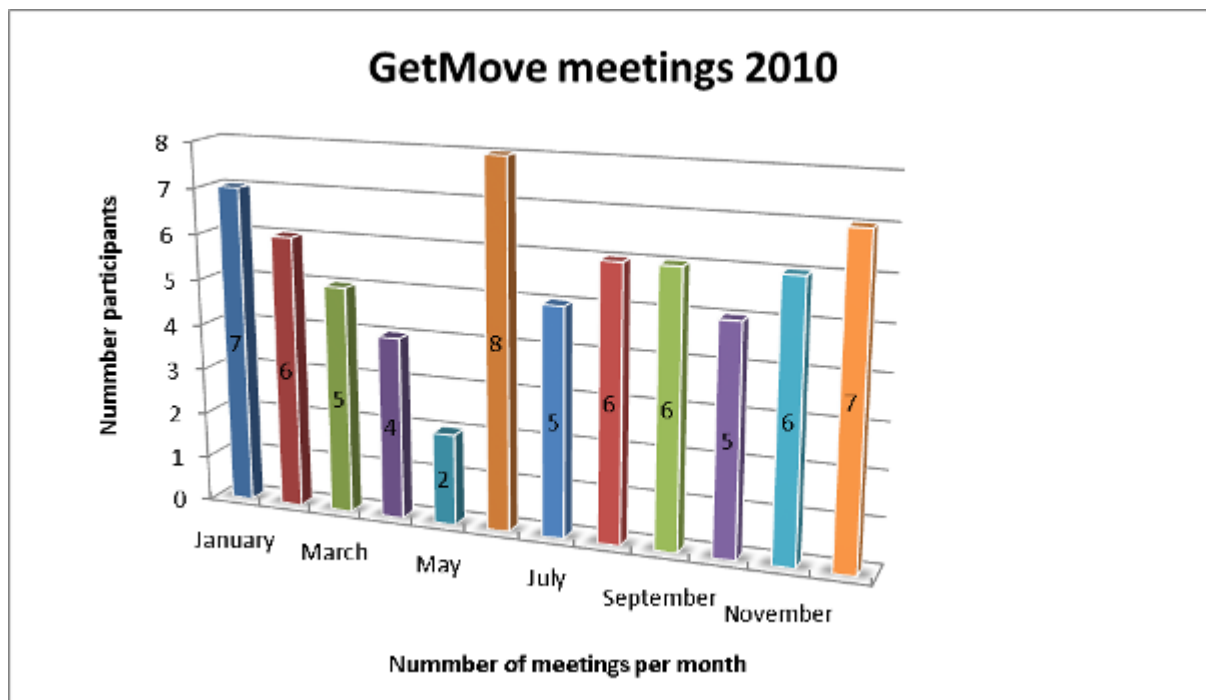
The youth were highly motivated and the number of participants varied from two to eight persons per meeting between March and December 2009.



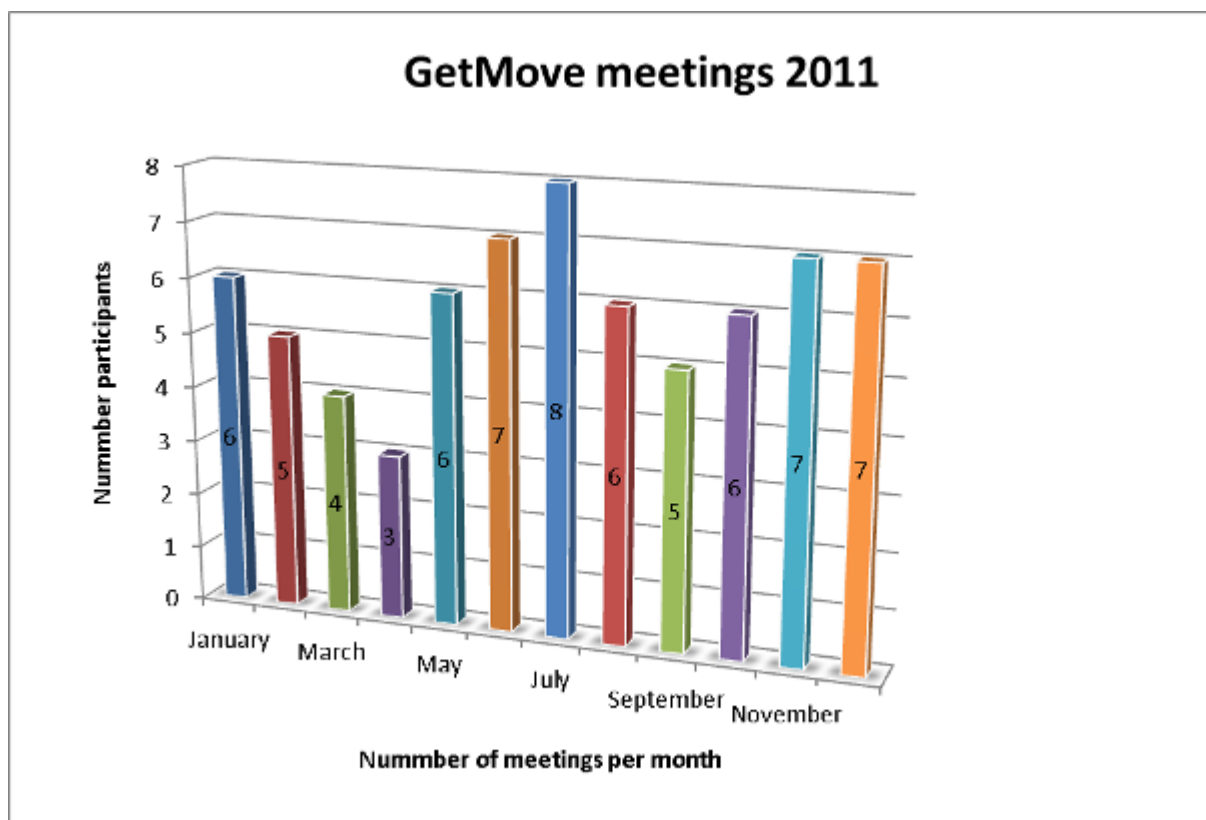
GetMove meeting 2009

On the meeting in January 2010 GetMove decided not to meet once a week as in 2009. Reasons were the unclear situation regarding the finance of the basketball court and some of them were close to their final exams in school. So they decided to meet once a month. The number of participants varied between 2 (May) and 8 (June) persons in 2010.

In June 2010 they established GetMove as a registered association (*eingetragener Verein e.V.*).

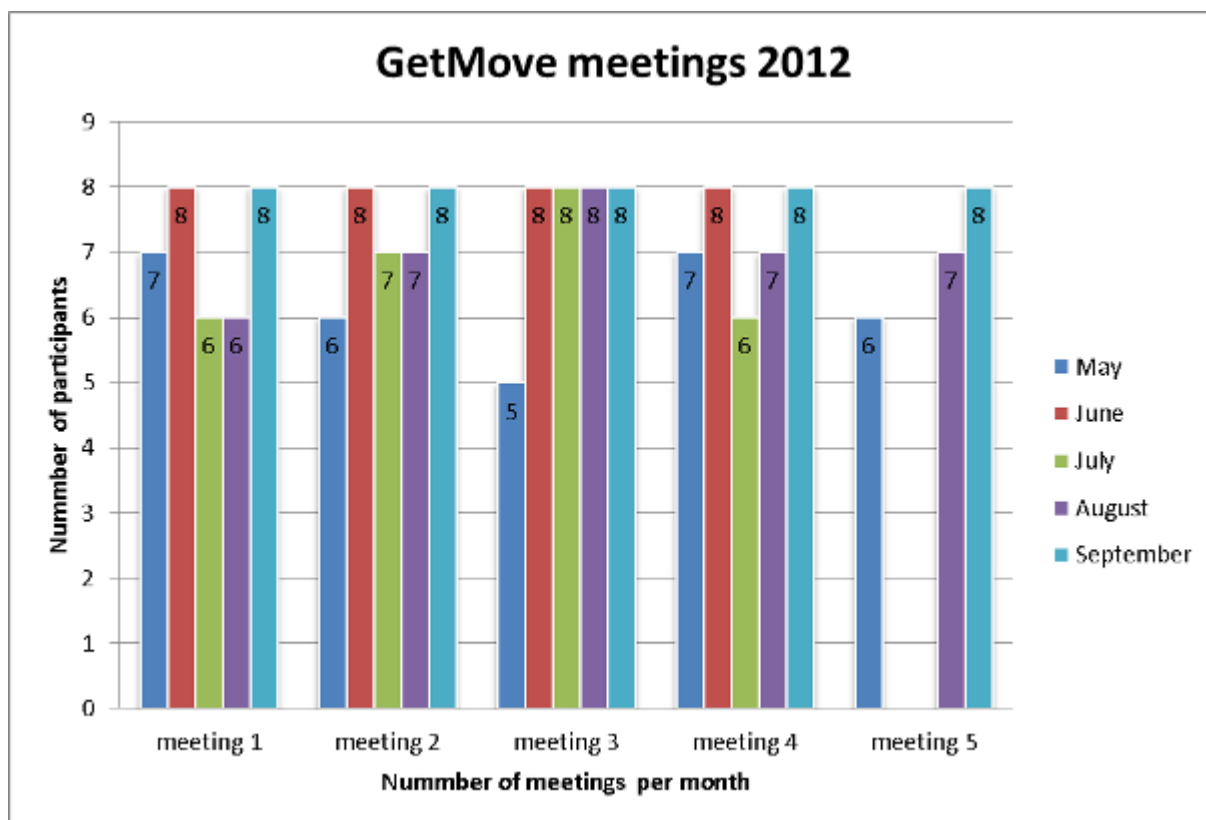


GetMove basketball training



Like in 2010 GetMove met once a month in 2011. Objective of the meetings was to write the application for public subsidies (RISE-funding) to establish a GetMove Homepage, and to prepare everything for the implementation of the Basketball court, e.g. the maintenance concept, a Facebook page and a booklet about the project.

Even when the situation was difficult (nobody knew exactly how strong the impact of the budget cuts on local level would hit the responsible project partner Alraune gGmbH) the GetMove members were still motivated and the group lost not a single member!



In January 2012 it was clear that Alraune will “survive” the budget cuts and could apply for public funding from the RISE programme to co-finance the basketball court. This was a kind of kick-off for the GetMove members and they restarted to meet every week.

They began to organise the Digging party as a starting event for the implementation, they produced a GetMove Flyer for fundraising and dissemination and they finished the draft of the maintenance concept.

They also tried to design the GetMove Homepage, but the combination of building the basketball court with a lot of self-help and manpower and the preparation of the homepage was too much workload for them. So the group decided to prepare the homepage in January 2013.

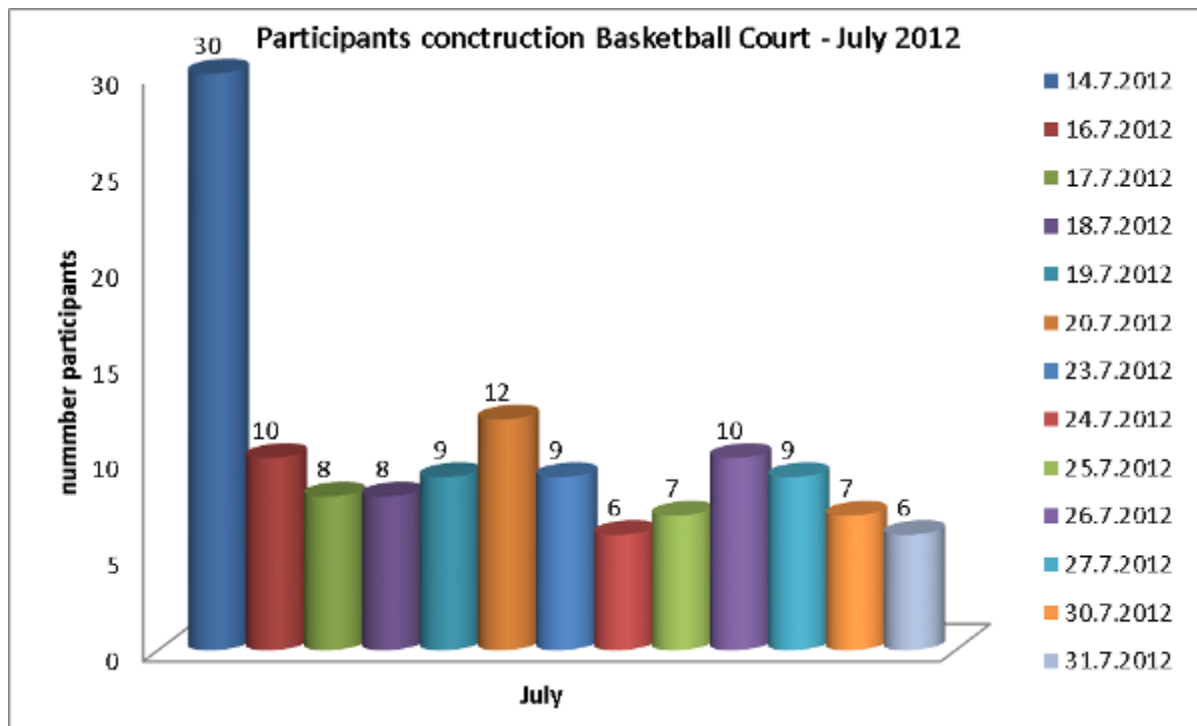
Summary of the planning-process

GetMove started highly motivated in **2009** with the development of the project and regular meetings once a week.

In **2010 and 2011** the motivation was weakened by delays regarding the funding for the basketball court and also due to personal challenges. Therefore the meetings were decreased to once a month. Though GetMove established as a registered association and developed important tools for the development of the association after the construction of the basketball court.

At the beginning of **2012** the funding of the court was finally fixed. This was the beginning of a relaunch-phase of the GetMove project. Motivation of the guys was high again and the concern that the project could fail was gone. That year the group met five times a month to prepare everything for the start.

2) Number of youth who helped to build the basketball court



GetMove started with their voluntary work on 14.7.2012 with a digging party. 30 people took part in this kick-off event for the basketball court. Between 6 and 12 members of GetMove worked on the building site on the twelve construction days in July. Alraune employees supported GetMove (they are ignored in the counting above). The tools for the construction work were provided by Alraune gGmbH.

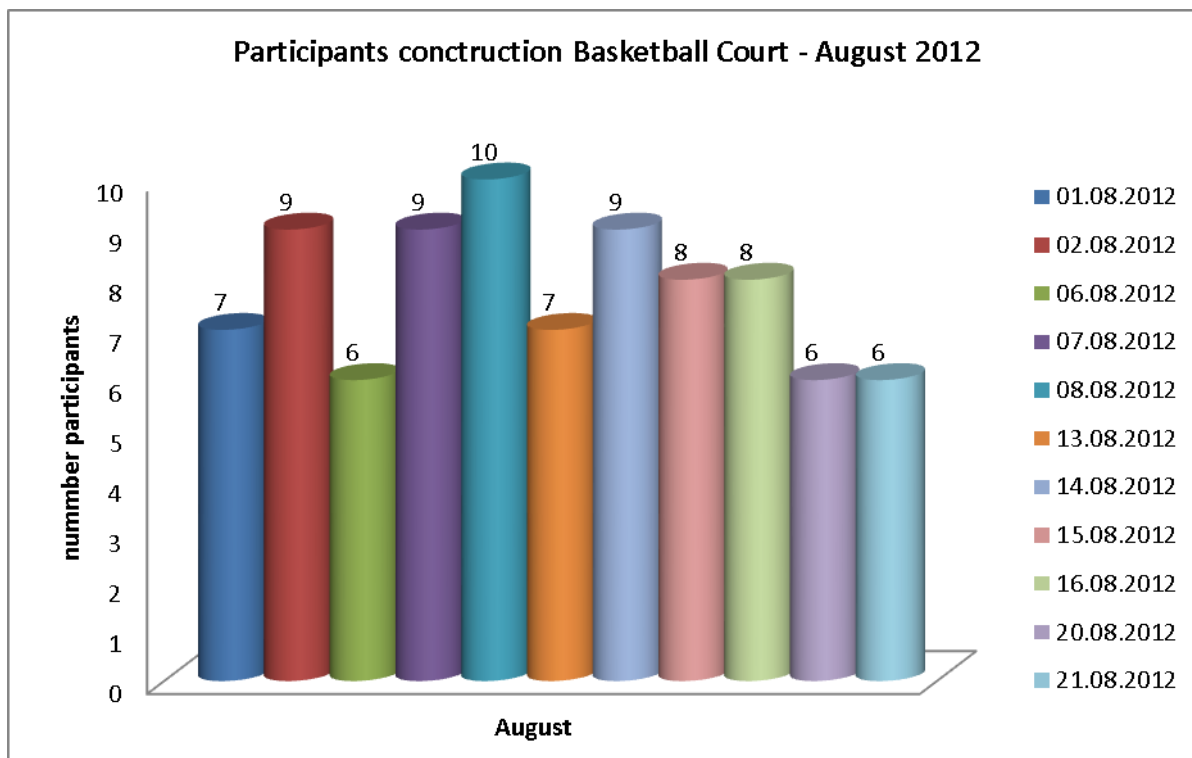




Voluntary work from GetMove



Voluntary work from GetMove



From August 1st until August 21st (with intervals) GetMove members prepared the surface for the rubber-ground and the drainage systems of the basketball court - supported by Alraune employees like the month before. The number of participants varied between 6 and 10 Persons. GetMove finished their self-help work on August 21st.

Summary of self-help within the construction phase:

The voluntary self-help activities of GetMove e.V. went well. On average more than six members of GetMove helped to prepare the site for the final rubber-ground on the 23 working days.

Also the cooperation of employees of Alraune and GetMove e.V. went very well. This was a good start for future cooperation after the implementation of the basketball court.

With the Digging Party GetMove reached new youth and also with several videos on Facebook showing the progress of construction GetMove reached over 3.000 persons (refer nr.6).

3) Numbers of the new members of GetMove e.V.

GetMove started the project in 2009 with 11 members. All of the active persons are founder members of GetMove (refer questionnaire 1.1). Especially because of the delays GetMove became not active to find new members yet. One member left GetMove in 2011.

In the construction phase with voluntary self-help two new youth become active by GetMove. It can be expected that once GetMove will start their events on the court it will become easier for the initiative to attract new members.

4) Motivation of the youth to become a member of GetMove e.V.

Most of the youth had similar or identical motivations to become an active part. First of all to help to change the image of Steilshoop (***“We are a ghetto”*** - refer questionnaire 1.3), secondly to motivate youth to do more sport especially basketball and to work together with other youth.

5) Degree of understanding and satisfaction of all involved stakeholder (GetMove and Alraune gGmbH) with the process to define the place-keeping concept.

The communication between the stakeholders was rated from 1 to 3 in school grades (very good – satisfactory) by GetMove:

“I appreciate the fact that the neighbourhood office put a lot of value to our actions and gave us the opportunity to move forward and to learn more.”

“I appreciate the effort and force invested by Alraune for us to make the basketball court come true.”

“The cooperation with Alraune gGmbH and the neighbourhood office went well, because of the good communication.” (refer questionnaire 2.4).

The communication with the architecture office was mentioned as a negative experience (refer questionnaire 2.4).

6) Number of users of the homepage GetMove e.V.

GetMove e.V. has 130 likes on their Facebook-Page <http://www.facebook.com/GetMoveEV> and 3.430 persons visited this page so far.

7) Feedback on the questionnaire

Four from ten members of GetMove e.V. answered the questionnaire and returned the answers to Lawaetz. The results show that even though the long development phase is mentioned as a problem for the project, the members were always motivated to reach the aim. And they are still positive to implement the maintenance agreement between Alraune and GetMove e.V.

The motivation to invest so much time in this project was (and still is) to develop a project for the youth in Steilshoop and to change the negative image of Steilshoop in Hamburg.

The stakeholder's cooperation was rated quite well but the development process was rated quite low (refer questionnaire 2.1.) because of the communication between the stakeholders. This result could be a consequence of the long waiting time between each phase and some communication problems with the architect.

Referring to the MP4 project and the issue of "Placekeeping" three of four GetMove members said that their maintenance agreement fits well into this topic. Also the project as a whole is seen as a good example for "Placekeeping" by the members, e.g:

"We use the open space far better."

"We care independently for the court. This means we also learn to take on responsibility for the space. And we also want to teach the youth in Steilshoop that it makes no sense to destroy new places and that they should appreciate what they have."

"Youth will see this place as their own (sense of ownership) and they will take over responsibility for it"(refer questionnaire 3.2).

For the GetMove members this three years were years with up and downs and of course they had to learn to patience. Even with this up and downs the four interviewed GetMove members answered the question how they would tell the "GetMove story" in five years absolute positive and proud - ***"five years ago we had a dream. Our hard work and our fighting spirit has said that dreams can come true. Never let yourself be persuaded that nothing works and never forget the target you set yourself. When a bunch of teenagers from Steilshoop could make history, then you can do it also."*** (refer questioner 4.2.)

Concluding remarks

Summarised the GetMove members consider the project development only satisfactory, especially because of many delays and difficulties in the long development phase (refer results questionnaire 2.1) but even though they value the cooperation between the stakeholders good.

Also the positive involvement of the MP4 theme "Placekeeping" is rated high, especially the issue how important it is to take over responsibility for an open space. For the youth of GetMove this project opens a door to take over an active voluntarily part in the Steilshoop neighbourhood (refer 4.2.), even when they still need support from different institutions, e.g. the neighbourhood office to make this project sustainable (refer questionnaire 4.1).