

Table of content Work Package Report 4.3, Taastrupgaard, AKB, Denmark

1	Pilot Project description	44
2	State of the Art - February 2002	44
	2.1. Actual state of the refurbishment project - Taastrupgaard	44
	2.2. Success criterion for AKB due to the pilot - Taastrupgaard.....	45
	2.3. National development projects	45
3	The work performed during the first 24 months	46
	3.1. Tenants participation	46
	3.2. Partnerships research	48
	3.3. National organisation	48
	3.3.1. Description of The Danish Partnership	48
	3.3.2. Description of Housing Association AKB- Principal Contractor (P4).....	49
	3.3.3. Description of Associated Partner Byfornyelse Denmark (BD) - (P6)	50
	3.3.4. Description of Associated Partner Danish Building and Urban Research (SBI)(P5).....	51
	3.4. Phase in progress	52
	3.5. Measurement	53
	3.6. Summary	53
4	The coming 24 months	53
5	Conclusions	54

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1. Pilot Project Description

Taastrupgaard is situated 20 km from the city of Copenhagen, and was built in 1970 - 1972. The area consists of 8 blocks built together each 4 storeys high plus 31 detached blocks each 3 storeys high. In all there are 957 tenancies, 17 single rooms plus 53 garages and 3 tenancies for commercial use. The total area including buildings, institutions and commercial tenancies is 83,547 m².

About 2,562 people live in Taastrupgaard, 991 of who are under 18 years. 50 % of tenants are Danish and 50 % are of other nationalities. The area is marked by a number of social problems linked to the mixed composition of the tenants: people on low incomes or social benefits, unemployment, mental illness, drug and alcohol abuse etc. However, there is great experience in tenant's democracy and the organisation of the tenants in department boards has been highly developed. The tenants have considerable influence in decision processes.

The main construction system consists of pre-produced concrete elements. The architectural expression is very monotonous and is not easy for the tenants to relate to and identify with the area. The buildings are worn out.

Due to the heavy wear and some damage sustained to the buildings, the estate underwent comprehensive renovations in 1981-1983 and 1985-1991. It is now ready for the third and final refurbishment. Some cost savings were made during the construction period, which has proved to be quite expensive savings, and some bad lessons have been drawn.

AKB have decided to work with following on the concrete pilot project:

- To make the area appear more like a small city with open spaces, green areas, small streets, a small town square etc.
- To deal with a break down on the monotonous expression by playing with the new architectural elements, changes in materials, colours etc.
- To make the area more friendly for disabled and elderly people.
- To increase the feeling of affiliation and increase the feeling of safety.
- To make the area look friendlier when you visit it.

2 State of the Art - February 2002 – pilot

2.1. Actual state of the refurbishment project - Taastrupgaard

The buildings in Taastrupgaard underwent comprehensive renovations in 1981-1983 and 1985-1991. 4 years ago it was very clear – Taastrupgaard needed a new and comprehensive renovation of the building and the surrounding environment.

A EU design and concept competition was held, and selected firms invited to submit proposals. In the light of the results of this competition, some new ideas and reflections have been developed for the outcome of this final refurbishment of Taastrupgaard. A clarification report on the condition of all the buildings has now been prepared. These documents formed the basis for the next steps in the process.

One important area to be solved in Taastrupgaard is the outdoor environment and the public spaces in between the buildings. Proposed solutions include:

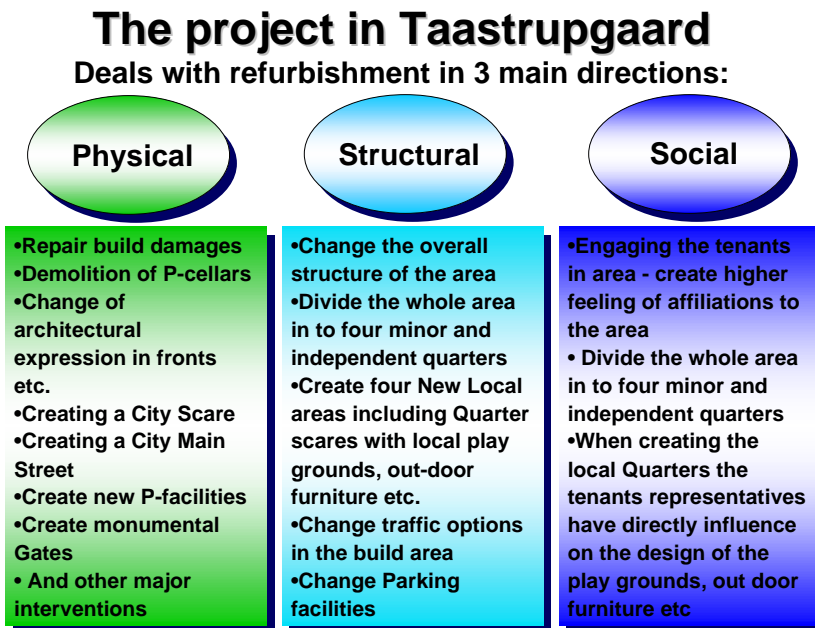
- Improving the architectural expression of the buildings and the spaces between the buildings
- Changing the infrastructure in the local area
- Demolishing 4 older parking cellars
- Establishing a “main street” with smaller shops and a combination of tenant activities, institutions and clubs
- Improving the integration between the Indoor and outdoor environment
- Adding greener areas and elements to the building area
- Establishment of other alternative and new functions in small flats; tenants clubs etc.
- With regard to the functional side of the refurbishment, several issues will need to be addressed as various parts of the buildings are worn out, e.g.:
- The bathrooms which are pre-produced elements are in a bad condition and need to be changed

- The installations for heating, water and drainage need to be changed and alternative future-oriented solutions must be found
- The conversion of some flats for elderly and disabled people

The refurbishment will take place from an environment-friendly and total-economic view of solutions, including a reduction in operational and maintenance costs.

One requirement will be a declaration of building materials and construction components.

Resource saving measures will be improved in relation to materials, energy and water from a social point of view of needs and with a view to optimising prosperity, Health and the Indoor environment.



2.2.... Success criterion for AKB due to the pilot - Taastrupgaard

- Via the project to change the image of Taastrupgaard
- And there by make the area interesting for people strong in resources and for young people with family.
- If people are more pleased living on Taastrupgaard and the composition of the tenants has changed. This criteria of success for the area and the living of the tenants can be seen after some years if the waiting-lists will have increased and more people wish to move in than people who wants to move out.
- If we actually can make a more Sustainable refurbishment with out bothering the budget.
- When we have gained more knowledge and experience from other partners.
- When the SUREURO work have had directly impact on the current project during the process of refurbishment.

2.3....National development projects

As a specific task and challenge for the Housing Association AKB and the rest of the Danish Partnership a decision in common was taken quit early in SUREURO project process to work concrete and in practical terms with a specific number of development projects.

So an essential part of the work in the Danish National Project will be carried out due to the development of these 7(9) specific projects.

NO.	PROJECT
1a	Demands from building owner to process and use of materials and solutions
1b	Environmental assessments
2	Development of new bathroom solutions
3a	Layout in connection to Out door lighting
3b	Energy saving outdoor light lamp
4	Natural ventilation
5	Presorting of waste
6	Information strategy and direct engagement of tenants
7	'Green jobs', well-being and prosperity in the local area

The main part of the 7(9) projects will primarily be tested and implemented on the national pilot project Taastrupgaard. But other similar built-up areas will work as test areas.

Fact of time displacement between the actual refurbishment project at Taastrupgaard and the actual time of development for the project cause the reason why we chose to use other areas for testing.

E.g. when it comes to the development of new bathroom solutions the Housing Association AKB has several built-up areas with same complex of problems with pre-produced bathroom cubicles. Therefore this phase of development is very useful for the Housing Association. We hope to find the optimal new solution, which can help us to substitute the big amount of bathroom cubicles in our buildings.

3 The work performed during the first 24 month:

3.1...Tenants participation

Tenants Democracy in Taastrupgaard:

The overall goal in this process is to create sound and healthy buildings for the tenants in co-operation with the tenants.

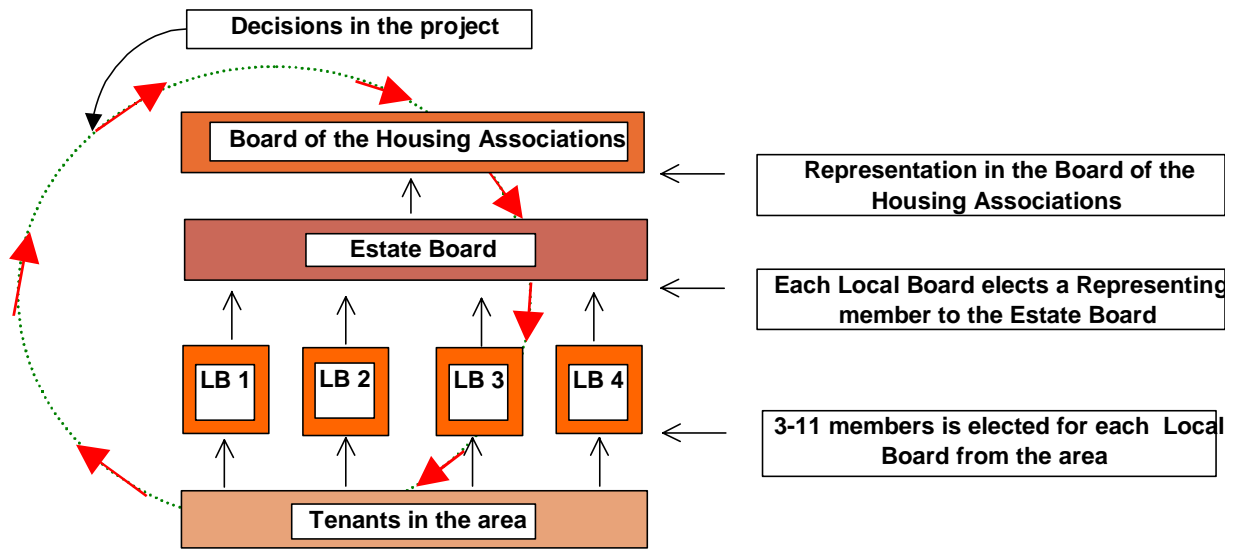
In Taastrupgaard a special system of tenants democracy has been established. The tenants are represented directly on 4 local boards where they consider and make decisions on matters regarding the local management and the local administration in the area.

On the issue of Tenants Democracy Denmark differentiate from other countries. The total administration of the Housing Company actually works directly for the tenants. There for several organisations systems and set of rules has followed and respected.

The establishment of a panel of actors who are directly involved in the process of refurbishment is one way to ensure a direct application of the toolboxes. The panel consists of tenant representatives from the local boards, representatives from the estate board in Taastrupgaard, members of the AKB administration. The municipality of Taastrup, the financial world, government etc. could also be represented in this panel. But technical advisers such as the sub-contractors, architects, engineers, artist's etc. must not be forgotten.

Representation of the tenants in the meetings with the advisers and the administration during the process. Public demonstration of the project for the people involved in the process.

Tenant loop in Decision Processes in Taastrupgaard



By demonstrating and presenting the project to the tenants during different phases their opinions have had impact on the concrete development of the project. The level of tenant activity is one indication of commitment to the project. It is very important to organise activities that encourage the tenants to identify with the area.

The organisation of the tenants’ participation and influence in the project has been developed and will be developed further on. This has been done through of visualisation and demonstration of ideas and plans for the concrete project to the tenants. Debate meetings has been arranged on special topics regarding the process of refurbishment.

The development of the project has been collaborated between the tenants, AKB and the municipality.

One crucial aspect and main focus is the addition of the longer perspective - projecting the refurbishment into the future. Some critical lessons have already been drawn during two earlier comprehensive renovation projects. All involved in the concrete project; the tenants, the Administration, the architects and the external partners agrees on choosing high quality on solutions aswell in the choice of materials, architecture and aesthetics.

In the planing phase of the refurbishment the advisers including the architects have required to make the best choices regarding not only the long-term validity of the refurbishment’s physical results but also in terms of choosing economical solutions. They have required to choose solutions which need only very little maintenance and to choose best long-lasting materials and thereby achieve cost savings. Serious consideration has been taken in the planning phase to the choice of the most environmental solutions.

The participation and direct dialog with the tenants works on different levels:

<p>The Tenants Special Building Committee</p>	<ul style="list-style-type: none"> ▪ Consists of representatives from tenant's board and the local quarter groups + participation from the estate and the administration of AKB. ▪ Handles the tenant's democracy due to the refurbishment project. ▪ Has direct influence on the project ▪ Written agendas and resumes are a shared document and tool in the process.
<p>Local quarter groups</p>	<ul style="list-style-type: none"> ▪ Consists of representatives from tenants in the 4 different quarters on Taastrupgaard ▪ Autonomous groups. Meets with out representation from the administration. ▪ Has direct influence on how the design of the Local quarters, playground and out door furniture in the neighbourhood. These elements is incorporated directly in the over all refurbishment project.

3.2. Partnerships research

Each of the described national development projects (see 2.4) are developed after same methodology and process:

For each national development project there has been established specific working groups, and have prepared and developed the material together. The national Working Groups consists of representatives from each of the 3 Danish partners and works under the project management by one of the partners. The development of each project develops rapidly by a set of stages, which more or less corresponds with the given phases of the total SUREURO project:

0. Registration and quantifying of all existing knowledge, expertise and best practice (State of the Art) for each of the focus areas.
1. A united brainstorm was held with for each development project. Knowledge and ideas for the project was exchanged and collected, and transformed into the common platform for the specific project.
2. The platform has been worked through and the producing of a special program for each project was carried through. And the phase of development starts. Along the process of the development each project will be checked for concrete correspondence and substantial connection with the overall SUREURO project.
3. Each project will be carried out mainly on the national pilot Taastrupgaard, but other relevant pilot will be used.
4. Experiences and lesson drawn will be evaluated.

A long the process of development experts and special skilled persons will be used. Several (minimum 1 person) of the participants in each national working group work both on national and international level. This ensures the corporation due to the SUREURO objectives (due to DOW) on each project and versus visa. And ensures international exchange of knowledge.

3.3 National organisation

3.3.1 Description of the Danish Partner Ship

The Danish National Team consists of 3 partners: the Principal Contractor (P4) Housing Association AKB, Assistant Contractor (P6) Byfornyelse Denmark and Assistant Contractor (P5) Description of Associated Partner Danish Building and Urban Research (Former SBI)

Planning and organisation of the National Team

The national team works in at different levels and combinations:

<p>The Board of the Partnership</p>	<ul style="list-style-type: none"> ▪ Consists of representatives on decision making level from the Danish partners: Housing Association AKB, Byfornyelse Denmark and By og Byg (former SBI) ▪ Deals with political and strategic matters which consider the engagement in SUREURO both on the national and international level. ▪ Decision making forum for the Danish partners. ▪ The Board has one National Co-ordinator (AKB), which will ensure the flow and exchange of know-how from the SUREURO parts to the partners.
<p>Working group - International Participation</p>	<ul style="list-style-type: none"> ▪ Consists of representatives from the 3 Danish partners. ▪ Handles tasks due to the international Work Packages. ▪ Works directly to the representative WPs.
<p>Working groups - The 7(9) National Developments Projects</p>	<ul style="list-style-type: none"> ▪ Consists of representatives from the 3 Danish partners + external consultants. ▪ In all just about 28 persons are engaged in different combinations with the 7(9) projects. ▪ Each specific project has its own project leader. The partners have created a system to ensure that all companies' will represented as project leaders and as work group members on the different projects. ▪ The results on the different projects will be co-ordinated to both the actual refurbishment pilot project and the international SUREURO work. ▪ All 7(9) project has one main co-ordinator (AKB) which will ensure the flow and exchange of know-how directly to the partnership and to the actual refurbishment project.

3.3.2. Description of Housing Association AKB - Principal Contractor

AKB is a Danish co-operative, social, non-profit Housing association with approximately 17,000 rented homes in Copenhagen and Greater Copenhagen.

AKB was established in 1913 and has since changed its management from a central unit to more decentralised units. AKB has 280 employees, 90 in the central administration and 190 working locally as managers and caretakers.

AKB provides management services to 10 local social Housing associations with 80 autonomous estates. Each estate has its own tenants' board. The total membership of all tenant boards is approximately 300. Each board of tenants has at least 3 members, elected at annual meetings.

The local associations elect members to the board of the Administration Company. This board draws up the policy framework for overall company management.

The tenant representatives and staff from the Administration Company collaborate to decide on objectives, overall strategy and policies for information to the tenants, employees' etc. AKB has also developed training programmes for tenants and employees. At the local offices, the employees work with the management of the local estate and prepare the budgets and accounts for the estates.

AKB includes several functions; management, financing, administration, information systems and so on. Further information at <http://www.akb.dk>

3.3.3. Description of Associated Partner Byfornyelse Denmark (BD)

The Danish urban renewal Company "**Byfornyelse Denmark**" was established in 1969 by a number of Non-profit Housing associations. The company is authorised by the Danish State to assist Municipalities and private owners in planning and implementation of urban renewal projects according to the Danish Urban Renewal Act. The company has since 1969 assisted more than half of the municipalities in Denmark with urban renewal activities.

The company has a decentralised organisation. The main office is in Copenhagen, and there are six regional offices in Denmark. The BD Konsulenter has a branch office in Vilnius, Lithuania and the German subsidiary company has the main office in Potsdam (Berlin).

The company has carried out urban renewal in all major Danish towns and in a large number of small towns and villages.

The company is involved in a joint Scottish-Danish project on integrated urban revitalisation

The company staff has expertise in all aspects of urban renewal activities, as planning, legal, economic, ecology, technical and social aspects. The company considers that to achieve the best possible result of the urban renewal activities, it is very important to have international experience.

The company has a German subsidiary **Bd Stadterneuerungsgesellschaft mbh**, which is authorised as an urban renewal company (sanierungsträger), in Germany.

Field of Work

Byfornyelse Danmark offers a broad range of consultant services in the urban renewal field, as:

- Analysis of town planning and urban renewal problems in an area
- Proposals for urban renewal plans
- Counselling the municipalities on urban renewal issues
- Integrated urban renewal (a holistic approach)
- Property management
- Financial counselling of owners and others
- Information and counselling of tenants and owners
- Ecological planning
- Financial control and administration of urban renewal grants
- Organisation of co-operation with tenants and owners
- Co-ordination and management of building and construction works (total renewal costs per annum 0,5 billion USD)
- Social planning
- Assistance to transfer of property and expropriation
- Calculation of rent increase
- Preparation of technical building investigations.
- Urban area development plans
- Local area development plans
- Informal planning
- Counselling on private urban renewal projects.

Recent examples of projects

- Urban renewal in historic centre of Copenhagen and the historic housing area Brumleby both carried out for the Municipality of Copenhagen. Both have received Diploma from "EUROPA NOSTRA".
- Action plan for the urban district of Inner Vesterbro in Copenhagen. The area contains 23 blocks with some 6000 inhabitants. It is one of the most run down areas in Copenhagen, but it contains many buildings of high heritage value. One building has got Kreditforeningen Danmarks "The Urban Renewal Prize" for Restoration of a building including ecological elements supported by the European Union
- Development project for ecological renewal of the historic city centre of Kolding (in Jutland)
- District master plan for renewal of the city of Teterow in Mecklenburg-Vorpommern in Germany.

- "Vilnius Old Town Revitalisation Strategy" for Vilnius Municipality, Lithuania and The World Bank.
- "Riga City Centre and Waterfront redevelopment project" for the Latvian Ministry of culture and the City Council of Riga and UNESCO

3.3.4... Description of Associated Partner Danish Building and Urban Research (Former SBI)

By og Byg is the national institute for building and urban research in Denmark. The institute used to be called SBI as an abbreviation of Statens Byggeforskningsinstitut, the official name. Now, the abbreviation SBI has been replaced by the name By og Byg (which directly translated reads something like 'town and building', although this translation is not used as a name).

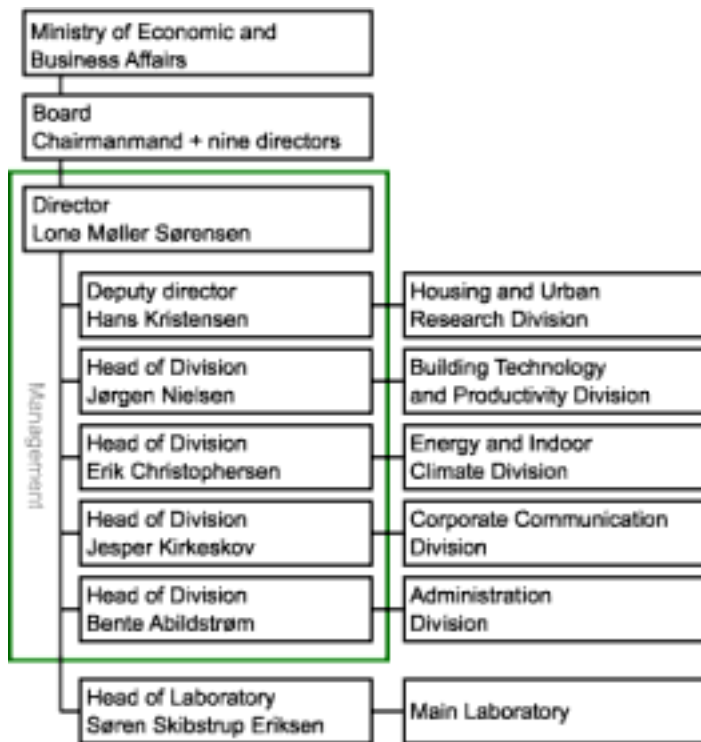
Also, the official name in English is changed from Danish Building Research Institute to Danish Building and Urban Research.

- Danish Building and Urban Research is an independent institution under the Ministry of Economic and Business Affairs.
- Danish Building and Urban Research works for Danish building and the built environment together with all the parties of the building sector, from legislators to users.
- Danish Building and Urban Research contributes to improved quality, productivity and competitiveness in the building sector by following, promoting and carrying out technical and functional research and development.
- Danish Building and Urban Research contributes to the background for updating building, housing and planning legislation as well as building regulations, codes and standards.
- Danish Building and Urban Research communicates new legislation and research results through guidelines and design guides for practical use.
- Danish Building and Urban Research does contract research for private organisations and firms as well as for public authorities.
- Danish Building and Urban Research is financed by subsidies from the Ministry of Economic and Business Affairs, by income derived from contract research and services, by sale of publications and by EU research funds.
- Danish Building and Urban Research collaborates extensively with Nordic and international research establishments.
- Danish Building and Urban Research has a multi-skilled research staff including architects, engineers, psychologists and economists. The total number of staff is 125.
- A board of ten directors representing the building and research sectors manages Danish Building and Urban Research.

National and international

The staff at the institute comprises prize engineers, architects, psychologists, sociologists, economists and other specialists. The institute collaborates extensively with other research institutes and private firms, which enables the Institute to undertake complex, interdisciplinary research projects. DBUR is a member of SOFUS-byg (an acronym for Danish institutes collaborating on R&D and technical services in the building sector), which comprises both public and independent institutions in the Danish building sector.

Organisational structure



Further information at <http://www.dbur.dk>

3.4 Phase in progress

The design phase of the planned refurbishment on Taastrupgaard has ended, and at the 16th of January 2002 we held the final competitive tender procedure.

During the winter 2002 AKB will be working on the rewriting of the project due to the actual economical and financial situation, and producing precise descriptions on relevant substance, contents and the concrete situation. Every part of the project will have to be evaluated and rewritten for the purpose to ensure an Official approval of the project due to promised public financial support due to the main refurbishment project. This will be carried out with fulfilment and final approval - to the hosting municipality Hoje-Taastrup. Adjusted budgets after the described competitive tendering.

The time schedule on the project is more or less kept and we can look forward to start the execution of the work in the beginning of May 2002.

Precision, description and planning of 2 new acute project parts:

- Changing of bathroom cubicles because of technical problems, extreme damp and demonstrated mould fungus
- Changing of roof - damages in production of roof material (Eternit).

These parts will have to be solved due to original given budget, which means major reshuffling of the main project and full planning of two new parts, investigations, testing and co-ordination all three project parts.

Co-ordination of all ingredients: the main refurbishment project and the 2 new parts with the purpose to ensure full agreement with the executive planning. This is a major task and challenge for the Housing Association mainly because of the complexity in the new actual situation.

We expect a working start on the Bathroom case autumn 2002 and expect it will take 4-8 years to change each bathroom. The changing of the roof we expects to begin summer 2002 and this can aswell take several years to carry through this task.

3.5 Measurements

On the estate area Taastrupgaard we normally measures a lot as a part of the every day work and in connection for future planning of maintenance. We registers and measures mainly on: Waste, waste treatment and Energy – consumption. And we know a lot about the tenants – but not much information has been/can be measured. Some further work together with the Municipality of Taastrupgaard would for the next steps of this project give some more fruitful figures and gives a clearer picture of the constellation and combination of the tenants. We have further given measures on cultural issues.

We know only little on Sewage Water, Electronic magnetic field, and we normally don't register the waste in detailed fractions in Denmark.

For the future and the next measurements we hope to experience and learn more from our fellow SUREURO colleagues when it comes to measurements.

3.6 Summary

We have had several important tasks and challenges within the two first project years.

As Housing Company we are now very pleased to have a clearer path for our National Pilot Project Taastrupgaard and we can see what the future will bring us. We know now we have extra task to deal with - bathrooms and changes of roofs.

As partners on the SUREURO project we have had several experiences, which is useful for us - internationally aswell as national.

We have learned that we across the 7 countries handles refurbishment very much the same - and again very differently. This experience has been a new lesson drawn.

Nationally we have learned a lot! Our partnerships and the team works close on the national tasks and on the development of the 7(9) development projects.

And our international participation brings home lots of useful experience.

One concrete example given: The Housing Company AKB has on basis on the participation in the SUREURO project created a new an environmental policy for the Association.

An other concrete example given: We have worked out a specific handbook for the HC as a building owner. This handbook will help us to be a more active and progressive building owner when it comes to set up demands on Environment and Sustainability in our different cases.

Both examples on some of our concrete results due to our participation in the SUREURO network project.

4 The coming 24 months

We are now ready to go on with the concrete refurbishment of Taastrupgaard. Planned start may 2002. The national time schedule reflects 1-2 years of work.

In the our international participation at SUREURO and in the Danish team we are now ready to ready to Apply and test the specific SUREURO tools more in depth.

So for us the future SUREURO workplan looks like this:

- Subtask 4.3.5 Applying and testing tools from Work Package 1
- Subtask 4.3.6 Applying and testing tools from Work Package 2
- Subtask 4.3.7 Applying and testing tools from Work Package 3

Subtask 4.3.8 Monitoring results

Subtask 4.3.9 Assessment/feedback/seminars

In a parallel we continuous to develop our national testing project. We expect final results more or less simultaneously with the ending of overall SUREURO project (after projectyear 4)

5 Conclusions

Within the two first project years we has experienced large challenges both as Housing Company, as Danish Partnership and members on the whole SUREURO project. We have achieved insight to other European Countries when it comes to how they 'normally' refurbish their estate areas, how they plan, executes and manage their refurbishment projects, how they deals with their tenants etc. We have achieved inspiration and knowledge on how our fellow colleagues on the SUREURO projects develops and works with sustainability directly on the estates and local quarters and in specific solutions.

We will define this achievement of new and inspiring knowledge of high value.

But again on the other side we know now that we on several points' handle parts of the refurbishment quiet well (e.g. on our experience with the tenants). We find this kind of exchange of knowledge, experience and procedures very fruitful and inspiring.

Being on a project like this gives us aswell great respect to the high levels of bureaucracy, the special way of working when you are a part of a great network. And to that co-ordination it requires when you participate on a project in 7 countries, with more then 200 participant and 22 partners. This is very different from the normal way of working in an everyday situation in a Housing Company. We find it very healthy to meet other sides of the same problem, to get insight to other ways of work and to experience the challenge of a practical world meeting the scientific world.

We also find it useful for us to be a part of such a great network and be a part of the development of the future Sustainable SUREURO toolbox. And not to forget; to create good friendship across borders.