

WERK

New Work for

the Common Good

Workshop

Documentation

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Workshop

18.-20.10.2019

A three-day-workshop in Hamburg was bringing together local and international experts in new forms of work, cross-sectoral collaboration, urban commons and the transformation of (former) industrial areas. These topics were discussed in relation to the redevelopment of a heritage protected power plant, Kraftwerk Bille, and the importance of local work spaces, which seek to shape the neighbourhoods future development in more sustainable ways and to strengthen socio-economic cohesion in the East of Hamburg. As a result of the workshop the aim was to develop an appropriate spatial, organizational and economic model for the former power plant and to launch a local network to carry out its realization. Furthermore, an aim was to create an international network to foster ongoing knowledge exchange and mutual support in working for the common good in new, collective ways.

The workshop was funded by the International Alumni Center. The Bosch Alumni Network is a cooperation between the Robert Bosch Stiftung and the iac Berlin.

Agenda

18. - 20.10.2019 | Kraftwerk Bille



Friday [18.10.2019]

14:00 - 14:30	Welcome and Motivation Dorothee Halbrock, Michael Ziehl, Renée Tribble, Lucie Menz	
14:30 - 15:00	Introduction Round all participants	S. 47
15:00 - 16:00	Introduction New Work Dorothee Halbrock, Michael Ziehl	S. 12-17
16:00 - 17:00	Explorational Walks individual exploration of the house	S. 8-9
17:00 - 19:00	Walk through Kraftwerk and Neighbourhoods all participants	s. 6-7
19:00 - 19:30	›Dream Work‹ collecting comments / individual remarks on clouds	
19:30 - 20:30	Dinner at Schaltzentrale	S. 40-41
from 20:30	›Hanother‹ [Film and Talk] at Schaltzentrale	

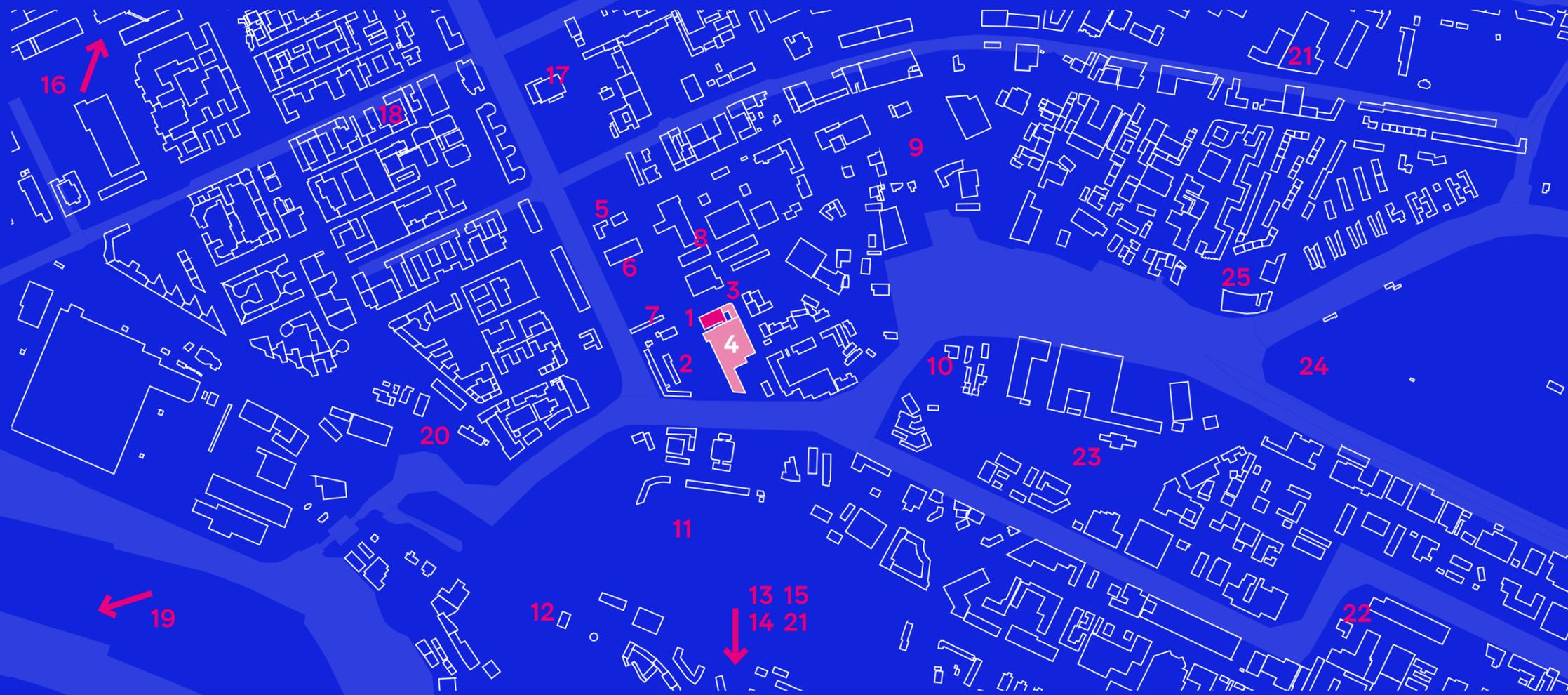
Saturday [19.10.2019]

10:00 - 10:30	Talks and Inputs Dagmar Pelger [coop.disco]: Commons and Spaces of New Work	S. 10
10:30 - 11:00	Efthimia Panagiotidis [fux eG]: How to run a self-organized House of Work	S. 11
11:00 - 12:00	Discussion	S.18-37
12:00 - 15:00	Working Groups: Models of New Work and Lunch all participants [Picnic in Groups]	
15:00 - 16:00	Presentation & Discussion of Working Groups all participants	
16:00 - 17:30	Synthesis of Models of New Work by Stakeholdergroups: Experts, Users and Alumni	
18:30 - 19:30	Public Panel Discussion / ›Fish Bowl‹ with presentation of models by experts, users and alumni	S. 42-43
from 20:30	Dinner / Bar / ›Hallöchen‹ at Ballsaal / Schaltzentrale	S. 40-41

Sunday [20.10.2019]

10:30 - 12:00	Group Discussion: Learnings and Transferibility all participants	S. 38-39
12:00 - 13:00	Harvesting and Evaluation Loredana Gaita and Danny Tompkins	S. 14-33
13:00 - 14:00	Farewell Lunch picnic in groups	S. 40-41
14:00 - 14:30	Farewell for Alumni all participants	
from 14:30	Founding Meeting of Local New Workers condensing one model and next step(s) to take	S.44-45

WERK in Hammerbrook



- 1 Zählerwerk
- 2 PARKS
- 3 Schaltzentrale / HALLO e.V.
- 4 Kraftwerk Bille / MIB
- 5 Kulturelles Neuland e.V.
- 6 Ramona Records
- 7 Atelierhaus Bullerdeich
- 8 Stadtreinigung
- 9 car dealers
- 10 Rudervereinigung Bille
- 11 Opernfundus
- 12 Mercedeshaus
- 13 Mikropol e.V.
- 14 Monopol für Alle
- 15 Hamburgs Wilder Osten
- 16 University of Fine Arts (HfbK)
- 17 Betriebssportverband
- 18 Künstlerhaus Wendenstraße 45
- 19 Hafencity University (HCU)
- 20 refugee accommodation centre
- 21 Atelieregemeinschaft S21
- 22 Hermann H. Heik GmbH & Co. KG
- 23 Memorial Bullenuser Damm
- 24 Billhuder Insel Kleingartenverein
- 25 Musikbunker

The location of WERK is a former coal power plant directly next to the river Bille. In total, just about 5 000 people live in this neighbourhood. Both them and the working population employed in the logistic, industrial and small-scale enterprises are the people who make up the atmosphere of the area. Alongside established as well as (sub)cultural and artistic institutions, all of them are part of the neighborhood community that revolves around the Billebecken. Approximately 12 000 car dealers, truckers, sex workers, manufacturers, office employees, artists and other professionals as well as leisure gardeners work here next to each other, contributing to the urban atmosphere of Hammerbrook and Rothenburgsort in Hamburg East. According to its self-conception, WERK aims to understand the place as one which is formed in co-production with the (reproductive) working and living neighbourhood. The already established social structure is meant to be expanded by means of co-production and co-creation which would involve all local actors. WERK should become a central place and meeting point in the neighborhood through which the already existent political structures and local networks are secured and strengthened. With the spacial and social structure of WERK in place, a new space is added to the area which aims at supporting and invigorating the already ongoing work of local actors.

In 2016, the association HALLO e.V., which had initially begun by setting up a (local) network, founded a neighborhood office (»Schaltzentrale«) in one of the buildings on the former Kraftwerk area with the intention to open up the place to the public for cultural and artistic use. For this purpose, they have been collaborating with the owner of the site, MIB AG, with whom they have set the ground for an ongoing partnership.

So far, the projects initiated within the neighborhood can be conceived as a test run for the development of WERK: PARKS, a co-produced public green space next to Kraftwerk in cooperation with Behörde für Umwelt und Energie [State Ministry for Energy and the Environment] and Bezirk Hamburg Mitte [district authority] and the cooperations with the educational and training programs of Hafencity University are but a few examples of the joint projects established within the neighborhood. Such processes require time and space. In coordination with the local actors, WERK seeks to develop policies or sets of rules for joint urban development that aim beyond mere trial character and intend to contribute to the ongoing project in Hammerbrook as well as at general applicability to other contexts.

In the master plan »Stromaufwärts an Elbe und Bille«, a future vision of Hamburg East is presented in conjunction with the following citation: »the concept so far is a future scenario – it only will become reality together with all established actors«. We take this idea up by bringing together various networks of actors to start an exchange and opening up to the public.

Photographic Impressions

neighborhood stroll



(Spatial) Commons & Spaces of New Work

Dagmar Pelger

Chair of Urban Design and Urbanization, TU Berlin/HCU

In her talk, Dagmar Pelger defines New Work as a mode of work oriented towards the common good, by which is meant a productive or reproductive activity aiming at (re-)balancing individual and collective subsistence. Her approach is based on distinguishing public work, a service provided by a state or municipality, and private work, as effected within a profit-oriented (subsistence) economy, from common or communized work which is non-profit but subsistence oriented and (re-)productive.

The basis for this distinction is sought in the theoretical foundations of the (urban) commons discourses which have emerged in recent decades. Natural, cultural as well as urban resources are the universal common goods by means of which we, as commoners, produce and reproduce our particular ›common lands‹ anew in coordinated actions every day. These can be considered acts of commoning regardless of whether they are effected in a conscious or unconscious manner. These activities produce particular (spatial) commons that can be considered as the social product of the commoners. As long as this social product is shared among all commoners involved and as long as the commons are open and expandable, she argues that what is being reproduced and maintained is the commons. Accordingly, she understands neighbourhoods as an example of an urban common good and space, where processes of commoning appear in which universal (the urban realm of the street) and particular commons (this one specific street corner bar) are reciprocally intertwined. Both particular and universal spatial commons are open and non-exclusive spaces, while particular spatial commons are self-managed by a particular community with the potential to expand.

Following this reading, in the concept for a house of New Work in the Zählerwerk of the repurposed Bille power station, the potentially communized spaces are defined as a spatial common. In line with that reading, the existing users of Zählerwerk today (artists, activists, producers, manufacturers, students, actors etc.) are potential commoners as soon as they consider themselves an open and expanding community sharing their social product and securing itself through a process of self-management. Already today, they work in a self-empowered and self-organized way and, to a certain degree, share yields within a set of coordinated rules. It is to this degree that their work can be understood as New Work, where rules and tools of commoning processes are focused on securing and maintaining the spatial resource that they rent from the private owners of the Zählerwerk.

The concept for a House for New Work – or in short: WERK – thus proposes a cooperative model to secure and organize a non-profit oriented management of the work spaces. Accordingly, WERK, understood as both the building and the cooperative network of workers who manage it, has the potential not only to produce particular spatial commons within the industrial building, but also to maintain the site as an urban resource. By securing WERK as a long lasting affordable, cost neutral and function consolidated spatial resource for New Work, the ›WERKers‹ provide a re-investable non-profit and subsistence economy for the community, the neighbourhood and the city of Hamburg.

flux eG – A Place of Joint Production

Efthimia Panagiotidis

Institute of Sociology, University of Hamburg and board member of flux eG

The cooperative flux eG owns a historic 7.000m² casern located in Altona, a central district of Hamburg which is characterized by a diverse neighbourhood. The idea for a cooperative emerged at a time when a variety of people and initiatives rallied around the question of affordable housing and work spaces, assembling into a movement claiming a ›Right to the City‹ which generated a strong political force. flux eG was founded by Frappant e.V., an artist's association, and Lux & Konsorten, a collective of small scale traders and craftsmen in 2013. Together they bought the building complex in 2015.

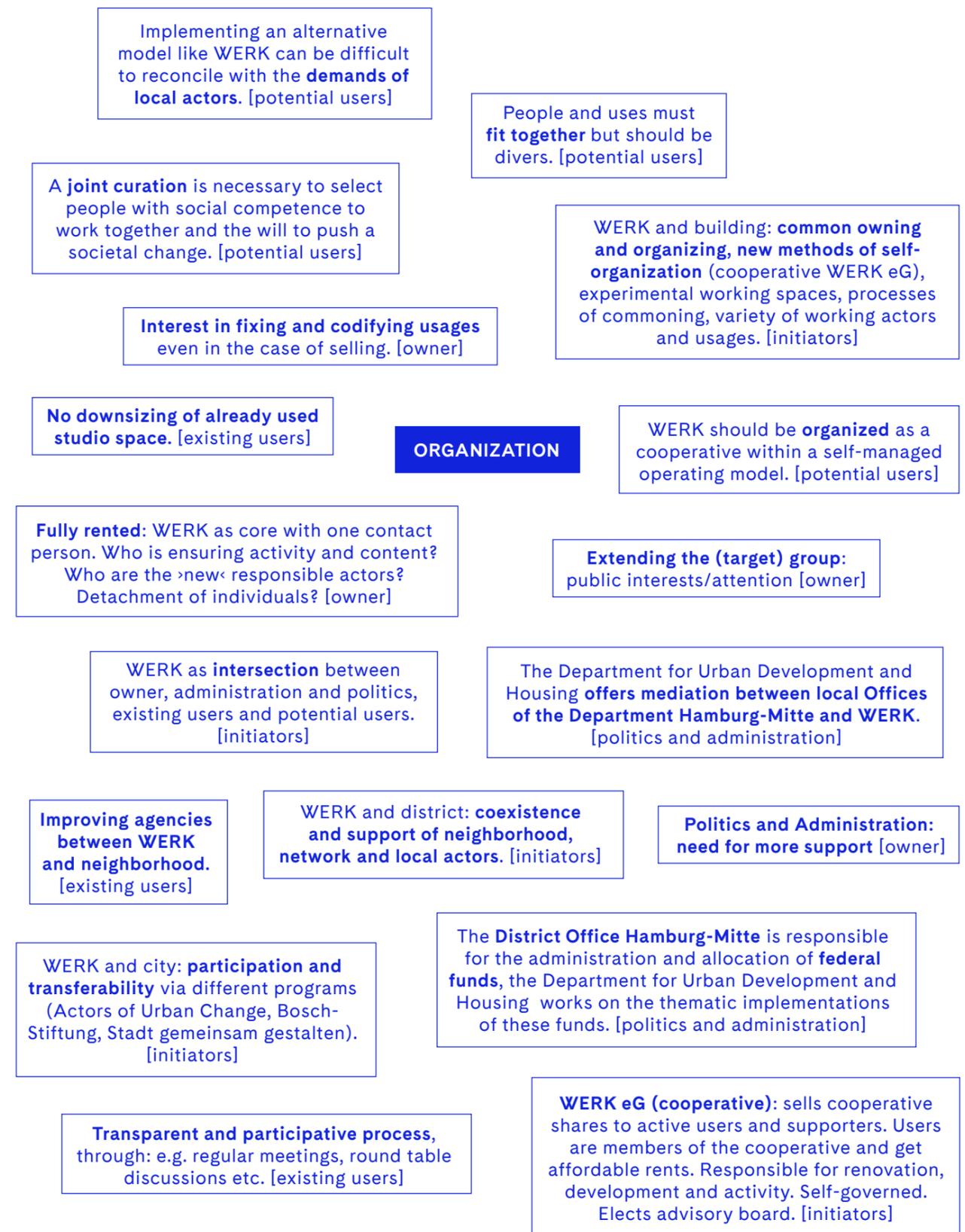
The cooperative consists of 235 members that own 1805 cooperative shares and 178 investing members that own 2921 cooperative shares. Together, they built an equity-capital of 1967000 €. The purchase price for the for the publicly owned ground and building was 1850000 €. This modest amount was the result of political pressure as well as of the effort and support of a wider public audience. The renovation costs amounted to almost 10500000 €. The large sum designated for renovation purposes was financed through funding from several sources as well as supplemented by an ongoing process of self-managed renovation and construction that is yet to be completed. The average rent is 5,26 €/m² under conditions of full occupation of the usable space (7155 m²). Each rent is based on a solidarity-based rent-factor-model. The guiding principle is to concentrate the spaces as much as possible. In order to enable ›social accessibility‹, tenants who require a large use of space pay less than tenants with a small use of space (e.g. 1 x 4,80 € vs. 1,125 x 5,40 €).

The operating model is structured in the following way: it is headed by one supervisory board and one board, under the guidance of which general assemblies and several working groups (public relations, fundraising, self-management of house communities, constructional and energy-related developments of the building) operate. A special feature of the operating model are the self-managed ›Quartiers‹. The ›Quartiers‹ function at the level of each self-organized floor. In so doing, the cooperative wants to prevent itself from becoming a service company. In addition to the self-organization of the ›Quartiers‹, workshops are held for community- and working group members to foster processes of reflection and decision making throughout the building.

The main principles of Flux eG consist of the provision of infrastructures that empower local communities, the guarantee of speculation-free land and buildings with permanent rental security as well as the withholding of additional grounds and buildings from the real estate market. Flux eG considers itself a civic actor in real estate, urban development and common good oriented networks.

Cloud Description

The organization team of ›New Work for the Common Good‹ conducted interviews with the initiators of WERK, representatives of politics and administration, potential users, existing users and the owner. Out of these interviews, the thematic complexes ›organization‹, ›content‹ and ›financing‹ were pinpointed. The presentation of these issues and the various perspectives on them formed the starting point for the workshop discussions. Five workshop groups – each of them with different focuses on the three topics – came together, depending on the individual interests of the participants.





Role of politics and administration: possible fundings and ideal support. [initiators]

No big interest in selling Zählerwerk to WERK or municipality: not at the moment, but not impossible. **MIB wants to secure and control content criteria.** [owner]

Direct buying of building and property: WERKeG owns long-term. [initiators]

Rental contract for 30 years for (whole) building Zählerwerk: MIB pays substantial renovations and constructions and technical development, no interior construction. **Rent for 7€/m².** [owner]

Additional funding possibilities are preservation funds (Denkmalschutz) and, due to the fact that the main topic is work and production, economic development funds. [politics and administration]

Erbbaurecht (leasehold) via foundation: foundation buys building and property from MIB. WerkeG uses building long-term through ground rent. [initiators]

Keeping status quo of rent. [existing users]

The longer the rent, the higher the **own investments** can be (min. 3-4 years rental contract). [potential users]

Financial contribution of WERK has to be clear. [politics and administration]

FINANCING

The promotion of a priority area such as the Hamburg East with 99 million€ of federal funds is a **new approach by the federal government** for urban development. [politics and administration]

Miethäusersyndikat: buying/leasehold via normally non-profit limited company and association. [initiators]

WERK as partner for acquiring funding: Preservation order funding, interior construction, running of building and activities and content via project fundings and institutional funding. [owner]

Cross-Financing: Wealthy renters pay more: e.g. Louis Vuitton produces in Kraftwerk because WERK is so attractive. Usages that bring money: Gastronomy? Hotel room in cool neighborhood? [owner]

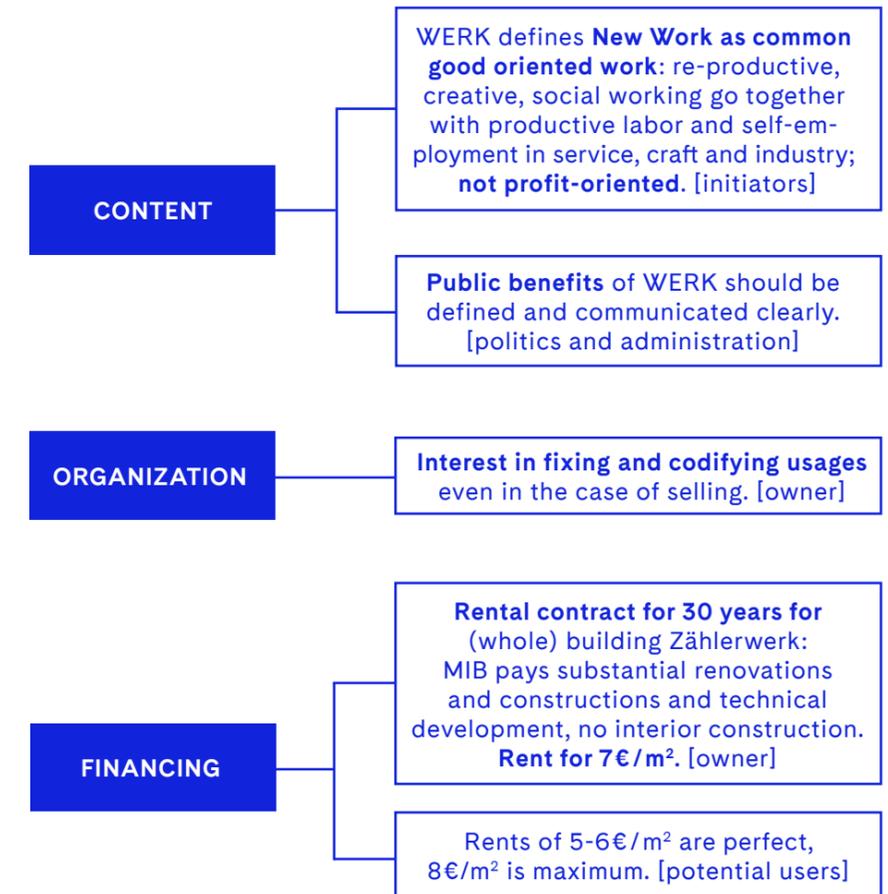
Rents of 5-6€/m² are perfect, 8€/m² is maximum. [potential users]

Erbbaurecht (leasehold) via MIB: WERKeG uses building and property long-term through ground rent. [initiators]



Workshop 1

Conditions for Collaborations

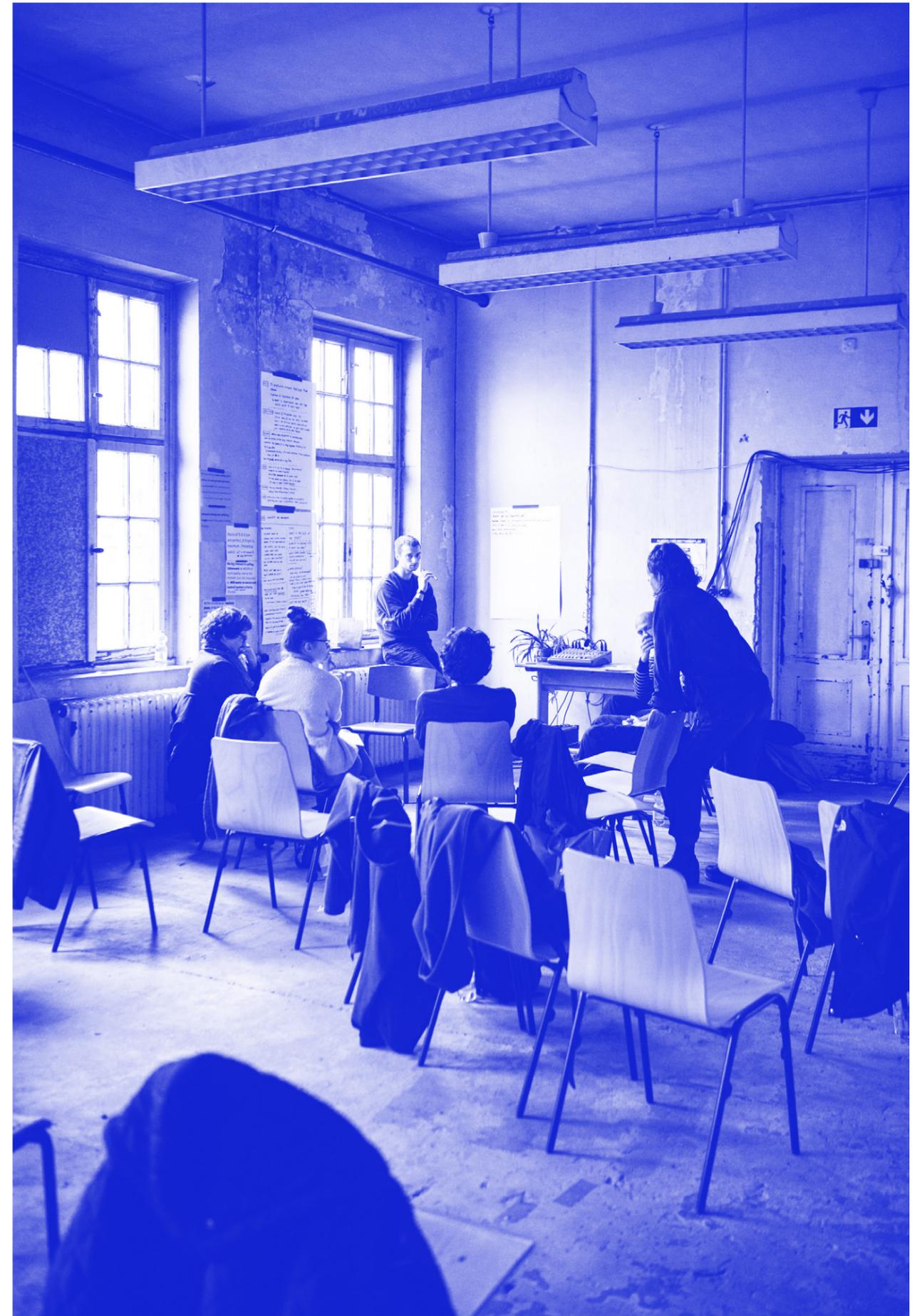
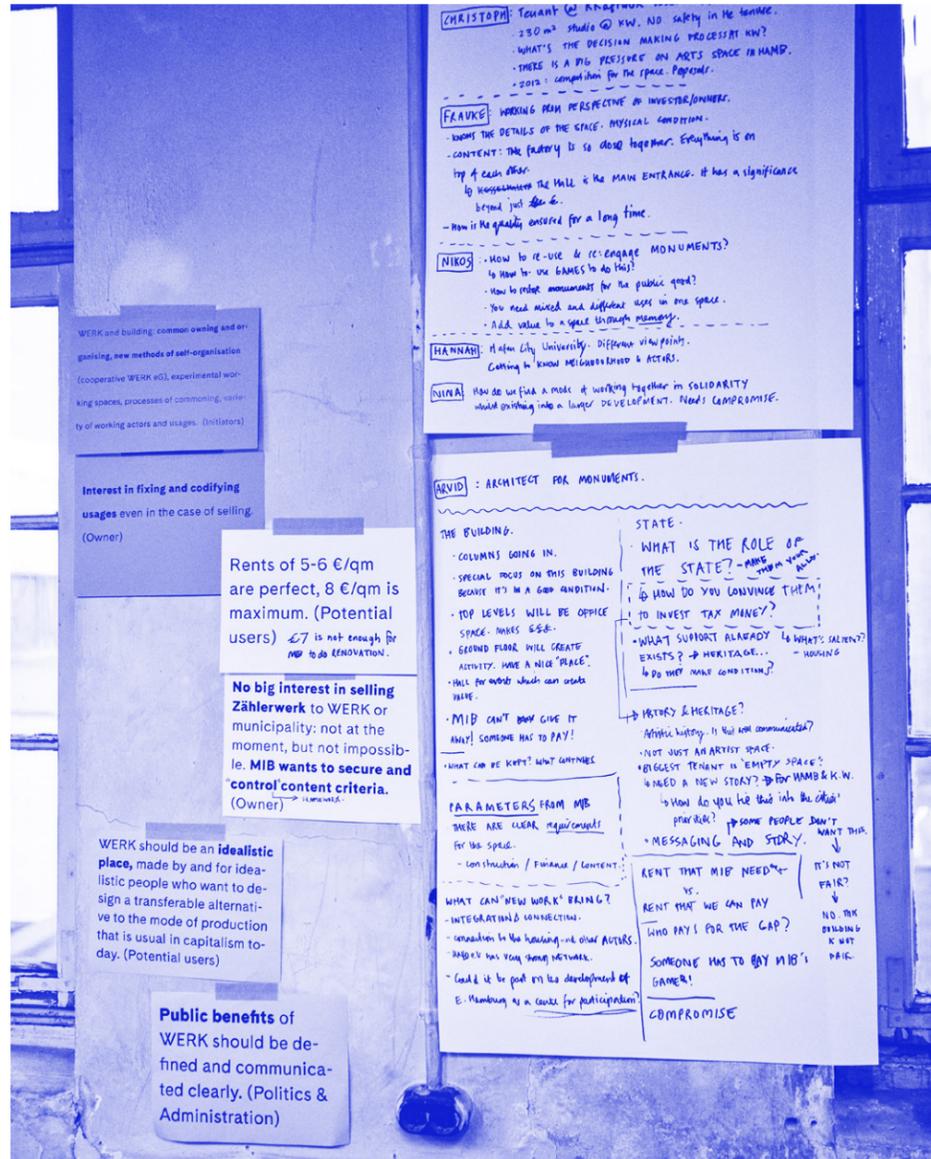


Who collaborates with whom and why?

Output

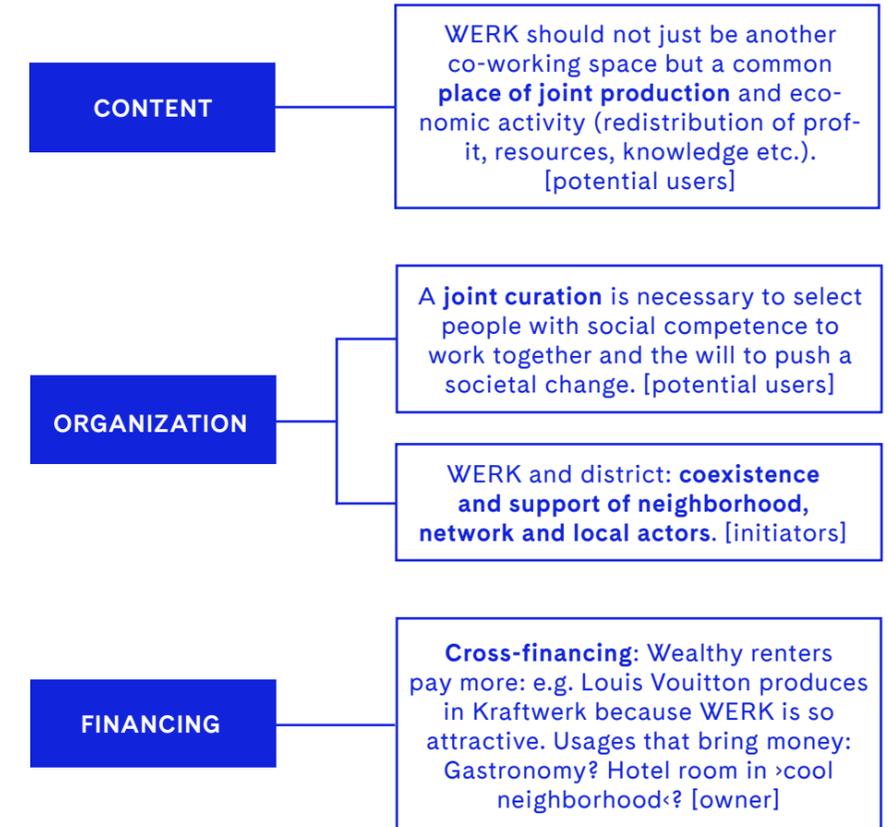
Workshop 1

Following the discussion of the question as to why the private owner MIB should give the building Zählerwerk to WERK, we can list three arguments for a collaboration. WERK can contribute to MIB's portfolio, MIB can acquire additional investments and WERK can initiate political pressure to leverage against MIB. If MIB does not sell for a symbolic price, the need arises for negotiations regarding the rent gap. Again, three strategies are discussed: First, WERK acts as an entrepreneur and finances the gap via shares, loans or crowdfunding. Second, WERK creates cultural value and receives financial acknowledgement: MIB compensates for the rent gap. The last possibility is that the state pays the difference because of the importance of the trade history in Hamburg.



Workshop 2

Ecosystem of Shared Values



What are the values and ideals and who are the people of WERK?



Output

Workshop 2

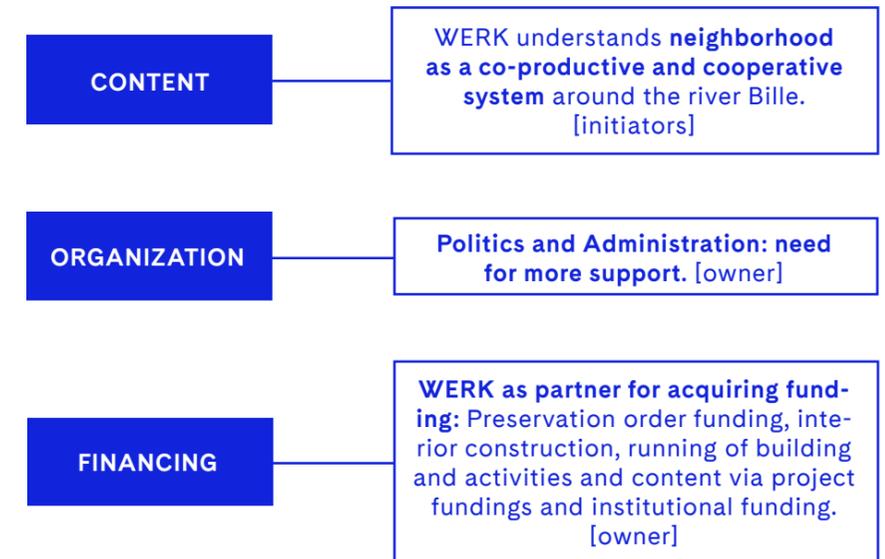
WERK acts as a collective entity rather than atomized individuals. WERK can be understood as a prototype and various WERKs can pop up at different locations in multiple cities. Shared ideals build the foundation and the ›Charter of WERK‹ / ›Charter of common work‹ is based on common values. These values build and connect users (groups) of WERK.

In consequence, the joint formulation of and compliance to common priorities is more important than a completely open organizational structure. If the cooperative WERK is creating common good, how public or private is the common? We are distinguishing participativeness and publicness through different positions of the commoners: active members, financial supporters, eventual visitors.



Workshop 3

Including and Exchanging with the Neighborhood



How can WERK function as the participative center within the development area ›Hamburger Osten‹?



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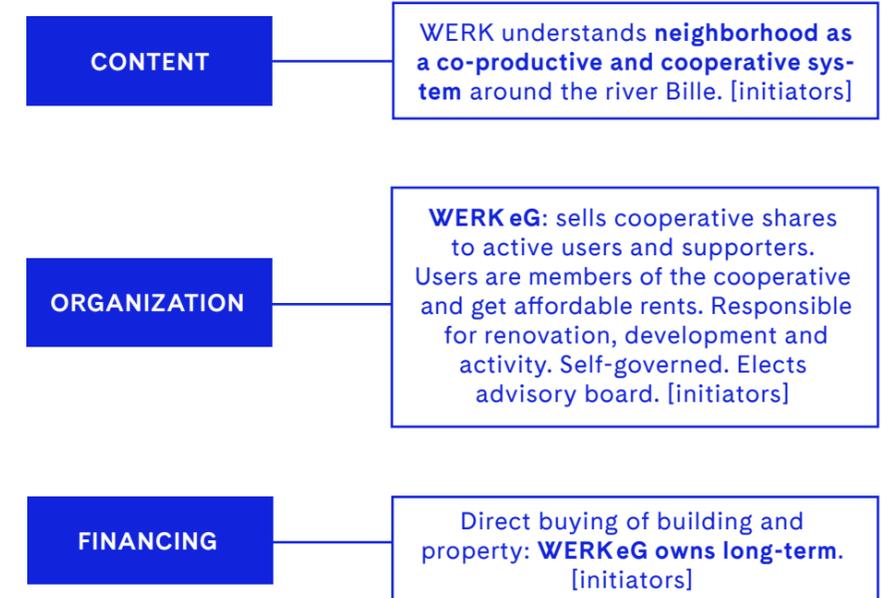
Workshop 3

WERK becomes the participative center within the development area ›Hamburger Osten‹ [Hamburg East] by offering neighbourhood activities for which it would receive economic development funds. What are the socializing formats that connect WERK with the neighbourhood? We imagine collective dinners, an ›affiliate program‹ for new members, neighbourhood meetings, leisure, sports and shared green spaces. Furthermore, WERK functions as a service center [e.g. alternative employment agency]. Opening up the space next to the water, the streets and to PARKS is an important component for inviting the neighborhood (also spatially). Furthermore, the creation of strong narratives through storytelling opens up the area for the public. Telling WERK's story as a story of neighbourhood integration, shared morals and community aspects accords with political needs.



Workshop 4

Productive, Re-productive and Common Work



How can WERK redefine the organization of work?

Output

Workshop 4

Digitalization, delimitation and the shortage of resources are the starting points from where to redefine New Work. The house Zählerwerk as a resource with work is understood as a tool of commoning and the workers as commoners. WERK is organized as a cooperative within a self-managed operating model. Small entities of organization (like fux eG ›quartiers‹) contribute financially with different percentages.

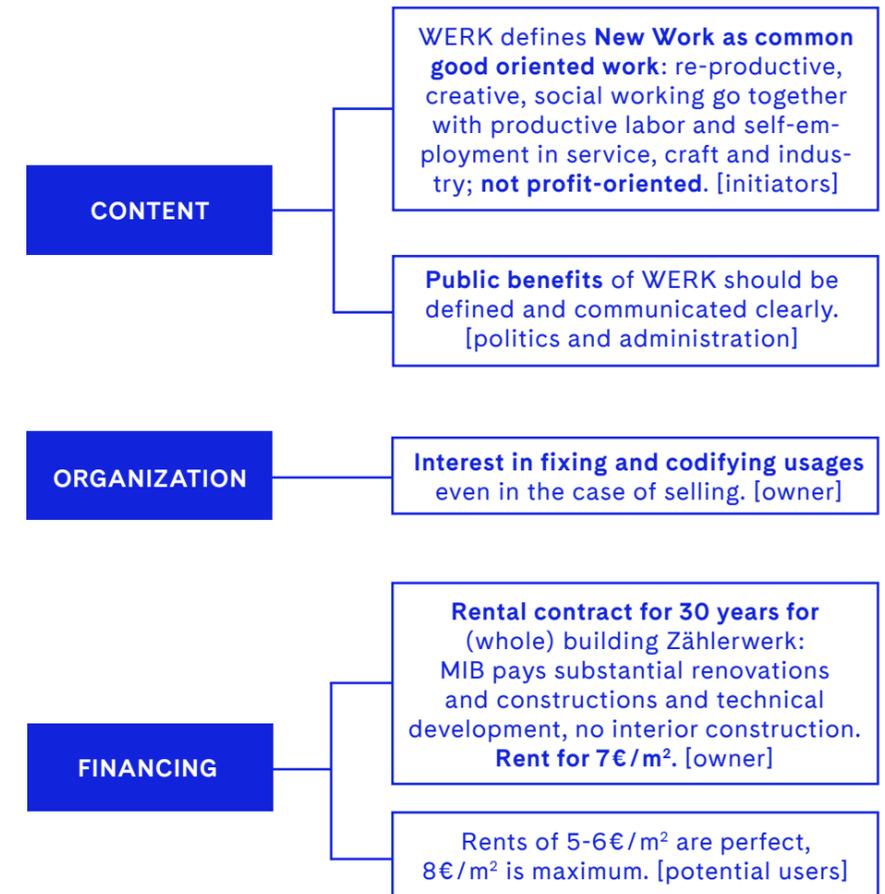
The WERK building (Zählerwerk) is spatially organized in $\frac{1}{3}$ production, $\frac{1}{3}$ reproduction, $\frac{1}{3}$ of leisure just as on the level of the individual working days of each member and the neighbourhood. Various practices are shared: working, caring, playing. As well as spaces: common areas, kitchen, kindergarten, water access or resources like materials, food and boats.

The state is sourcing out services and public responsibilities. WERK could step in and take these over, receiving tax money in return. Here again the division by three [$\frac{1}{3}$ market: products, service, rents, shares / $\frac{1}{3}$ common: sharing system, unpaid, things / $\frac{1}{3}$ individual: practices you do yourself] applies.



Workshop 5

Solidarity in Financing



Where does the money come from?

Output

Workshop 5

WERK eG owns the building of Zählerwerk forever! WERK is financed through crowdfunding strategies like online platforms. Finances are based on radical transparency and internal redistribution. WERK's rents are organized through a rent-factor-model with percentage distribution. Further money flows in from friendly investing shareholders and for-profit institutions support the non-profit WERK. The cooperation with local companies deepens. Basic democratic decision-making processes build the foundation and manifest for example in assemblies. The administration of WERK and its organization is paid.



International Transferability and Networking

One incentive of the workshop was to create transferable results for participants to implement in their home countries and in projects they are involved in. For many of them, the idea of a spatial production of common good in post-industrial areas was of special interest. However, a lot of questions remained open as regards adequate organizational and financial structures for the implementation of such an idea in other contexts.

Many participants found the workshop extremely inspiring and took a lot of ideas with them, but some of them raised the point that not all aspects could easily be transferred to their home countries or projects. This is especially true as regards the local and social resources which play into this particular case, such as trust between the stakeholders, the concrete neighbourhood of Kraftwerk Bille and the pre-existing networks of the organizers.

Another express aim of the workshop was to initiate an international network of people who engage in the intersectional fields of New Work and common good. Although such a network remains yet to be founded, as the working groups of this workshop were predominantly focused on the local case of Kraftwerk Bille, it became clear that the international participants were especially interested in an ongoing exchange and in setting up such a network. Some first ideas for a continuation of the exchange were voiced.

Participants would appreciate to have activists and representatives from existing and planned projects included in such a network in order to learn more about their experiences and to develop practical ideas for the strengthening and establishment of spaces of New Work for the common good. Furthermore, a charter¹ could be developed both to address more people and projects and to identify similarities between the involved actors. Since Kraftwerk Bille would probably be part of such a network, it is conceivable that future workshops could be held there, allowing people in the network to experience the future development of the area.

¹ Core aspects of the WERK concept and possible starting points for a common charter of 'New Work for the Common Good'

- _ affordability
- _ common good
- _ co-operative ownership
- _ circular economy
- _ permeability
- _ feel good, harmony, care and support
- _ sustainable building
- _ solidarity
- _ establishing common rules
- _ nested groups (small connected independent groups)
- _ different minds of productivity
- _ transparently organized and managed
- _ collective decision making
- _ content criteria for users



Photographic Impressions

food





Founding Meeting

The workshop ended with the founding meeting of the existing users of the Zählerwerk, potential users and the initiators themselves. Each participant was asked to give some feedback and to talk about both their conditions and wishes as regards a potential collaboration. The potential users – most of them already living and/or working in the area of Hamburg East – emphasized the unique chance to be part of a construction and place-making process from the beginning. According to them, the process should start immediately (moving into the vacant building and developing it through daily usage). The main idea, that of a structure allowing for diverse uses that includes offices, art and culture, production, craftsmen as well as spaces for social practices, sports and leisure, was considered of prime relevance and to be one of the main conditions for a potential collaboration. Another priority that was named was the establishment of a curated place and organizational structure with clearly defined responsibilities: ›Tenants would like to use the place without assuming too many responsibilities regarding its management and administration.‹ Concerning the space itself, the potential users imagine it to be open, allowing for several possibilities for encounters with the internal and extended community and neighborhood as well as with the public.

The existing users of the building, an artist community, conceive of the concept for a house of common work within the Zählerwerk in overall positive terms. Currently, the artist community shares space rather than a political idea or the desire for collective action and work. Due to this fact, an umbrella organization such as a cooperative which would take on curatorial duties for the spaces and the responsibility for administration and management has been perceived as necessary. But the current cooperation between the initiators and the owner is viewed sceptically. The fear of displacement and concomitant pressure is omnipresent. A transparent process that would include clearly defined duties and persons to contact is considered an absolute condition. One solution for this could be to establish a stronger connection between the artist group and the initiators. Spatially, the wish was expressed for a new organization of the space which would provide shared spaces, resources and ideas.



Participants

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Mateja Rot

Regina Rossi

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Nikos Vandoros

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WERK Workshop Documentation

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