



Volume 1  
The Model Project:  
Initiative and Vision

Model Project  
**HAUS**  
der Statistik

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***50,000 sqm vacancy  
in the middle  
of Berlin...***



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**HAUS**  
der Statistik



***The Haus der Statistik offers the possibility...***



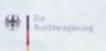
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of a diverse city***



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# Model Project Haus der Statistik

The city as a place of social diversity is in danger. In Berlin, the growth pressure is particularly evident: a rapid increase in the value of land, increasingly scarce affordable residential and commercial space as well as increasing displacement pressure on actors from the fields of art, culture, education, small-scale commerce and social affairs. Even the Berlin administration, after years of misguided urban development policy, is victim of gentrification mechanisms. The fact that land is irreproducible and indispensable makes it clear that there is a need for a cooperative urban development of our cities that is oriented towards the common good.

The Haus der Statistik, located in the immediate vicinity of Berlin's Alexanderplatz, offers the possibility of exemplarily putting this demand in practice. For 10 years, the 50,000 sqm building complex in the middle of Berlin has remained empty. As a result of high-profile actions by the *Haus der Statistik initiative*, a group of committed artists, architects, cultural workers and politicians, the previous plans for selling to investors and the planned demolition were prevented in 2015.

The initiative's demand to secure the Haus der Statistik in a cost-effective mix of uses as a common good was finally accepted by the administration and politicians. At the end of 2017, the Federal State of Berlin acquired the Haus der Statistik from the Federal Government,

paving the way for the development of the quarter for the common good. The existing building and around 65,000 sqm of new construction will provide space for art, culture, social affairs and education, affordable housing as well as a new city hall for the district of Berlin-Mitte and administrative uses.

The initially contradictory use concepts of politics and administration on the one hand and of the initiative on the other are brought together in a joint project development. To achieve this goal, a novel, very constructive constellation of actors was formed. The so-called *Koop5* consists of the Senate Department for Urban Development and Housing, the District Office Berlin-Mitte, the state-owned companies WBM Wohnungsbau-gesellschaft Berlin-Mitte mbH and BIM Berliner Immobilienmanagement GmbH and the ZUSAMMENKUNFT Berlin eG, which acts as the legal representative of the Haus der Statistik initiative. The five cooperation partners are working together in a spirit of consensus and joint responsibility for the development of the quarter. In this way, civil society knowledge and commitment are coupled with the expertise and scope of action of the administration.

This brochure is the first in a growing series. It describes the current development and gives an outlook on what will come into being in the next few years in the newly emerging quarter Haus der Statistik.

## Vacancy as a Resource

Since 2008, the Haus der Statistik, built in 1968-70 in the middle of Berlin, has been empty. The former seat of the State Central Administration for Statistics (SZS) of the German Democratic Republic became federal property with the reunification of Germany. After the fall of communism, the Haus der Statistik was used, among other

things, by the office of the Federal Commissioner for the Records of the State Security Service that grants people access to all Stasi-files that concern them. Since the authorities moved out in 2008, the approximately 50,000 sqm building complex has been unused. The land belonged in part to the Federal Government and the Federal

State of Berlin. These unusual property boundaries prevented a development oriented towards the common good after the abandonment of administrative use, either in the existing buildings or as new construction potential. Both were not planned anyway, but the maxime of selling out prevailed with federation and State. The existing building was considered non-marketable, the entire building complex was to be demolished and rebuilt with commercial uses such as retail, hotels, office space and apartments by private investors. This is what the winning design of the urban development competition launched in 2009 and the resultant draft of the land-use plan provided for. The construction of a further 110m high skyscraper based on the Kollhoff Plan<sup>1</sup> was also discussed at the Haus der Statistik site. But to find interested investors for the proposed development was at this time no self-runner, nothing happened at first, except that the condition of the buildings deteriorated further.

### From campaign to concept

An artistic protest campaign at the Haus der Statistik got things moving in 2015: During *Berlin Art Week*, the Alliance of threatened Berlin studio buildings (*Allianz bedrohter Berliner Atelierhäuser – AbBA*), formed by a group of committed artists, attached a large poster in the style of an official building sign on the façade. This raised public awareness concerning the discussion about the future of the building complex.

Shortly thereafter, the *Haus der Statistik initiative* was founded, an alliance of various Berlin actors: social and cultural institutions, art collectives, architects, foundations and associations supporting the goal of creating affordable spaces for displaced user groups in the city centre.

During a press conference in December 2015, the initiative, supported by the then district mayor Dr. Christian Hanke, presented the first concept for the derelict building: a “centre for refugees – social – art – creatives” at the Haus der Statistik. It planned to convert almost the entire building into affordable living space as well as workspaces for art, culture, social affairs and education and to expand them with new

buildings of a similar size. In 2015, the support of the concept of the initiative was decided by votes of all parties in the District Assembly (BVV) of Berlin-Mitte. Also in the press, the concept generated consistently positive response.

In the course of the search for suitable areas to accommodate refugees, as well as the urgent need for additional space for the Berlin administration, the Haus der Statistik once again came into the focus of the Berlin Senate. A growing city as well as the consequences of having sold land during times of austerity policy in the 2000s, resulted in an urgent need for spaces for Berlin’s administration. After years of vacancy, two concepts, initially mutually exclusive due to different uses, faced each other.

<sup>1</sup> In 1993, an urban planning competition was launched for Alexanderplatz to rearrange the square. The winning design of the Berlin architects Hans Kollhoff and Helga Timmermann provided for up of thirteen skyscrapers, each 150 meters high, on the adjacent streets. The draft was reduced during a revision to ten skyscrapers. The “Kollhoff Plan” was born, which is, in diluted form, still today basis for further urban development at Alexanderplatz.

# The Urban Society Organises Itself

### Support of the district



After increased public attention and closer networking within the urban society, the initiative’s proposals were also discussed at the political level. The first support by the mayor of the Berlin district Mitte, Christian Hanke, was followed by an almost unanimous resolution of the District Assembly Berlin-Mitte. Among other things, they stated: “A one-sided focus on high-yield real estate development leads to a monocultural and unattractive dead end, boredom and substitutability. Innovative, lively and open production centres for art, culture and social affairs, but also small businesses, should be taken into account when planning new projects at Alexanderplatz (and elsewhere).”

### Feasibility of the concept



By founding the ZUSammenKUNFT Berlin eG – Cooperative for Urban Development (ZKB), in April 2016, the initiative became capable of action and legal capacity. The occasion was the invitation of the Senator of Finance to the initiative to present the concept and its feasibility to him. The feasibility study prepared by ZKB reveals more in-depth solution options for a mixed use of the Haus der Statistik as well as a participatory organisational structure. Strategies for the step-by-step reinstatement of the buildings as well as principles of project development based on partnership were developed. Within a few months, an initial idea became an implementable concept.

### Awarding the concept



In spring 2016, the concept of the initiative was awarded. With the participation of Berlin’s Senate Building Director Regula Lüscher, a jury selected the initiative’s proposal for the Haus der Statistik from among 150 submitted international works and awarded it the *Berlin Award*. This prize is awarded by the Senate Department for Urban Development and Housing to honour innovative projects that contribute to improving the quality of life in urban areas.

### Political change



The project also received an official positive assessment from state politics at the latest after the elections in autumn 2016. Informal consultations had already taken place during the election campaign. They were aimed at reconciling the two contradictory concepts of use, instead of developing them against each other. The coalition agreement of the new Berlin government (Social Democrats, Left, Green Party) stipulated that the Haus der Statistik should be developed as a model project for administration, culture, education, social affairs and affordable housing, and that the area should be re-municipalised. In addition, it was decided to ensure broad participation of the urban society in the further development process.

The concept and the demand of the initiative were thus politically anchored. As a result, until January 2017, a potential study was compiled, which unified the two usage concepts and pointed out feasible urban planning variants. The foundation stone for further implementation



The ZUsammenKUNFT brought together a variety of groups



Awarding the concept with the Berlin Award



Kick-off of the Akademie der ZUsammenKUNFT



Invitation to the neighbourhood party



"An offer to Berlin": Feasibility study for the Haus der Statistik



At the first networking council:  
Discussion and development of ideas



Model project ZUsammenKUNFT in the emergency shelter Stresemannstraße 95



At the first networking council:  
The current status is presented



The city gets in

was laid in autumn 2017: The Federal State of Berlin acquired land and buildings from the Institute for Federal Real Estate (*Bundesanstalt für Immobilienaufgaben – BImA*). This cleared the way for the development of the area oriented towards the common good.

## Networking council



From the outset, the public interest-oriented development of the Haus der Statistik has been an open and collaborative process. Since the beginning of 2016, the initiative has been organising public networking meetings for people interested in the development of the Haus der Statistik. During these networking council, interested people are regularly informed about the current status of the project and collectively discuss and develop questions concerning the development of the area.

The concept of the initiative, which was presented in December 2015, has been further developed in two networking councils, each with around 300 participants. Through intensive exchange between interested actors, concrete ideas on the use and further procedures were worked on. The feasibility study formulated in April 2016 was able to build on this. In addition, the networking council also gave rise to the idea of developing the first prototypes of the concept, which were implemented from summer 2016.

To this day, the regular networking council accompany the entire process, thus continuously enabling the exchange between the formally necessary aspects of the planning process and the vibrant urban society. Decisive steps of development are thus always embedded in a reciprocal feedback of all actors.

## First prototypes



The ideas and concepts developed during the networking council were implemented early on.

As a prototype, the planned mixture of uses and variety of actors was to be tested on site and in other places in the city. Thus, among other things, the *Akademie der ZUsammenKUNFT* and the *model project ZUsammenKUNFT* were launched.

The *Akademie der ZUsammenKUNFT* is part of the activities of the Haus der Statistik initiative. The Academy was established in 2016-2017 as part of a grant from the Senate Department for Culture and Europe. It served as a content-related platform to test how the interdisciplinary competencies of artists, initiatives and potentially future residents of the Haus der Statistik could be bundled internally through art, discourse and educational formats and passed on to the neighbourhood and urban society. Within the framework of the programme implemented by the *independent scene* in a participatory and cooperative manner, a variety of artistic actions, seminars, lectures, walks, workshops and discussion events were created. Since 2018, the concept has been reorganised with a focus on collaborative and experimental work processes.

Analogous to the project development for the Haus der Statistik, the programme development process of the *Akademie* is also participative and cooperative. Some of the ideas developed here were tested in a pilot project. Under the name *model project ZUsammenKUNFT* the two empty upper floors of a hotel converted into a refugee shelter were filled with life. In coordination with an expert advisory board, cultural and social projects, initiatives, artists' collectives and NGOs were set up whose content dealt with the subject of flight and migration. Activities were developed to promote the mutual exchange of new and old residents inside the building, as well as within the urban society. Beyond the pure shelter, a process unfolded in the *ZUsammenKUNFT*, in which all participants learn from each other and thus successful integration was promoted.

In this way, ideas of a plural and open city were modelled and their feasibility studied in situ. In addition, important experiences were made in these concrete activities and new actors were involved again and again.

# Cooperation at Eye Level

The Haus der Statistik project was included in the coalition agreement 2016 – 2021 following the parliamentary elections in September 2016. The aim is to create a “place for administration as well as culture, education, social affairs and affordable housing”, which is a model project of the new coalition. The agreement includes the

provision of space for administration, affordable housing and a new city hall for the Berlin-Mitte district. The intended uses resulted in a new constellation of actors, which has been working cooperatively on the development of the Haus der Statistik since January 2018.

### Senate Department for Urban Development and Housing (SenSW)

The Senate Department accompanies the process because of the special significance of the place and the project for the whole city. SenSW is particularly active in the implementation of the urban planning process.

### BIM Berliner Immobilienmanagement GmbH (BIM)

Berliner Immobilienmanagement GmbH (BIM) is a wholly owned subsidiary of the Federal State of Berlin. It is responsible for the administration of the state-owned real estate on behalf of the Federal State of Berlin. The BIM will accommodate administrative uses on 80% of the areas of the existing buildings of the Haus der Statistik.

### District Berlin-Mitte

The district is responsible for the creation of the planning law and is in charge of the overall process. Furthermore, the district will erect the new city hall Mitte (approx. 25,000 sqm) on the site.

### ZUsammenKUNFT Berlin eG (ZKB)

The *ZUsammenKUNFT* Berlin eG – Cooperative for Urban Development sees itself and acts in the development process of the area as an administrator of interests, suggestions and demands of the Haus der Statistik initiative. The ZKB will occupy 20% of the existing space and 15,000 sqm in the new building for use in the fields of art, culture, social affairs, education and integrative living.

### Wohnungsbaugesellschaft Berlin-Mitte mbH (WBM)

The WBM, Wohnungsbaugesellschaft Berlin-Mitte mbH, plays a special role among the state-owned housing companies with the highest number of apartments in Berlin's sought-after inner-city locations of Mitte and Friedrichshain and a pronounced commercial expertise. The WBM is to provide 300 affordable apartments (approx. 26,000 sqm in the new building projects) in the Haus der Statistik quarter.

**At the heart of the Haus der Statistik initiative's demands was the desire to expand the urgently needed range of apartments and commercial premises in the lower and middle price segment. For this purpose, the further development of cooperative potentials was seen as a viable approach.**



Consequently, in April 2016, the active core group<sup>1</sup> of the *Haus der Statistik initiative* was constituted as a registered cooperative in order to become part of the further development process as a legally competent partner.

The initiative made itself capable of action and, above all, legally compliant by a “friendly take-over” of the Development Cooperative Tempelhofer Feld (*Entwicklungsgenossenschaft Tempelhofer Feld – EGT*) in April 2016 and converting it into ZUSAMMENKUNFT Berlin eG – Cooperative for Urban Development (ZKB). The EGT was founded in 2013 and started to facilitate the participatory development for the Tempelhofer Feld.

The ZKB acts as the guardian of the interests, suggestions and demands of the initiative. The ZKB will occupy 20% of the existing space and 15,000 sqm in the new building for use in the fields of art, culture, social affairs and education. It was important to the initiators that the initiative continued to exist alongside the Development Cooperative; it remains open to all interested

parties and bundles many supporters. As a legally competent construct the Cooperative has rather assumed an operational role in order to shape the process of project development of the Haus der Statistik at least up to a building application.

The aim of the ZKB is a high-quality project development that provides impetus for mixed neighbourhoods and a city based on solidarity. It is important to permanently withdraw land and heritable building rights from speculation and to develop the respective projects as sustainably effective, economically stable, socially just and as environmentally friendly building blocks of a sustainable city. In dialogue with politicians, the framework conditions for further projects oriented towards the common good are developed. The Haus der Statistik will become a model project in the sense of a broad, cooperative approach.

<sup>1</sup> AbBA, Atelierbeauftragter, raumlabor, Die Zusammenarbeiter, carpaneto.schoeningh, ZK/U

## The KOOP 5

The so-called *Koop5* began its work when the will of the new coalition government to take over the Haus der Statistik from the Federal Government substantiated. The five cooperation partners – Senate Department for Urban Development and Housing, the District Office Berlin-Mitte, the state-owned companies WBM Wohnungsbaugesellschaft Berlin-Mitte mbH and BIM Berliner Immobilienmanagement GmbH as well as the ZUSAMMENKUNFT Berlin eG – work together in a spirit of joint responsibility for the development of the quarter, oriented towards the common good.

The joint responsibility for the success of the whole should not end with building rights or the start of construction, but rather the cooperation

should continue until the use phase. Through joint cooperation agreements, Koop5 communicate their common goals and cooperative working methods to each other and to the public. In particular, ensuring equality between urban and civil society partners is not a matter of course.

A culture of openness and mutual trust runs as a common thread through the process and cooperation. Different skills, experiences and roles find their way to productive cooperation in mutual respect. This type of decision-making body and cooperation is unprecedented in Berlin. It resolves the conflict between administration and civic urban development and can thus become a model for similar constellations in other places.

### **The model project Haus der Statistik:**

**A lively coexistence of affordable housing as well as commercial, cultural and social uses is to be created in the quarter.**

**These uses are not planned against each other, but together in a joint project development.**

**To achieve this goal, a novel, very constructive constellation of actors was formed – the Koop5.**





# Phase 0 of the Neighbourhood Development

With the signing of the first cooperation agreement by the partners involved, the so-called phase 0 of the *Koop5* cooperation began in January 2018. This laid the foundations for further cooperation, created structures and designed the subsequent urban planning process.

The joint workload covered a wide range of activities – from taking stock of the situation to drawing up a mission statement. Another important concern was the development of a planning process, supported by all partners, to work towards the preparation of a land-use plan for the Haus der Statistik. Here it was necessary to enable a broad participation of the urban society. For this purpose, a further networking council was organised, which brought the wishes and

demands of the interested urban society into the process. In the summer of 2018, at the end of Phase 0, the actors involved in *Koop5* as well as delegates from the urban society and other experts met in a concept workshop in order to jointly design the subsequent urban planning process.

A second co-operation agreement, in which *Koop5* agreed on a common framework for the implementation of the so-called “integrated workshop process”, formed the central result of phase 0. In this way, the broad participation of the urban society could be ensured for the further process.

→ → More information: in volume 2 “The Integrated Workshop Process”

## What Is the Model?

Exemplary for the Haus der Statistik project is, on the one hand, the cooperation between the administration, state-owned companies and urban society, who, as (prospective) clients, are jointly and equally responsible for the development of the Haus der Statistik quarter.

Above all, the involvement of urban society is special. In the form of ZU**sammenKUNFT** Berlin eG, which was founded from the core group of the Haus der Statistik initiative, it is involved in the process as a permanent, equal cooperation partner. In this way, the involvement of the urban society in the project acquires a different binding character, since it is an implicit and practised component of a cooperative urban development process. Hence, the project is met

with great interest among the specialist public both nationally and internationally. In addition, it is characteristic of the model project Haus der Statistik that the site will be transformed into a quarter oriented towards the common good with a special variety of uses: affordable housing, administration, art, culture, education and social affairs.

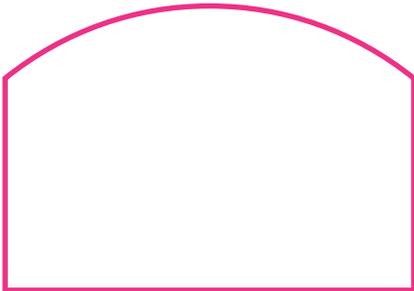
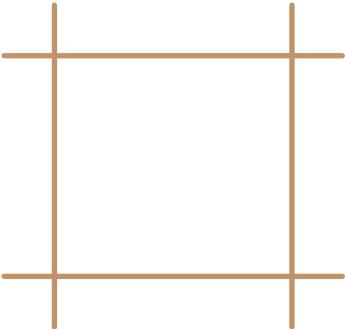
The cooperation agreements by means of which *Koop5* commit themselves to a joint neighbourhood development that continues into the use phase can also be seen as a success with a correspondingly model character. These regular agreements maintain both common values and real obligations (plot division, cost sharing, etc.) for further project development.

In the self-defined objective of Koop5,  
the model project Haus der Statistik stands for:

the common and mutual responsibility,  
which continues into use

the obligation to realise the common good

and to integrate the broad involvement of the  
urban society in the process



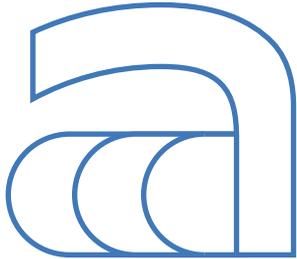
a neighbourhood development with a variety  
of uses from residential, administrative, social  
and cultural spheres

the use of the site and  
within Berlin



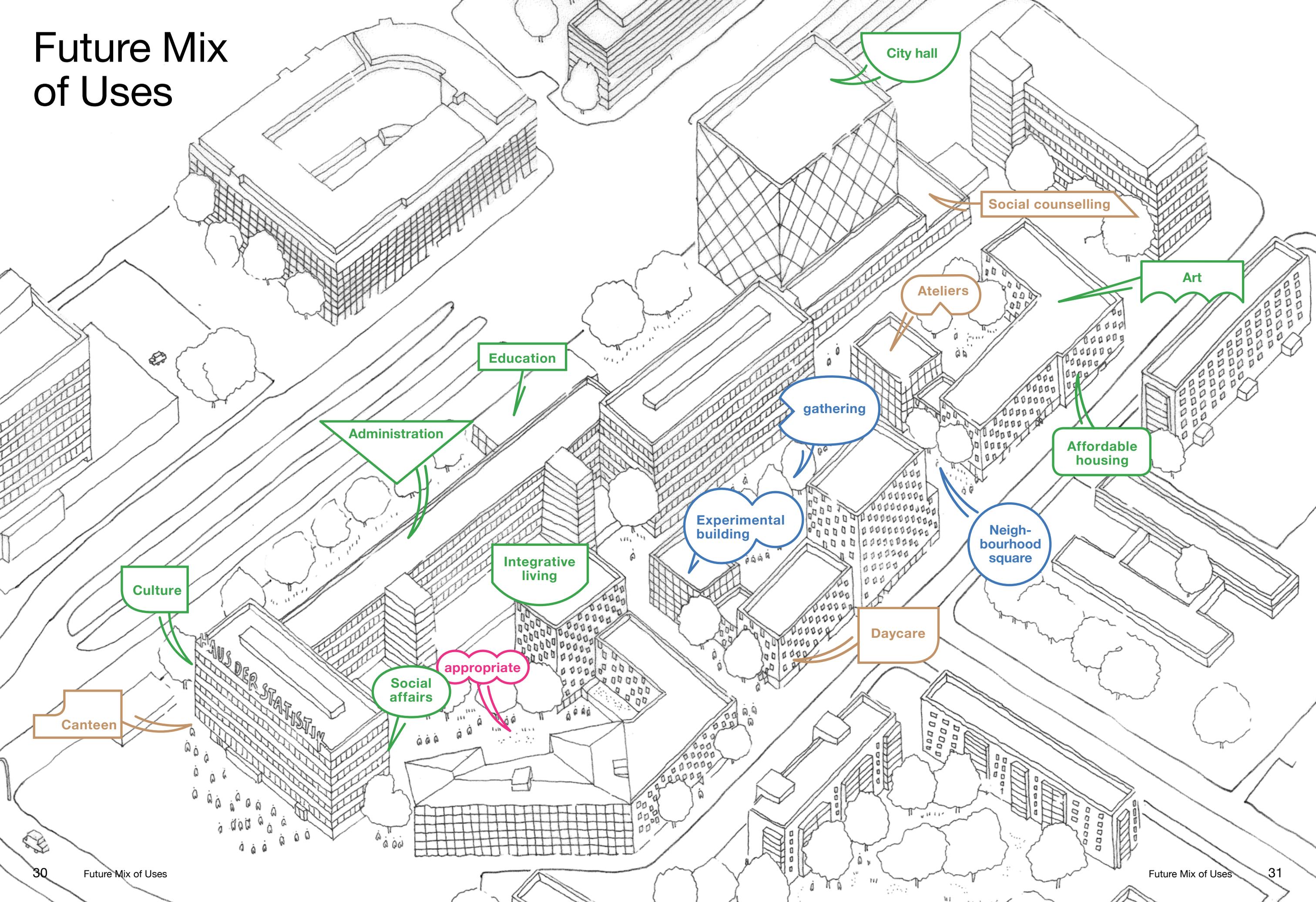
its exceptional location

the creation of own sustainability standards





# Future Mix of Uses



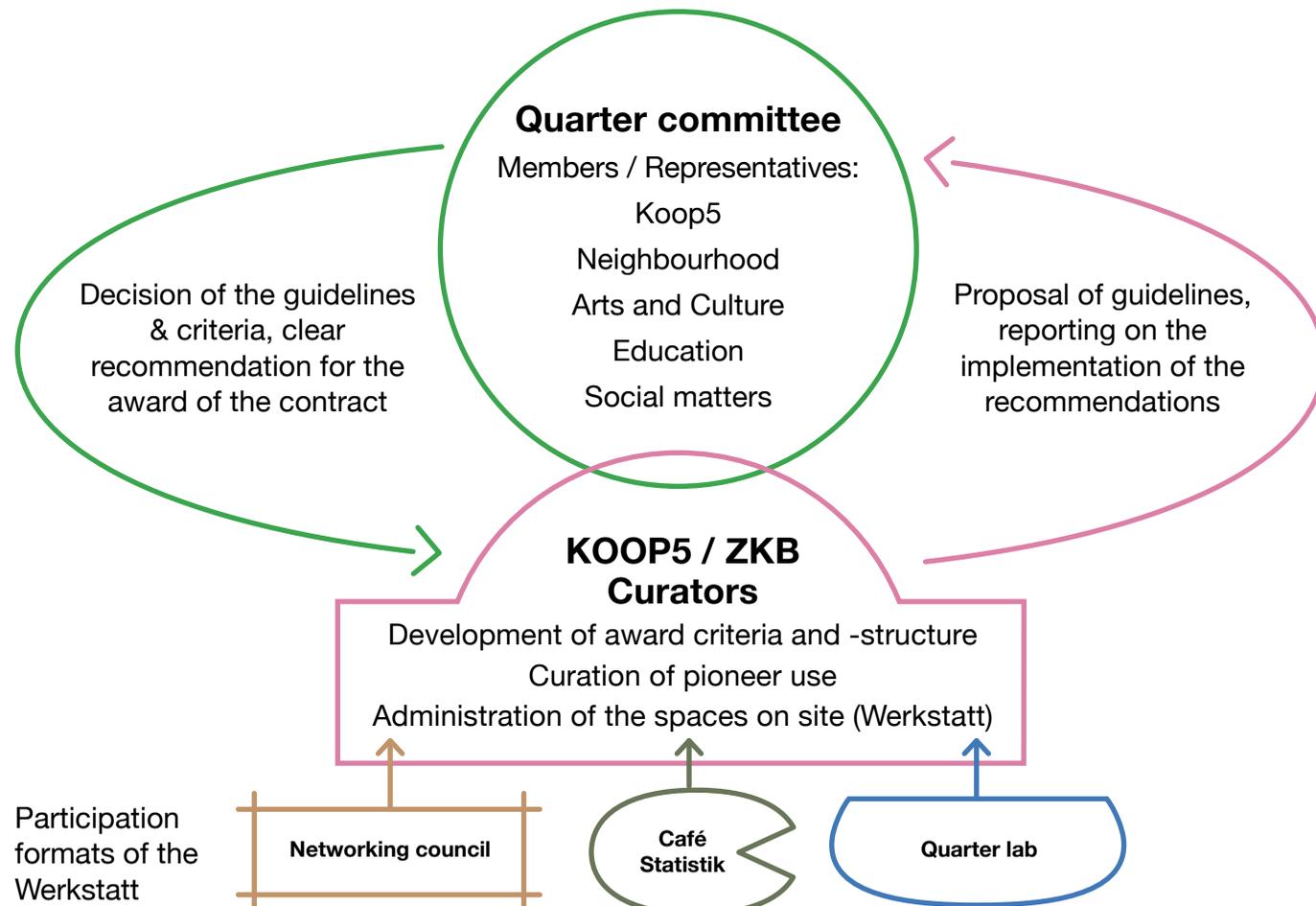
# Pioneer Use

Already the ground floors of the entire Haus der Statistik are intended to reflect the quarter's orientation towards the common good and the diversity of uses. As a prototype for this ground floor use, pioneer uses will be established during the further planning and construction phase. They evolve over a period of about three years. Each use has its own time horizon, aligned with the construction planning and seasonal conditions. The pioneer uses are established in three phases: activate (2019), build (2020), consolidate (2021).

Pioneer uses are part of the broad participation of the urban society. Through them, the cooperative, process-oriented planning is further inscribed into the DNA of the buildings. They form the basis for a long-term development of a lively neighbourhood oriented towards the common good. Starting in the summer of 2019,

as part of the pioneer uses, the first areas and spaces will be allocated to the users to prototype the cooperative and long-term district development. In order to facilitate fair and transparent allocation, a quarter committee was set up to deal with the content of the selection criteria for pioneer spaces and later also with the programming and activation of the jointly used ground floor and open space areas.

Through a constellation of members of the Koop5, representatives of Berlin institutions and people from civil society in the fields of art/culture, neighbourhood, education and social affairs, the quarter committee should be able to take decisions and act in order to represent different concerns. In keeping with the model character of the project Haus der Statistik, the quarter committee should also be a learning process that is constantly evolving.



# Mission Statement

In order to create a balanced mix, a mission statement for the selection of future pioneer uses was developed:

## Activation

Pioneer uses contribute to the activation and visibility of the quarter during the reinstatement work and construction phase. They can have an audience-oriented character and thus become a centre of attraction of the urban society, in addition to encouraging learning and participation.

## Diversity

Pioneer uses fulfil the utilisation programme of the Haus der Statistik initiative, show the diversity of the urban society and test the interplay of different actors and different uses.

## Urgency

Spaces for pioneer uses are allocated to uses that find no, or only with difficulty, space in the city, are threatened by displacement or have already been displaced. The district Haus der Statistik aims to become a place that counteracts the precarious situation of inner-city cultural and social uses.

## Experiment

Pioneer uses test new things – not least by shaping the process together and taking new ground on how to make a city together.

## Orientation towards the common good

Pioneer uses correspond to the vision of a communal quarter characterised by synergies of use and cooperative development. The focus is on the benefits, not the return.

## Context

Pioneer uses link the quarter spatially and programmatically with the surrounding neighbourhood, Alexanderplatz and the urban society – but also with projects from the supra-regional and international context of cooperative urban development.

## Cooperation

Pioneer users are open to the idea of sharing spaces and resources. Experience gained during use is incorporated as a learning process into the ongoing development of pioneer uses.

## Feasibility

Pioneer uses must be self-sustaining and capable of acting.

## Added value

Pioneer uses create lasting added value for the quarter and the surrounding neighbourly context. Irrespective of their duration and scope, they leave behind material or non-material traces that can contribute to their circular further use by follow-up projects.

## Mixture of established and newcomers

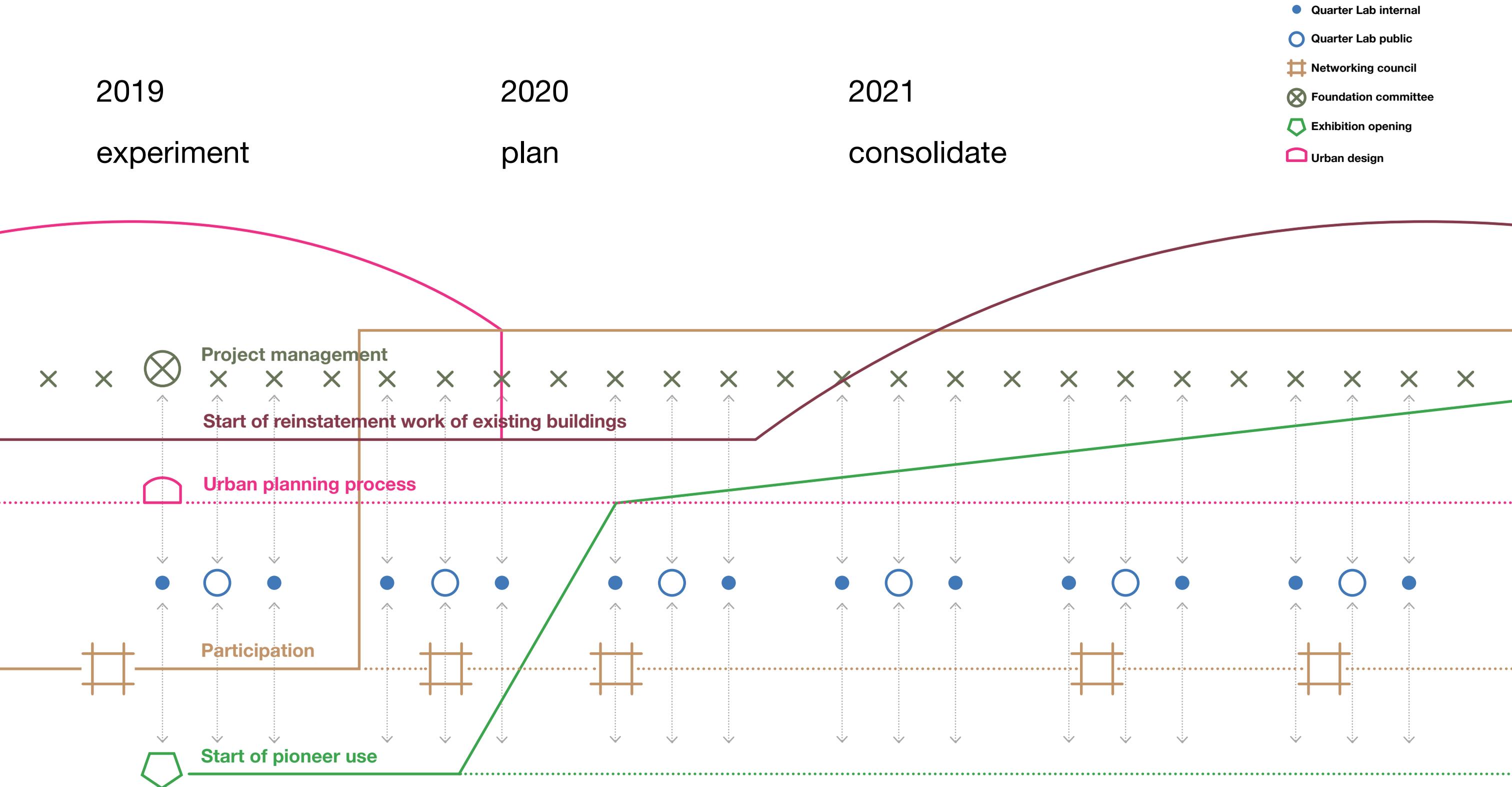
Pioneer users differ in their expertise, financial strength, legal form and visibility in order to enable a broad spectrum of actors as well as mutual learning from one another.

## Space-specific distribution

Spaces for pioneer uses are allocated according to their specific qualities. Area, extension, room height, location in the building, daylight or other characteristics can represent the basis for an allocation, which is based on the concrete needs of the uses.

# Outlook

## Pioneer Use & Participation





# 2019 – 2025+

The existing Haus der Statistik will be the starting point for the development of a new urban building component with special programmatic diversity. In the coming years, a lively coexistence of affordable apartments, administrative as well as small-scale commercial, cultural and social uses will emerge here.

By 2021, the urban design of the planning offices *Teleinternetcafe* and *Treibhaus landscape architects* will be transferred in building law by means of a land-use plan. Parallel to this, the existing buildings are gutted by the BIM and the ground floors will be revitalised by the first pioneer uses.

Residential construction is being prepared so that the construction of 300 affordable

apartments can begin in 2022. The new city hall for the district Mitte is to be occupied by 2028 – this is also the year of expiry of the lease agreement for the existing city hall Mitte.

From the current development to later operation, the quarter's orientation towards the common good is to be secured in the long term. To this end, Koop5 is aiming to develop new strategies in the further process. The aim is to link instruments of civic self-organisation and municipal services. An example could be the founding of a joint legal entity for the further management of the quarter. As an operator, this could promote the links between the various uses and promote the new urban building component as a whole.

## Ongoing Participation

Koop5 adopted the motto of the coalition agreement and makes a contribution to the goal in a spirit of solidarity and responsibility: “Shaping Berlin together – solidly united, sustainable, cosmopolitan”. New cooperations and a broad participation of the urban society are ensured in the development of the model project Haus der Statistik.

The so-called integrated workshop process ran from September 2018 to February 2019. Much has been done differently than usual: planning experts, everyday experts, process controllers, residents and open space lovers exchanged and discussed ideas and took advantage of different ways of getting involved. This should be continued in the further planning process in order to realise exemplary and innovative uses, oriented towards the common good. → → *More information:* in Volume 2 “The integrated workshop process”.

Since autumn 2018, the Werkstatt Haus der Statistik has been the first information and

participation centre for the development of the Haus der Statistik quarter. Even after the completion of the urban planning workshop process, short- and long-term formats of participation will continue to take place here. At the *Café Statistik* you can regularly inform yourself about the current status of the project and learn about ways to get involved in the ongoing development. The networking council that have been implemented since the beginning of 2016 will also be continued on an ongoing basis. They serve the integration of actors and provide retrospectives and outlooks on current development steps.

As a further working format, partially public quarter labs are being established. This is where interested parties from the urban society meet with Koop5 for concentrated working meetings in order to pick up on the content-related requirements of the ongoing project development of Koop5 and to link these with the level of participation.

# Phase 2: Pioneer Use



# WERKSTATT

## HAUS DER STATISTIK



PHASE 1 KOMP.

MITMACHE

INFOS

AKTUELLE

DUCKT  
MAY

# Colophon

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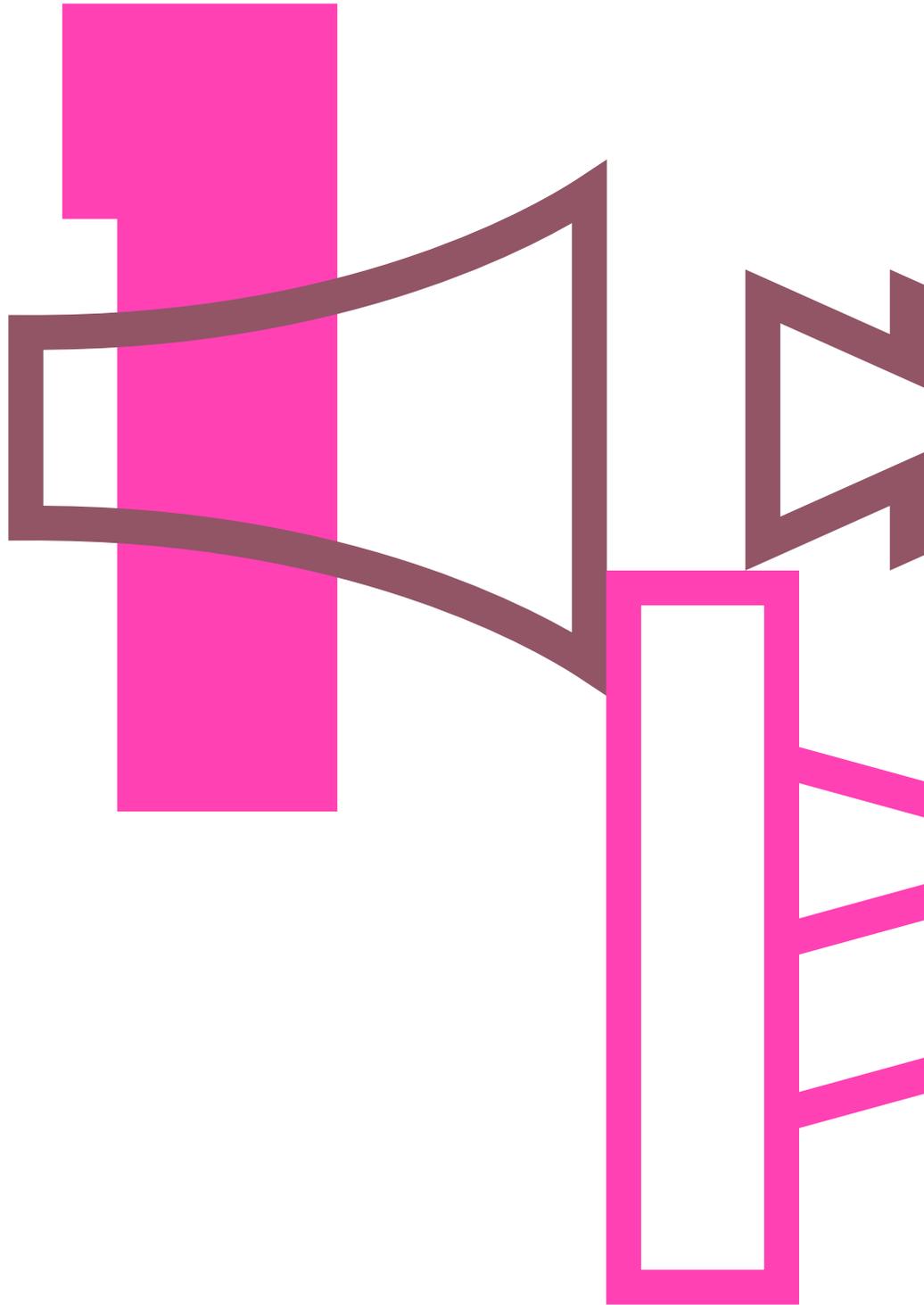
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# Model Project

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## der Statistik