



2026 EFFORTS CONGRESS
CITADEL DIEST

Keynote

Alternative public - private partnerships
for complex adaptive reuse projects



Introduction | The Miss Miyagi Ecosystem

 **MISS MIYAGI**
MAKING PLACES THAT MATTER



**STADS
MAKERS
FONDS**

**TE HER
BESTEM
MEN.BE**

+OPCO/

Miss Miyagi | Founded in 2017

Miss Miyagi is an alternative real estate developer. As a service provider, it supports various stakeholders in developing exemplary real estate projects, always aiming to create a positive societal impact. Its services range from strategic advisory to integrated project management.

Stadsmakersfonds | Founded in 2020

Stadsmakersfonds is a cooperative investment fund that invests in innovative real estate projects with a positive societal impact. Rather than maximizing profit, Stadsmakersfonds pursues a blended return: financial, social, and personal.

Teherbestemmen.be | Founded in 2021

Teherbestemmen.be is Flanders' leading real estate agency for unique properties. From straightforward sales to long-term leasehold structures with multi-stage selection processes, it delivers tailored marketing and transaction strategies, always centered around a redevelopment and repurposing study.

Operating Collective | Founded in 2022

Operating Collective specializes in the operation and management of socially and culturally valuable real estate projects, acting on behalf of property owners and in service of end users.



MISS MIYAGI develops
- as a service provider -
exemplary adaptive reuse projects
with a social impact

Her passionate **team of 'city makers'**
develops these unique places, starting
from the character of the building and
the energy of its users





Arenahal, Deurne



Asiat Park, Vilvoorde



Begijnhof, Dendermonde



Beschut Wonen, Antwerpen



Brosselloods, Antwerpen



Brouwerij De Ridder,
Deurne



Brouwerij Van Campenhout
- Kampenhout



Citadel, Diest



Cohousing, Bierbeek



Coöperatie, Knokke-Heist



De Boomgaard - Leuven



De Hoorn - Leuven



Den Engel, Deurne



Engels Klooster - Brugge



Gelatinefabriek, Hasselt



Hal5 - Leuven



Heilig Hart - Leuven



Hof Van Beveren, Brugge



Houtopslagplaats, Geel



Huis Delsart, Leuven



Impact Factory, Mechelen



In Den Gulden Spoor,
Antwerpen



Jezuïetenhof, Opvelp



Kapel Burenberg, Leuven



Kasteel de Bunswyck, Leuven



Kerk Thiewinkel, Lummen



Kleuterschool,
Valkenberg, Brakel



La Confluence, Viroinval



Medialaan, Vilvoorde



Mobiel 21, Leuven



Muide, Gent



Notarishuis, Antwerpen



Oostrem, Herent



Pleegzorg, Leuven



Sint-Petrushoeve, Landen



Tervuursesteenweg, Heverlee



Tramstelplaats, Merelbeke



Vastgoedstrategie, Ekeren



Villa 's Gravenwinkel, Torhout



Villa la Sapiniere, Everberg



Villa Roma, Leuven



Volta, Brussel



02 H1 | Context Analysis

04 Quickscan

10 Opportunities and Challenges

14 H2 | Theoretical Framework

14 Design Thinking

16 The Upstream Model

20 The Commons as a Third Way

22 H3 | The Practice

24 Observe – Gathering Information

26 Define – Identifying Insights

28 Ideate – Upstream Workshop

30 Prototype – Development Scenarios

32 Test – Feedback on scenarios

36 Implement – Synthesis scenario

40 H4 | Alternative Development Models

42 H5 | Alternative Financing Models

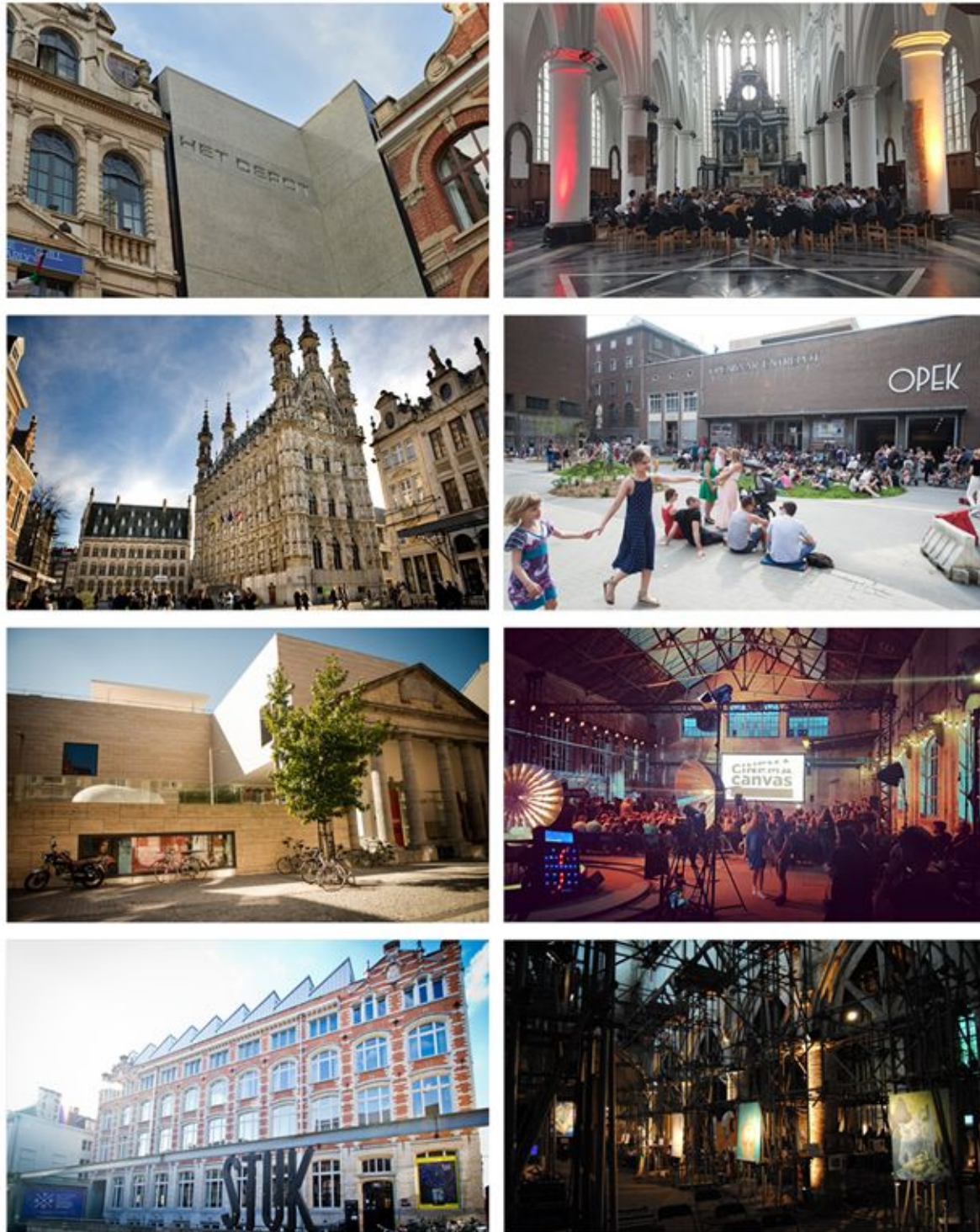
44 H6 | Conclusions



1. De Hoorn
2. Het Depot
3. De Molens Van Orshoven
4. Het historisch stadhuis
5. De Stokerij
6. De Smidse
7. Stadsomwalling Hertogensite
8. Hal5
9. Opek
10. HistarUZ
11. Tafelrond
12. Sint Jacobskerk
13. De predikherenkerk
14. De Silo Vaes en Zonen
15. Het Stuk
16. Botanico
17. Museum M
18. De Toewip
19. In Zeelandt

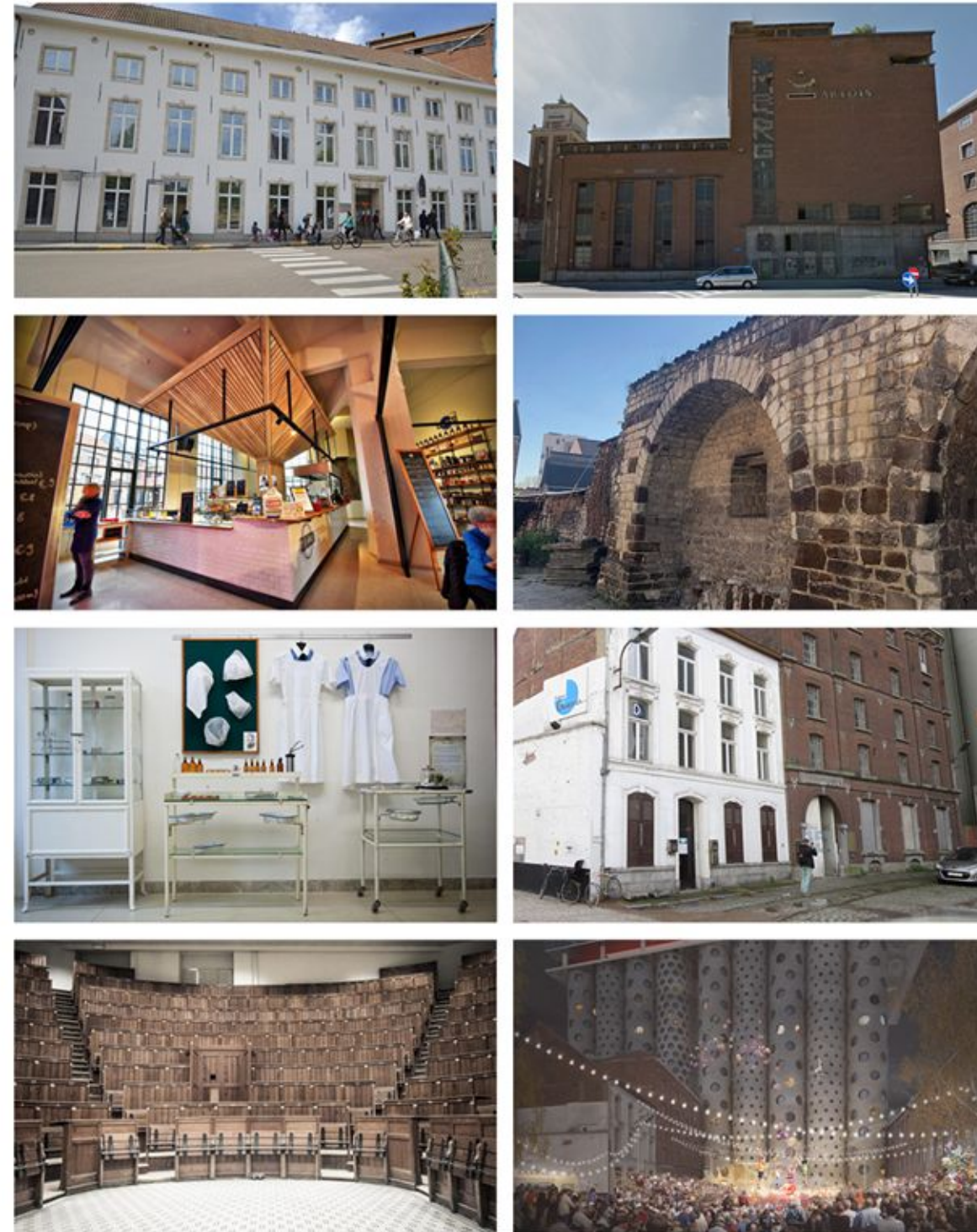
THE CITY TAKES THE LEAD

- Public development versus partnerships
- Trend towards increased user responsibility
- Wide range of support mechanisms



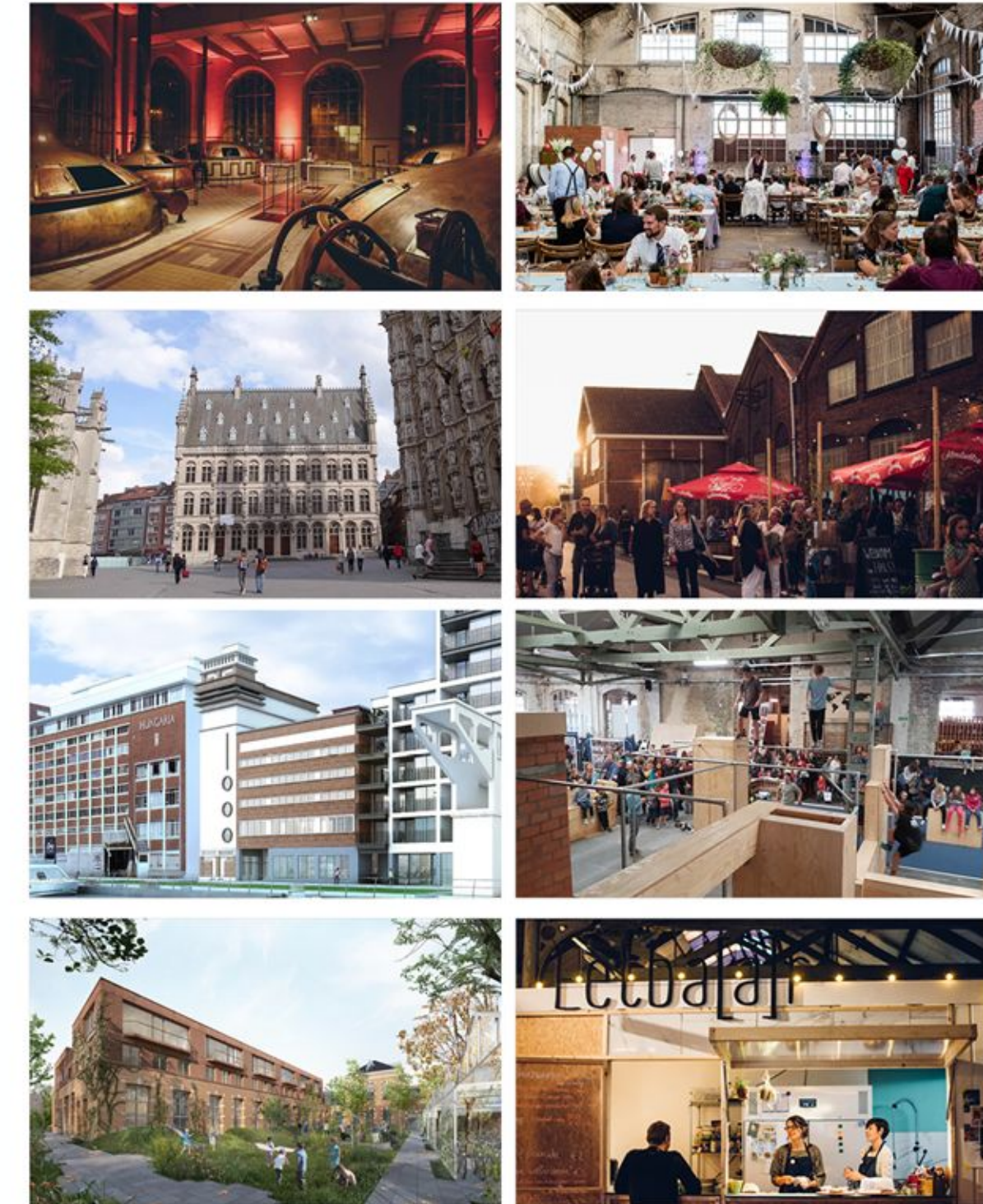
PROFESSIONAL DEVELOPERS TAKE THE LEAD

- Successful for financially viable programmes
- Challenging for operation-intensive projects
- Heritage as an urban planning burden: curse or blessing?



ALTERNATIVE DEVELOPERS TAKE THE LEAD

- Programmatic diversity
- Operation-intensive projects: relationships, relationships
- Lack of a broader framework, urban planning burden?
- Financing challenges



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- Trend towards increased user responsibility
- Wide range of support mechanisms



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- Financing challenges



MATCHMAKING BETWEEN BUILDING, USER AND INVESTOR



Case 1 - De Hoorn







WORK



WORK



WORK



WORK

WORK

WORK



WORK

WORK

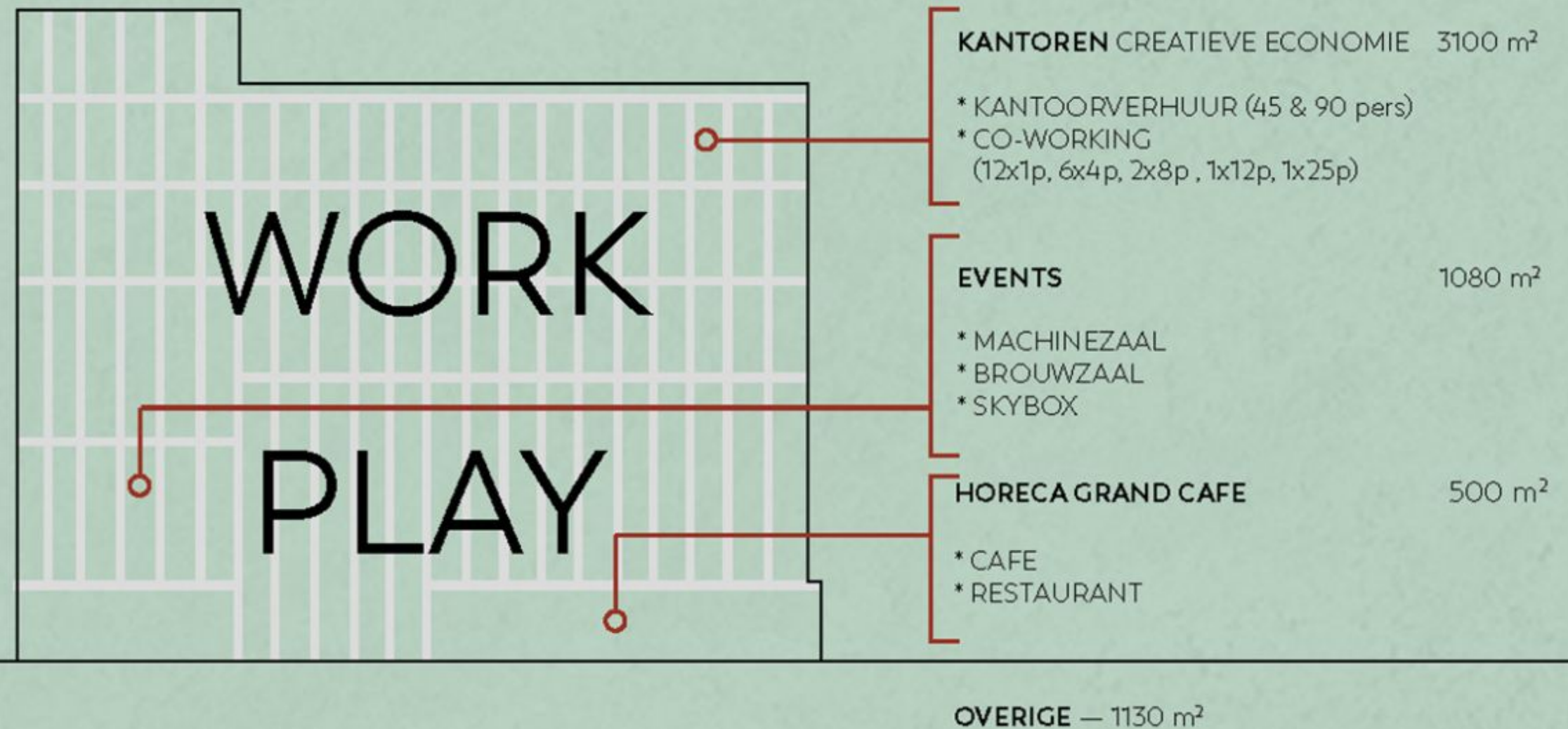






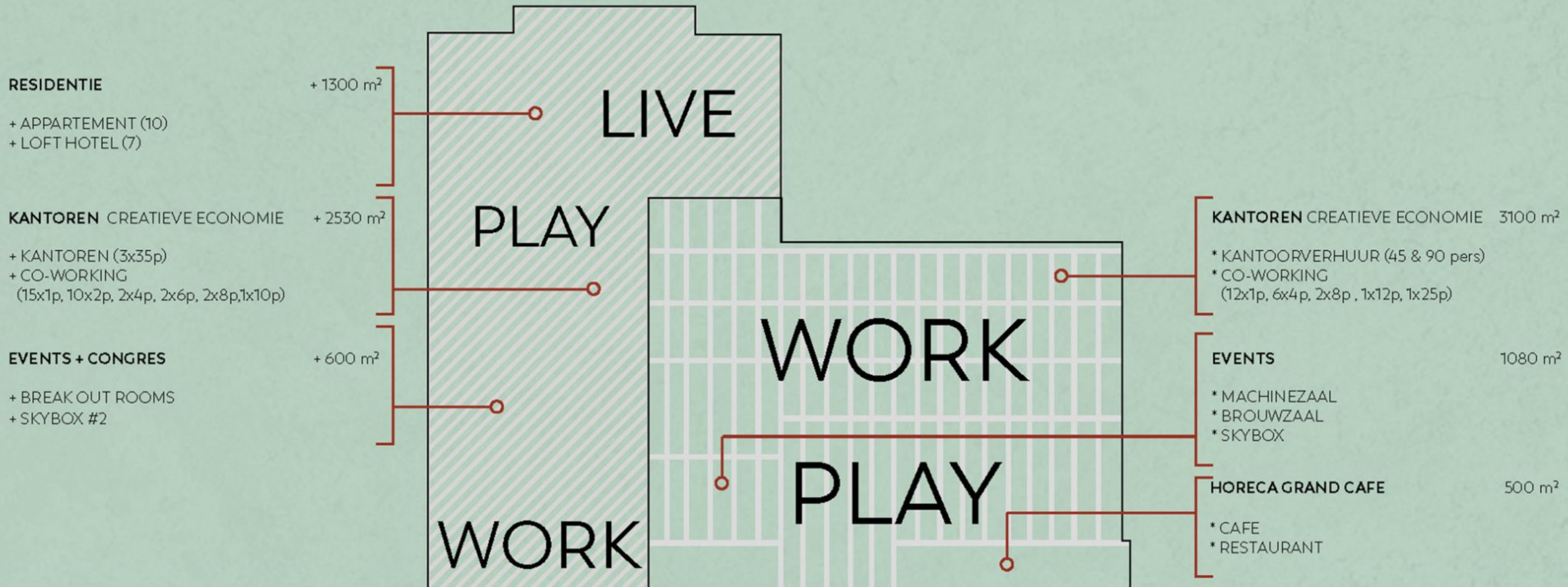
FASE 1

5810 m² / 224 / 19 / 250 / 70 000 / 13 500 LITER
TOTALE OPPERVLAKTE / CREATIEVE ONDERNEMERS / BEDRIJVEN / EVENEMENTEN PER JAAR / BEZOEKERS PER JAAR / STELLA ARTOIS PER JAAR



FASE 1

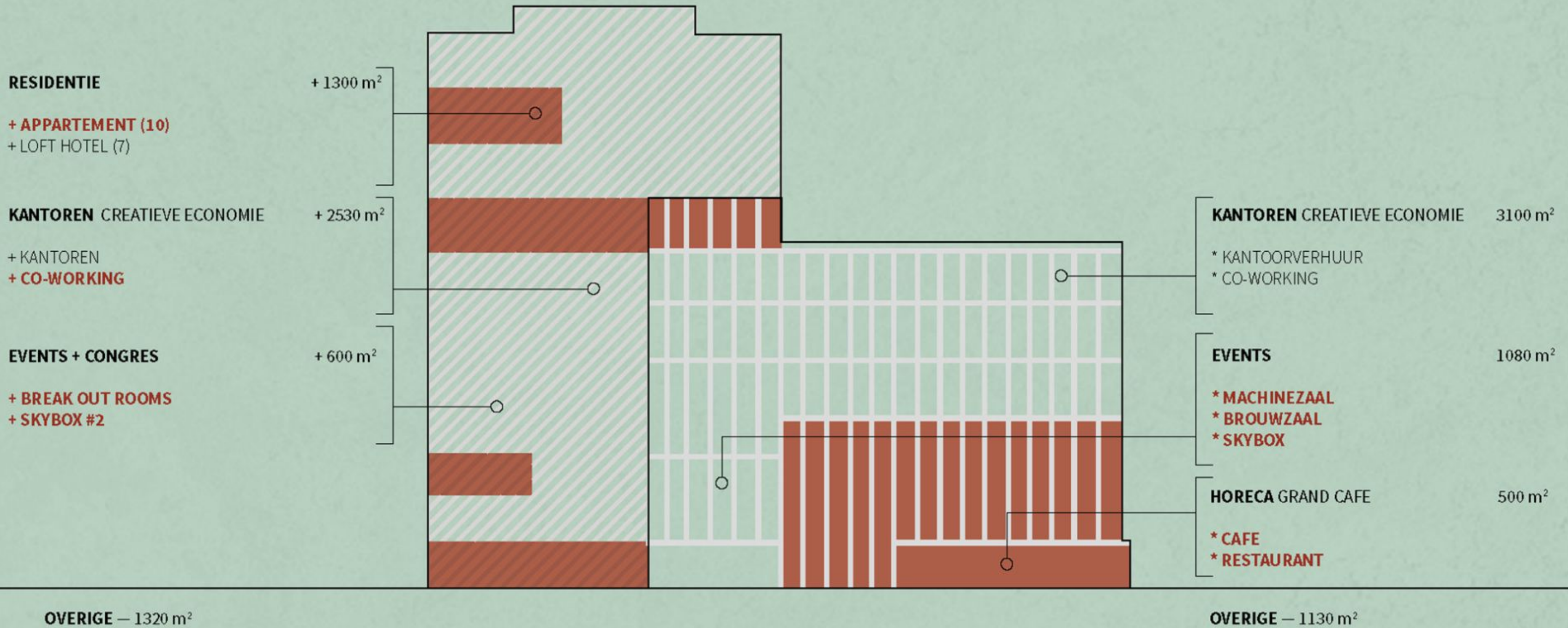
11 560 m² / 481 / 50 / 300 / 100 000 / ? LITER
TOTALE OPPERVLAKTE / CREATIEVE ONDERNEMERS / BEDRIJVEN / EVENEMENTEN PER JAAR / BEZOEKERS PER JAAR / STELLA ARTOIS PER JAAR



OVERIGE — 1320 m²

OVERIGE — 1130 m²

BASIC membership	FLEX membership	FIX membership	STUDIO membership	OFFICE membership	RESIDENCE membership
					
Nick 28 jaar, weistellend, heeft een lat-reletie	Mattias, 34 jaar, heeft een relatie en woont in Gent	Robin, 36 jaar, werkt als copywriter voor verschillende klanten en dat wil hij niet altijd van thuis doen.	Sander, 27 jaar, zaakvoerder van een startend bedrijfje dat apps bouwt.	Kathy, 46 jaar, gehuwd, is een hardwerkende zakenvrouw met een bloeiende mediazaak.	Eric, werkt voor DHL in de VS. Hij komt naar België om een tijdelijk project te coördineren.





Case 2 - Hal5



Case Hal5 | Context & Motivation



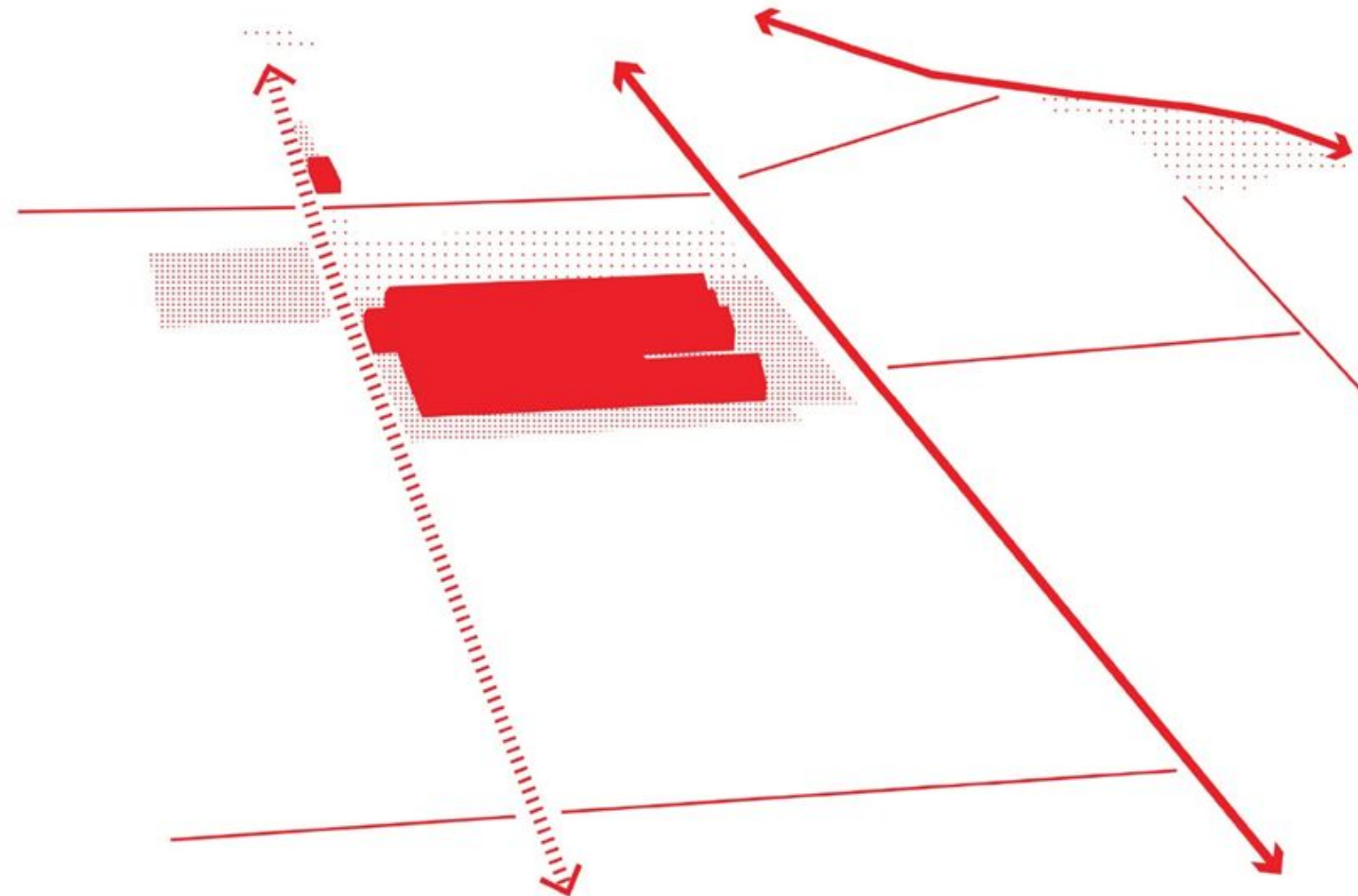


DE WERKPLAATSEN

_2015_09_21

Een voorstel voor een tijdelijk gebruik van de leegstaande panden en gronden op de Centrale Werkplaatsen te Kessel-Lo

1. Team
2. Intro: tijdelijk gebruik
3. Analyse en concept
4. Programma en ruimtelijke structuur
5. Exploitatie





Gezocht:

Creatieve invulling voor hal 5 en tussenhallen

Centrale werkplaatsen

3010 Kessel-lo



AGSL

Professor Van Overstraetenplein 1, 3000 Leuven

016/27.26.81 – agsl@leuven.be – www.agsl.be

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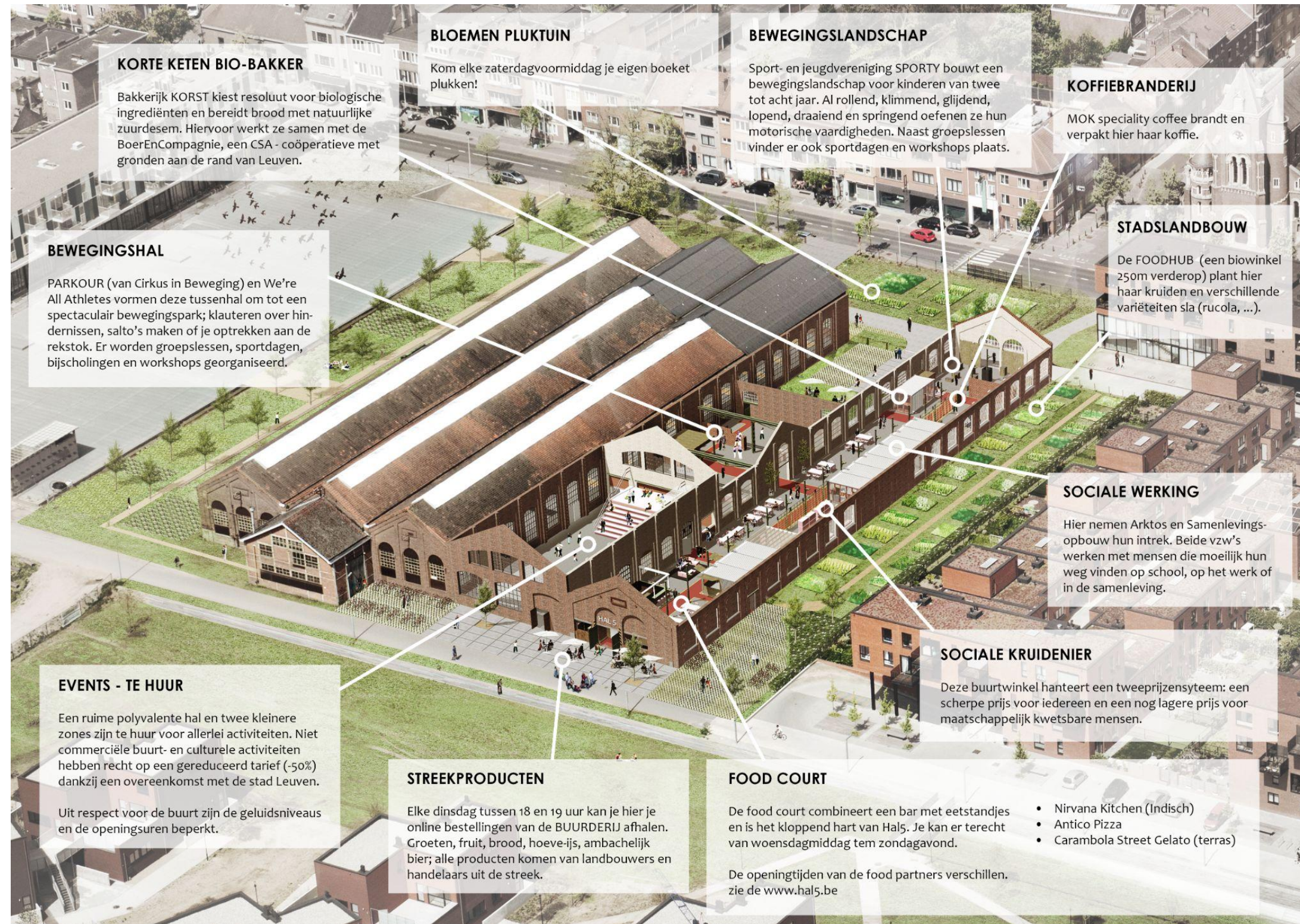


Creatieve invulling gezocht voor hal 5 en tussenhallen – Geïnteresseerden

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Marleen Deraymaeker	marleen.deraymaeker@telenet.be		Blauwput Omnisport	polyvalente ruimte voor dansers en bodystylers
Martine Van Hal	mar10.vanhal@gmail.com			creatief atelier organiseren voor personen die geen deel uitmaken van het normale arbeidscircuit
Caroline Thomas	carolinethomas@hotmail.be	0477/30.71.84		
Tim Vermeiren	tvermeiren@arktos.be	0484/20 29 29		Hal samen met jongeren inrichten als vormingslokaal voor het project 'Generation 3000'
Bart camps	brtcmps@gmail.com		Zocalo vzw van Leuven	plek om verenigingen te kunnen laten groeien/alvast minimaal 1x per week locatie gebruiken voor muziek en beeld
Mirzada Moertaza	m.mirzada@hotmail.com	0484796255		sport en entertainment voor alle leeftijden (ekarts/kinderopvang/betaalbaar buffet/kinderspeeltuin/muurklimmen/lasertag)
Wout Vanderkerken	wout.vanderkerken@gmail.com,	0486 14 23 34	CrossFit zaak starten	
Pieter-Jan Depauw	pieterjandepauw@gmail.com	0474 24 39 53	CrossFit zaak starten	
Isabelle Moussiaux	Isabelle@happybags.be	0479 800 395		1 grote stationshal omvormen tot een "Bio-healthy & innovative food HQ"...
Jonas Van Soom	Jonas@cirkusinbeweging.be	32484631306	Cirkus in beweging	
Rika Taeymans			Cirkus in beweging	activiteiten uit te breiden: eenmalige activiteiten en projectmatige activiteiten.
Annelies Claessens			Cirkus in beweging	
Geert Vanhoovels	geertvanhoovels@yahoo.co.uk	0498 450350	1 malig verhuren!	LABO een expo van hedendaagse kunst te organiseren
Jan Versteden	j.versteden@gmail.com	0478/69.22.26.	Veeakker/Pintafish	mogelijke aanvulling voor project uit de voedingsector; gezond vlees als verantwoorde vis
Kristel Lamerichs	kristellamerichs@gmail.com			Eén of meerdere 'black boxes' voor de opvoering van voorstellingen, repetitielocatie, artistieke cursussen,... Heel .graag i.s.m andere (kunsten)organisaties
Pieter-Jan Martens			Musicalcompagnie Mithe/Muziektheater ProMITHEus	



Case Hal 5 | Four key themes



Food

Het Perron (community grocery store)
Korst (organic bakery)
Boeren & Buren (local farmers' network / food hub)
What-Soup (automated soup dispenser)
Content (zero-waste catering)

Urban Sports

Sporty (active movement landscape)
Parkour (indoor movement hall operated by Cirkus in Beweging)

Community Building

Arktos (outreach youth work in the station district)
Saamo (innovative social community projects)
Fleur Locale (ecological flower-picking garden)
Velt (educational picking garden and community vegetable garden)
Community Bar

Sustainable Entrepreneurship

Food Court
lap.lab (textile innovation lab)
Korst







DRAAG JE STEENTJE BIJ!

WERK DAGEN

MET KINDVRIENDELIJK WERF-CAFE

ELKE ZATERDAG EN ZONDAG VAN 10 TOT 17u
t.e.m. September 2017

info@hal5.be











CINEMA
canvas

BOFANSEL



Almdudler

Almdudler

WELKOM
IN HALS!
OPEN WOE-VRIJ
BAR 12-24U
*ZA-ZO 12-24U
*LUNCHERE





The jury based its decision primarily on one question: which project provides the strongest example of how cities can **address the urban challenges of the future?**

“Where do we want our city to go? Who belongs, and where do they find their place? What do we do together? **Where and how do our everyday urban rituals unfold?**”

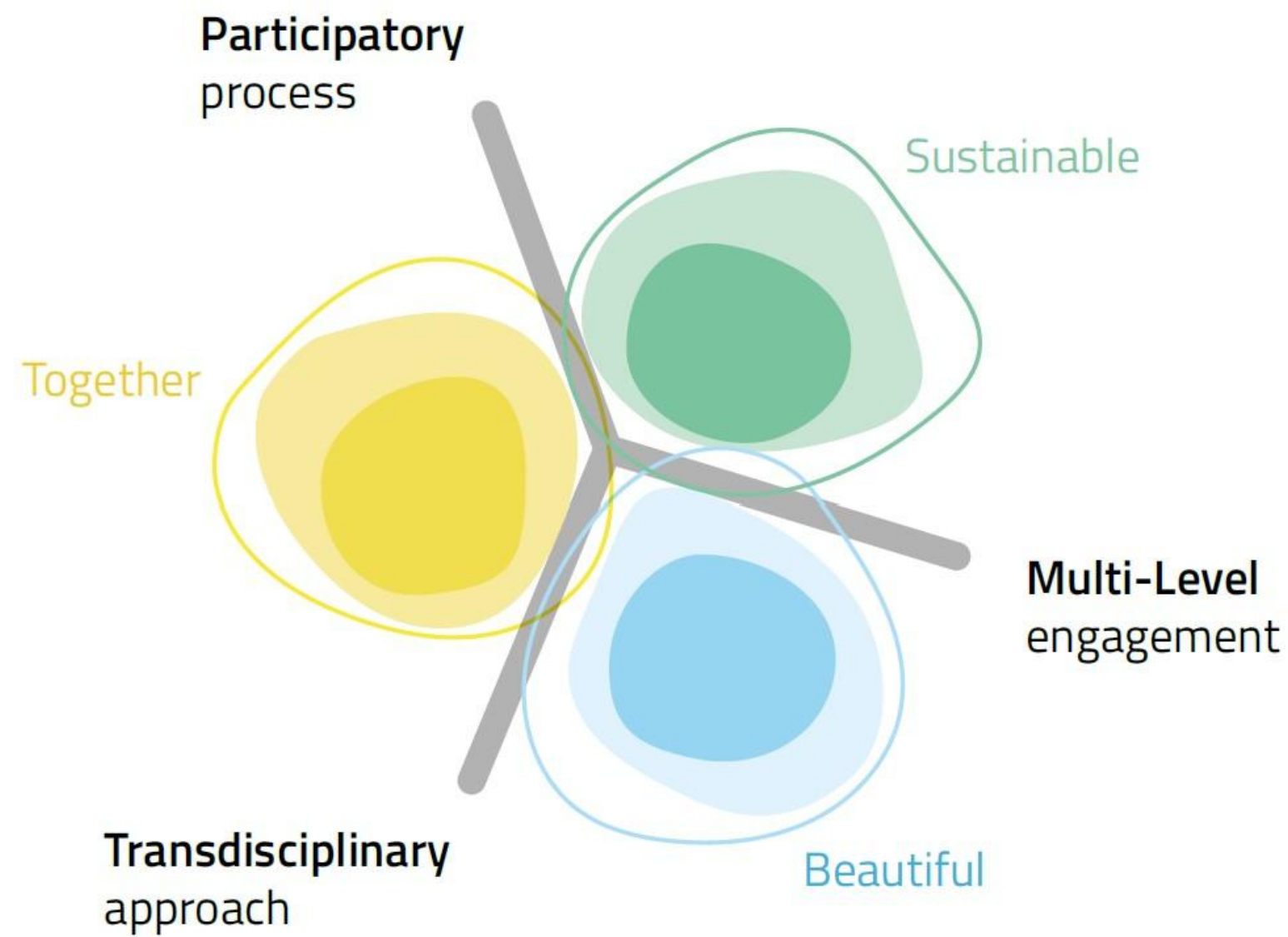
When viewed through the lens of climate change and migration, when considering the **complexity of living in a city** engaging and vibrant, yet not always easy and when valuing the richness of everyday life with all its **unexpected encounters and challenges**, one project clearly stands out from the rest: the transformation of Hall 5.

- Leuven Architecture Award 2017–2020



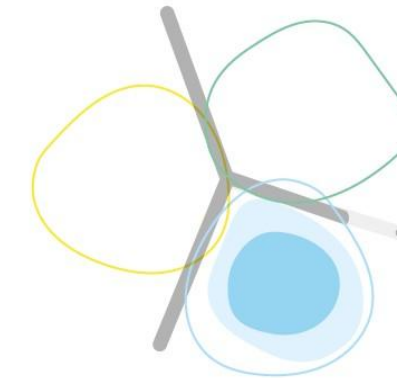


New European Bauhaus Compass

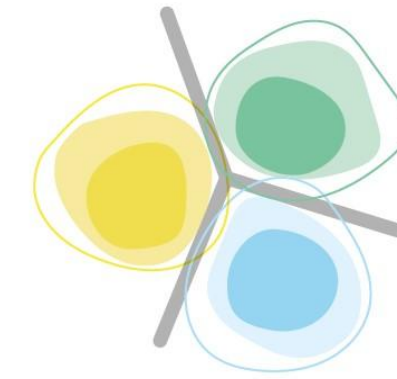


NEB Compass Examples

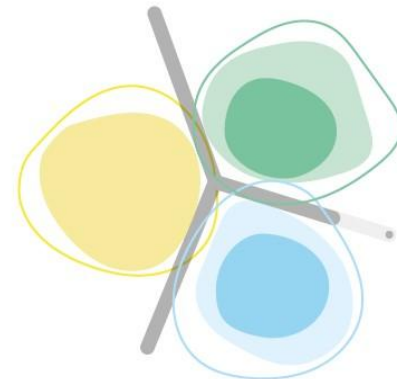
Korzo Zálesie



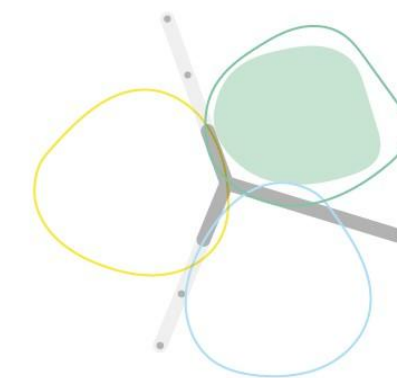
Hal 5



MadreProject



Flaux
Flower Matter





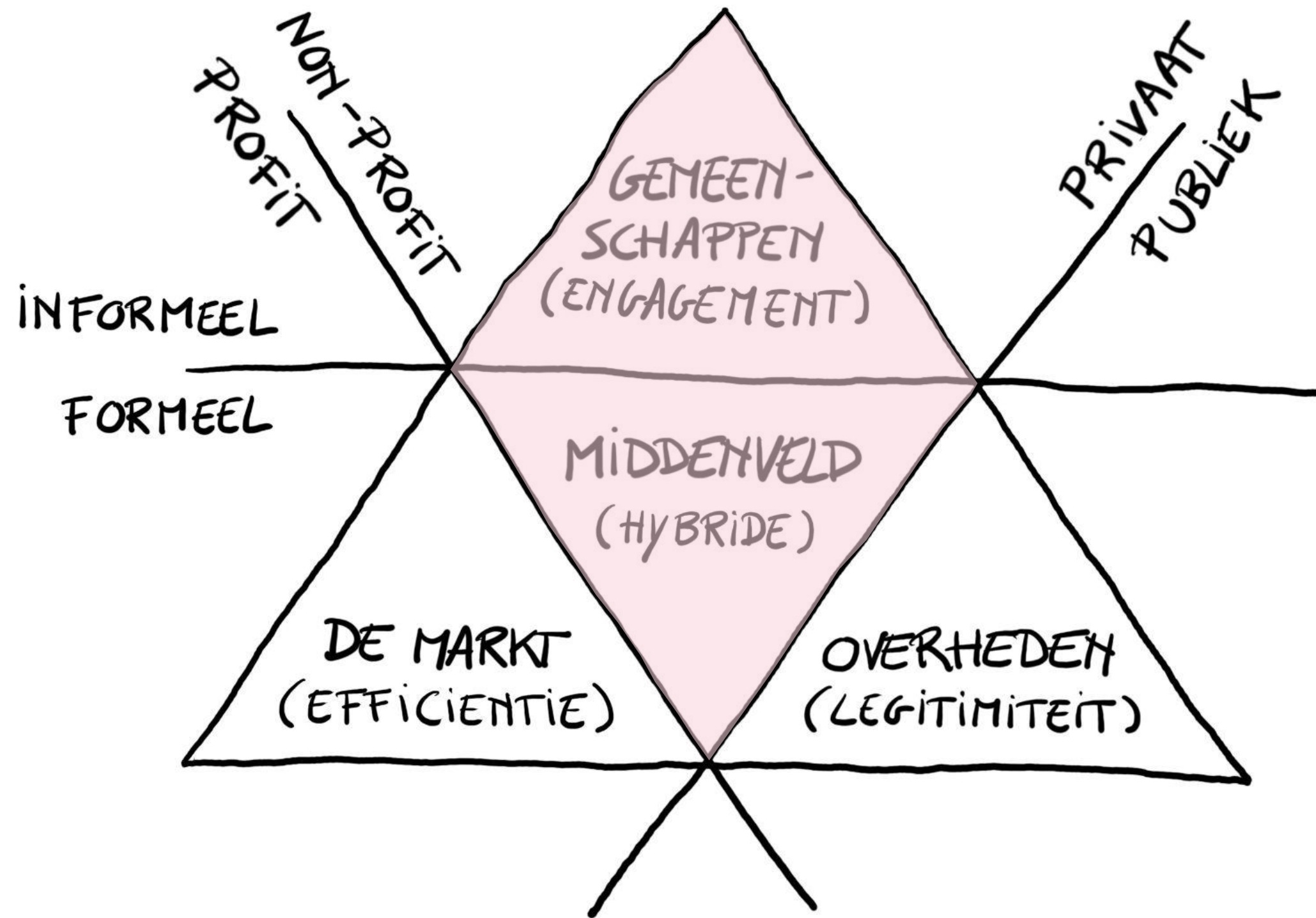
iCapital 2020
EUROPEAN
CAPITAL OF
INNOVATION
LEUVEN



Leuven wordt Europese Culturele
Hoofdstad in 2030

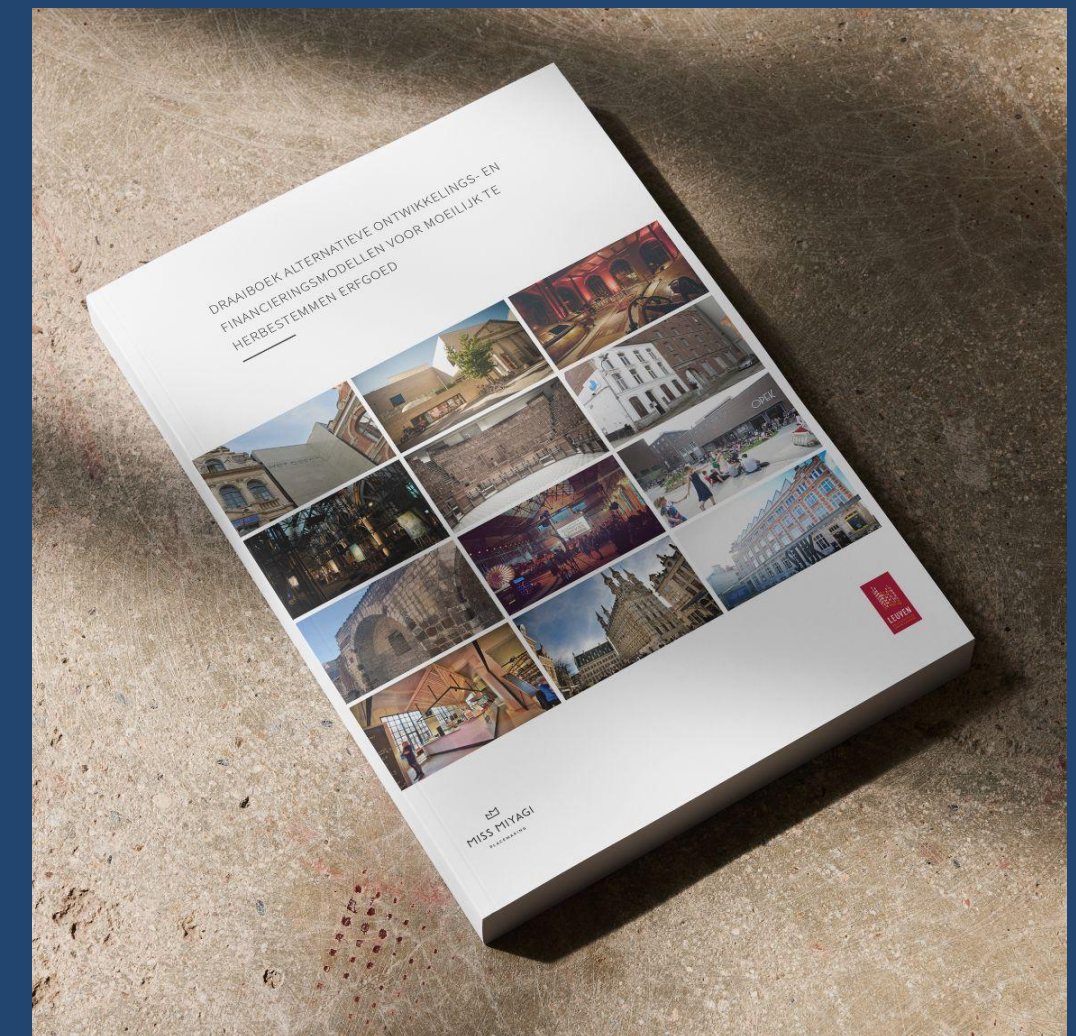


Social Triangle (Polanyi / Pestoff)



Publication 2019

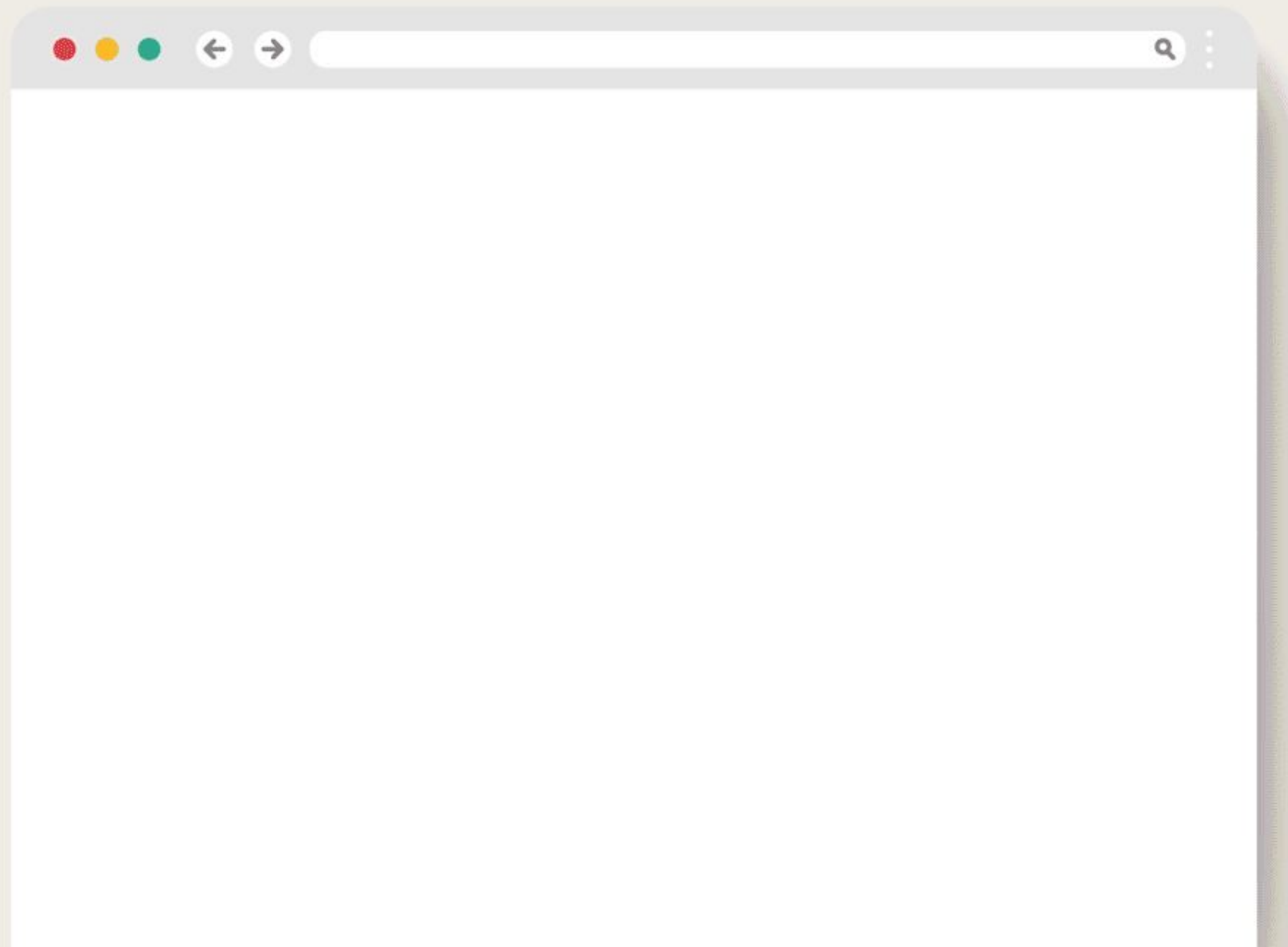
Alternative Development and Financing Models for Complex Adaptive Reuse Projects





STADS
MAKERS
FONDS

Stadsmakersfonds is a **cooperative investment fund** dedicated to the socially impactful adaptive **reuse of unique sites** and properties.



Coöperatief (cf. ICA-principes)



Erkenning Nationale Raad
voor de Coöperatie

Radicale Vernieuwer 2022

RADICALE
VERNIEUWERS.



STADSMAKERSFONDS



STADSMAKERSFONDS

Stadsmakersfonds is a **cooperative investment fund** dedicated to the socially impactful adaptive **reuse of unique sites** and properties.



Brouwerij De Ridder, Deurne
Werffase (opening begin 2027)



Impact Factory, Mechelen
Werffase (opening eind 2026)



De Boomgaard, Kessel-Lo
Werffase (opening eind 2027)



La Confluence, Viroinval
Ontwerpfase



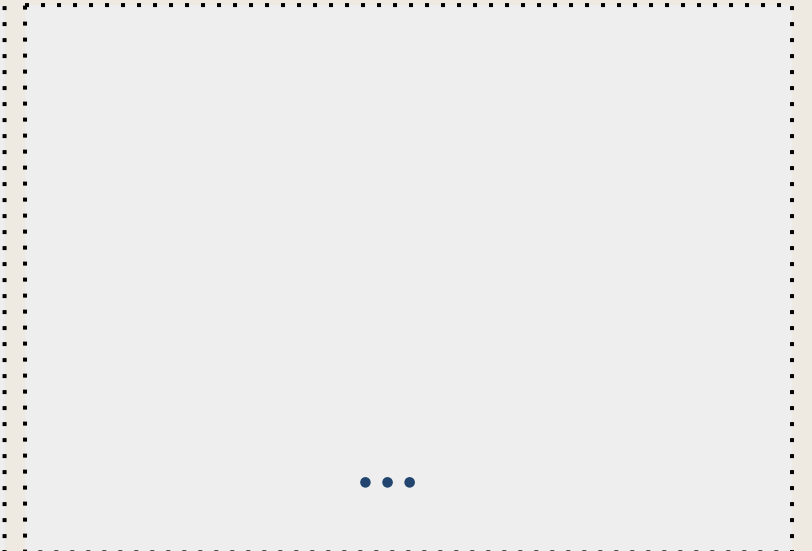
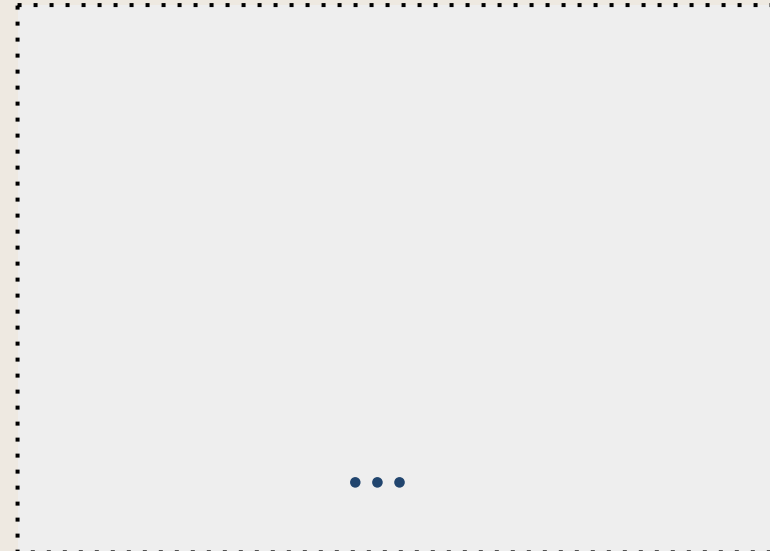
Citadel, Diest
Tijdelijke invulling (open sinds 2024)



Huis Delsart, Leuven
Aanbestedingsfase (start werf sep '26)



Engels Klooster, Brugge
Opstartfase



COÖPERANTEN
240+ IMPACT INVESTEERDERS
> 5.750.000 EUR

3%
financiële
return

AANDELEN



**STADS
MAKERS
FONDS**

3%
overhead
kosten

AANDELEN & LENINGEN

PROJECTEN
SPV

8-12%
financiële
return

AANDELEN & LENINGEN

PROJECTPARTNERS
+ IMPACT INVESTEERDERS
> 15 X 500K



Algemene vergadering

Raad van bestuur

BV De Ridders
Brouwerij De Ridder

NV Sylvestra
Impact Factory

CVso Livez
De Boomgaard

NV Astacus
La Confluence

BV Maison Delsart
Huis Delsart

CV De Citadel
Citadel Diest

Engels Klooster

Andante
+ 't Speelscholeke + 2 particulieren

Impactinvesteerdere en bankfinanciering

Stad Mechelen + EFRO

Impactinvesteerdere en bankfinanciering

Woonzorgnet Dijleland, Oostrem,
De Wissel, Zorg Leuven

Impactinvesteerdere en bankfinanciering

Parc national ESEM + Unicorn
+10 particulieren

Impactinvesteerdere en bankfinanciering

Koning Boudewijnstichting

Impactinvesteerdere en bankfinanciering

Kwartiermakerij, Grootwarenhuis,
Stad Diest

Impactinvesteerdere en bankfinanciering

Koning Boudewijnstichting, vzw Engels
Klooster

Impactinvesteerdere en bankfinanciering

FINANCIËLE RETURN

MAATSCHAPPELIJKE RETURN

PERSOONLIJKE RETURN



WHERE HEALT CARE AND MAKING MEET

At Brouwerij De Ridder, we aim to create a **warm and dynamic environment** where neighbours, creative minds, and socio-cultural organisations come together. The project focuses on **(mental) wellbeing, creative development, social entrepreneurship, and community building.**

Key Facts

- AG Vespa Call for Proposals
- 3,200 m² (5,150 m² total site area)
- Currently under construction
- Completion scheduled for the end of 2026
- BV De Ridders
- Partners: CGG Andante (10%) and 't Speelscholleke (10%); Friday Co-work (currently in discussions)
- Investment budget: €6 million

Website: www.brouwerijderidder.be



STADSMAKERSFONDS



A HUB FOR THE CIRCULAR ECONOMY IN FLANDERS

At Impact Factory, we aim to create an **innovative yet accessible environment** where everyone—from entrepreneurs to socially vulnerable citizens—**can contribute to and learn about the transition towards a more sustainable economy and society.**

Key Facts

- Acquisition of a vacant building (private ownership)
- 4,000 m² (5,000 m² total site area)
- Currently under construction
- Completion scheduled for the end of 2026
- NV Sylvestra (*)
- Partners: City of Mechelen, Switchrs, Ci-lab, and others
- Investment budget: €10 million
- ERDF grant: €750,000

Website: www.brouwerijderidder.be



STADSMAKERSFONDS



SHAPING A CARING NEIGHBOURHOOD

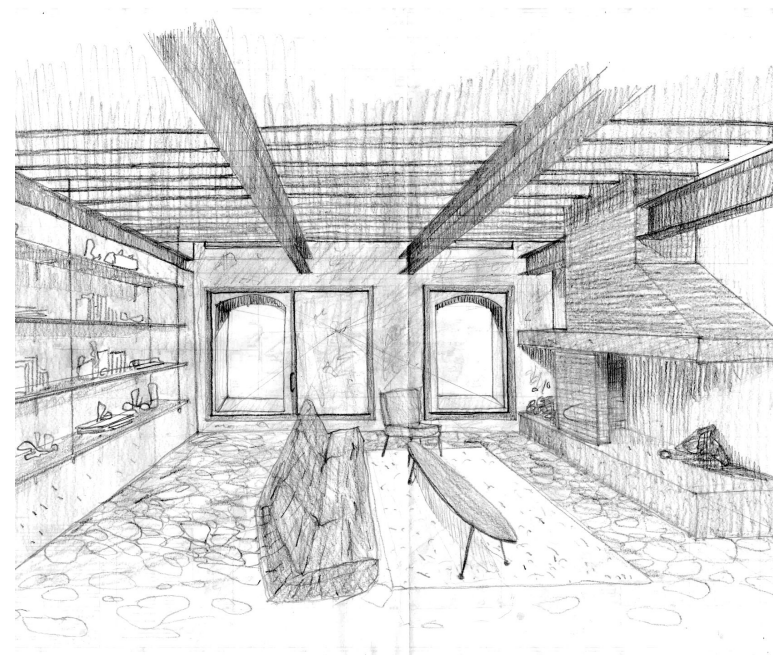
At De Boomgaard, we aim to develop an **integrated care housing project in collaboration with local care providers**. We create inclusive housing solutions that make traditional residential neighbourhoods more care-resilient and ensure a high degree of residential continuity throughout different stages of life.

Key Facts

- AGSL Call for Proposals
- 3,000 m²
- Currently under construction
- Completion scheduled for 2027
- Livez CVSO
- Partners: WZN Dijeleland, Oostrem, De Wissel, and Zorg Leuven
- Investment budget: €8 million
- Supported by a VIPA grant

Website: www.boomgaard.livez.be





BEAUTY, TRANQUILLITY, AND THE GATEWAY TO A NEW NATIONAL PARK

With La Confluence, we aim to create a **unique nature destination** where individuals, families, and groups can enjoy tranquility, meaningful connections, and the natural environment within an ecologically, gastronomically, and artistically inspiring setting.

Key Facts

- Acquisition of a vacant property (private owner)
- 3,500 m² built area (18,000 m² site area)
- Currently preparing the environmental permit application
- Construction scheduled to start in early 2027
- Project company: SA Astacus (*)
- Partners: Parc National ESEM and Unicorn
- Investment budget: €14 million



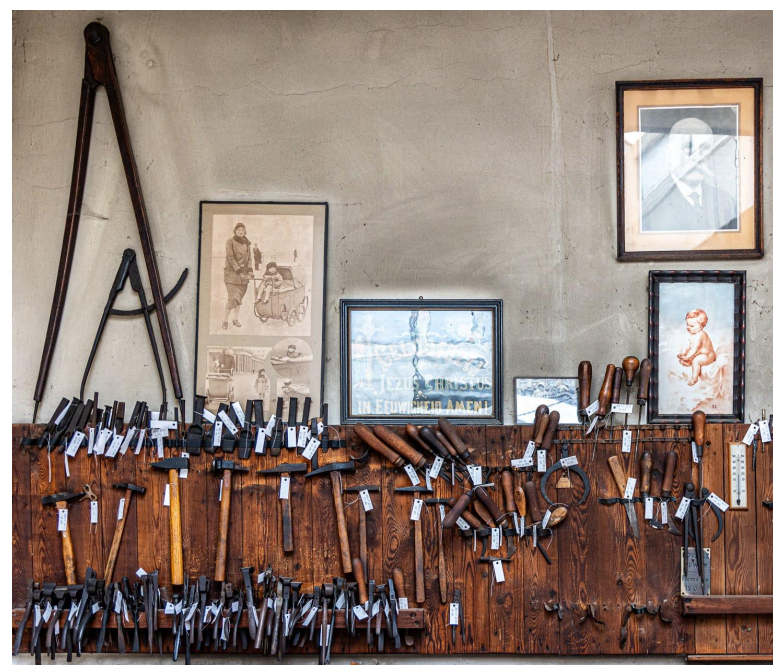


WHERE THE PAST AND FUTURE OF LEUVEN'S CRAFT TRADITIONS COME TOGETHER

In 2024, Stadsmakersfonds acquired Huis Delsart from the 'Koning Boudewijnstichting' with the ambition of transforming it into a shared workspace and showcase venue for local artisans and women entrepreneurs.

Key Facts

- Protected heritage monument
- Prime location on Bondgenotenlaan
- 700 m²
- Acquisition price below 50% of the appraised value
- Heritage grant awarded
- Investment budget: €2 million



Website: www.huisdelsart.be



STADSMAKERSFONDS



A CARING RESIDENTIAL COMMUNITY WHERE BEAUTY, TRANQUILITY, AND CONNECTION TAKE CENTER STAGE.

Stadsmakersfonds is exploring the adaptive reuse of the iconic English Convent in the historic centre of Bruges, transforming it into an intergenerational living community complemented by a socio-cultural programme.

Key Facts

- Termsheet agreement with the English Convent non-profit organisation
- 8,300 m² GFA (Gross Floor Area) + 11,500 m² of gardens
- Phased leasehold structure under investigation
- Partner: Fonds Generet (King Baudouin Foundation)
- Investment budget: €16.5 million

Website: /





THE CITY OF TOMORROW IN A FORT OF YESTERDAY

Stadsmakersfonds, together with a range of local organisations, has developed a temporary adaptive reuse programme for a minimum period of 6 years, with a possible extension of 3 additional years. The Citadel is being transformed into an incubator for new ideas that will shape the society and city of tomorrow, providing space for circularity and sustainability, arts and creativity, sports, recreation and wellbeing, and above all entrepreneurship, community initiatives, and social interaction.

Key Facts

- Temporary development concession
- Started in April 2024 for a period of 6 years, with a potential extension to 9 years
- 8,000 m²
- Investment budget: €850,000

Website: www.citadeldiest.be

