

The challenge was to plan and manage the biggest refugee center in Berlin while transforming the former airport into a dignified reception institution.

The refugees' needs were to be balanced with both the spatial specifics of the airport and the local political complexity. The focal point of the process was the refugees' perspective. The task included developing a spatial masterplan for both the facility itself and its outdoor area and at the same time designing an organisational structure that included all administrative and operational stakeholders. The combination of the Integrated Humanitarian Design process and organizational design led to a complete and human-centered solution.

AIM AND SOCIOPOLITICAL CONTEXT

Since October 2015, the former Tempelhof Airport (THF) in Berlin has been serving as an emergency shelter for refugees.

Within days, parts of the hangars had been prepared for the accommodation of over 2,000 people – leaving no time to coordinate spatial functions or to follow a greater spatial or organizational strategy. Further measures to increase accommodation capacity and diversify offerings for refugees were in planning stage (as of May 2016).

The project's aim is to transform THF into a place of arrival and a temporary home for the new Berliners and at the same time, claiming the area as an accessible space for all city residents. Neighboring Tempelhof Field already is a frequently visited symbol of urban liberty.

METHODOLOGY AND PARTNERS

To come up with a workable design as well as to cope with the organizational complexity of the site, methods used within the project included expert interviews, co-planning workshops, mapping, historical research and the analysis of all existing plans and projects for the site.

During the process, it was key to work with various stakeholders that are involved in the site's operations or relevant in political planning. These organizations include the state's senate department for urban development, LAF (State Office for Refugees), BAO (state task force), Tempelhof Projekt, district government, Tamaja (local accommodation operator), and others.

IDEA AND VISION

All partners and institutions agreed on a common perspective for the site planning of THF as temporary accommodation and arrival center. Based on stakeholder workshops facilitated by us, four leitmotifs were formulated. THF is to be

1. a springboard into the city
2. a flexible, "breathing" location
3. a place of encounter
4. Berlin's place of humanitarian innovation.

After agreement on these visions, the second project stage was to propose and introduce a spatial design for it.

DESIGN CONCEPT

THF is an element in a dynamic contemporary-historical context of Berlin. While its use as emergency shelter defines urgent demands for the space and its functions, THF is a local projection screen for a wide range of desires, and is connected to Berliners' memories. Interfaces and functions have to respect these aspects and long-term plans. Ecological advantages result from the best use of the building: the new zoning and utilization program take future scenarios into account.



INTEGRATED PLANNING FOR TEMPELHOF (THF) REFUGEE CENTER

A socially just and holistic planning of the site as an accomodation
and arrival center for refugees in Berlin

Since October 2015, the former Tempelhof Airport (THF) in Berlin has served as an emergency shelter for over 2,000 people. The project's aim is to transform THF into a place of arrival and a

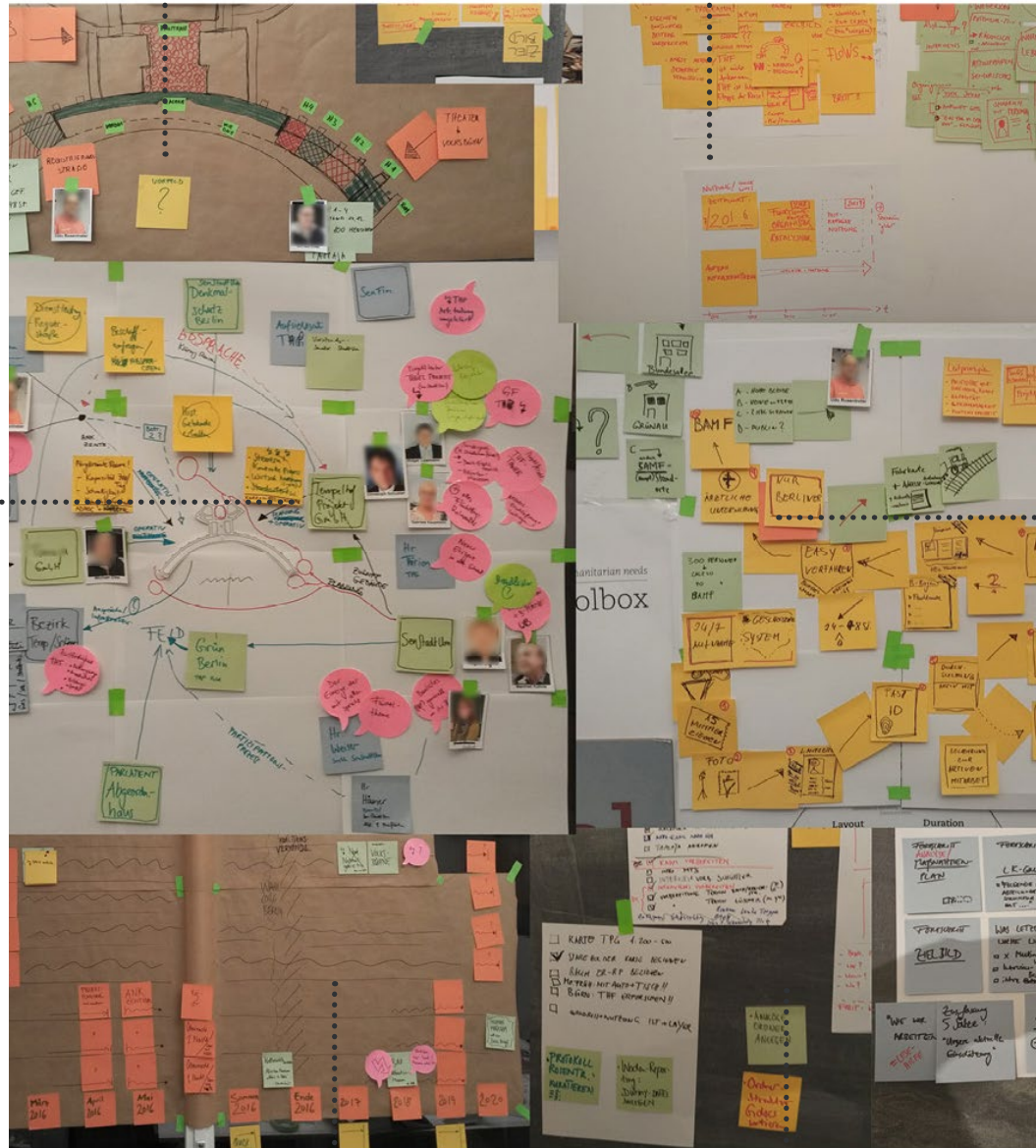
temporary home for the new Berliners and at the same time, reclaiming the area for all city residents as an accessible space – nearby the Tempelhof Field, a highly frequented symbol of urban liberty.

Identifying existing plans, projects, and planning conflicts within different governmental entities.

Formulating human-centered project-values and design approach.

Understanding what the re-gistraion process for asylum seekers means spatially.

Mapping the diverse stakeholder landscape around the site and its function.



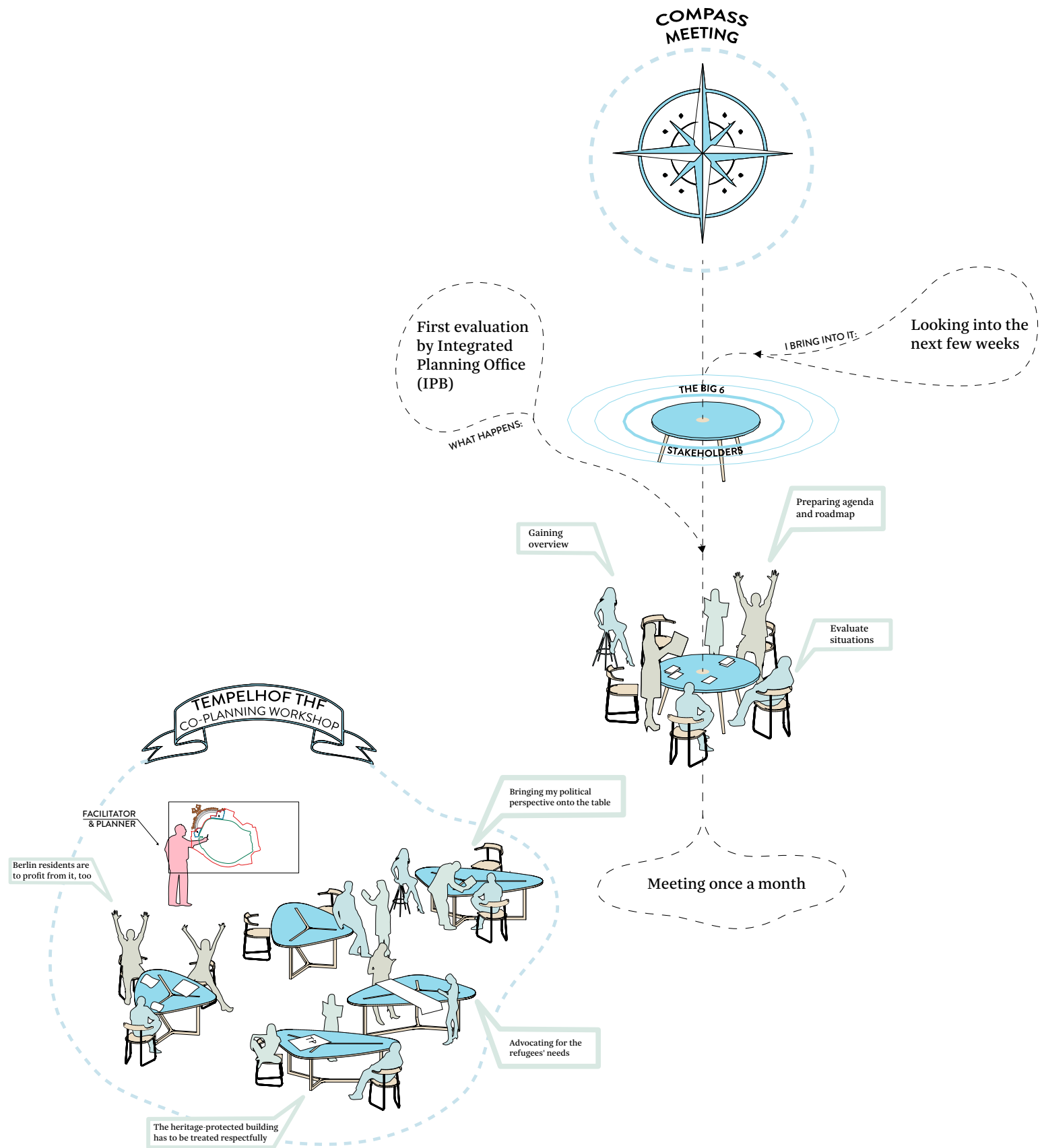
Understanding the time component (deadlines and durations) of not yet coordinated initiatives and projects.

Starting to prototype and run an Integrated Planning Office for coordination and spatial design of THF.

ANALYZE, DESIGN AND PROPOSE IN A COMPLEX SITUATION

Methods used within the project included expert interviews, co-planning workshops, mapping, historical research and the analysis of all existing plans and projects for the site. The refugees' needs

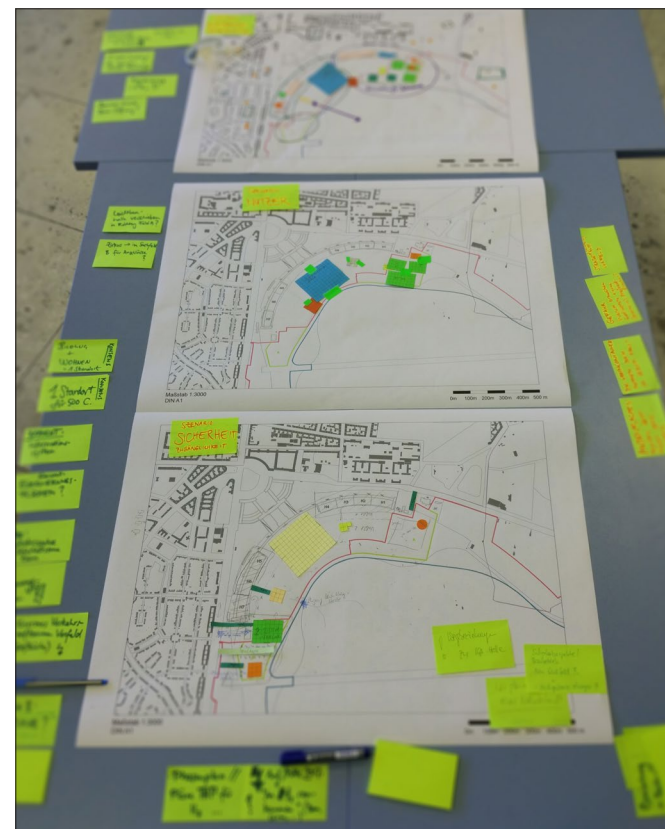
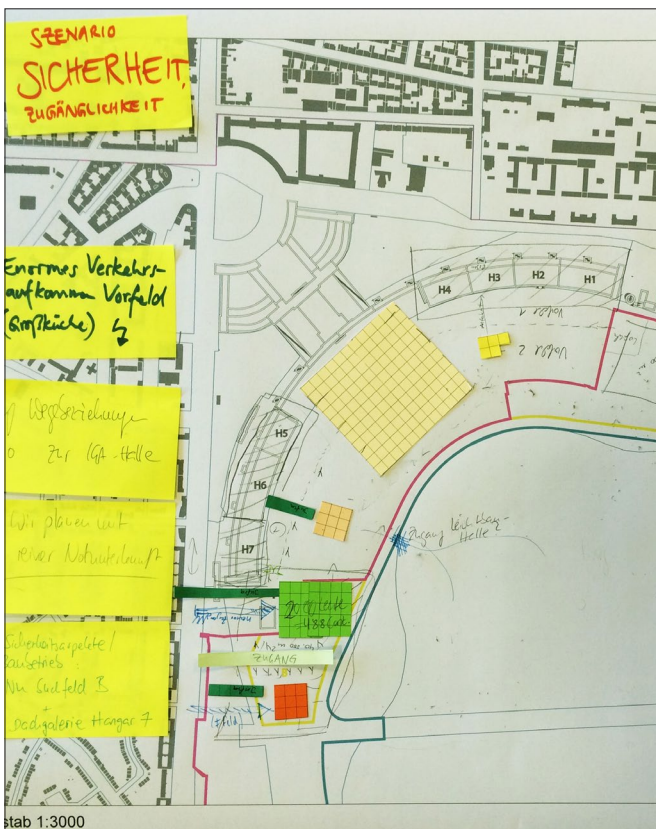
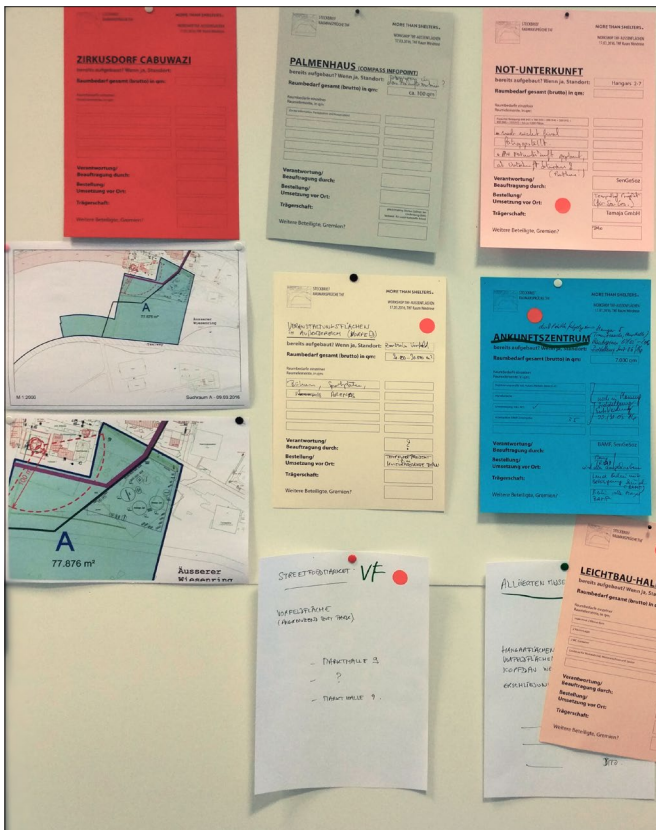
were to be balanced with both the spatial specifics of the airport and the local political complexity. The task included to develop a spatial masterplan for both the facility itself and its outdoor area.



INVOLVING POLITICAL AND OPERATIONAL STAKEHOLDERS

During the process, it was key to get various stakeholders that are involved in the site's operations or relevant in political planning on board. These organizations include the state's

senate department for urban development, LAF (State Office for Refugees), BAO (state task force), Tempelhof Projekt, district government, Tamaja (local accommodation operator), and others.



DISCUSSING AND CHALLENGING SPATIAL DESIGN WITH EXPERTS AND STAKHOLDERS

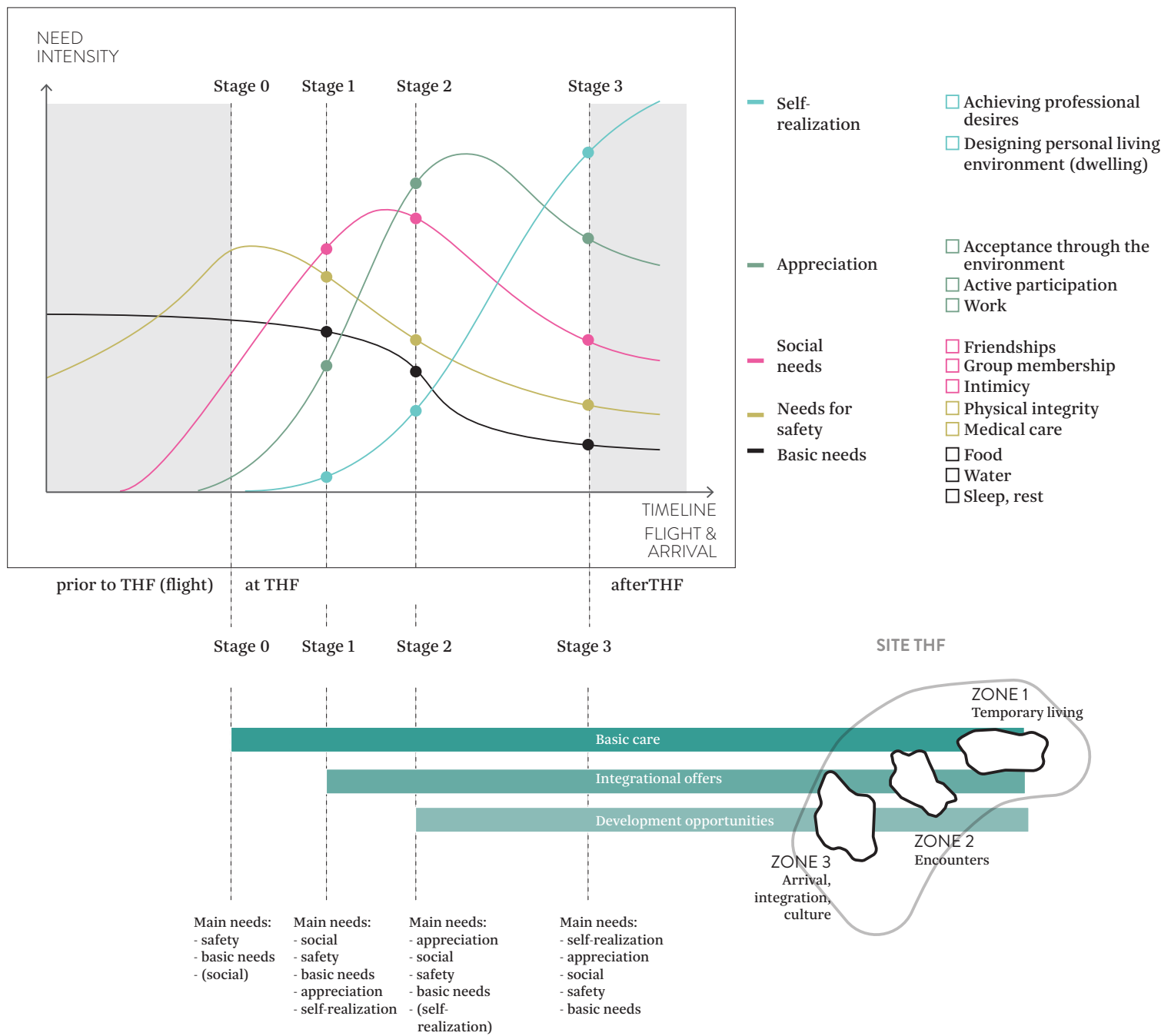
Both the mission and the spatial master plan are based on an intense co-planning process to involve relevant organizations, institutions, as well as local cooperations. Based on stakeholder workshops

facilitated by us, four leitmotifs were formulated: THF is to be 1. a springboard into the city; 2. a flexible, “breathing” location; 3. place of encounter; 4. Berlin’s place of humanitarian innovation.

METHODS

Human Needs

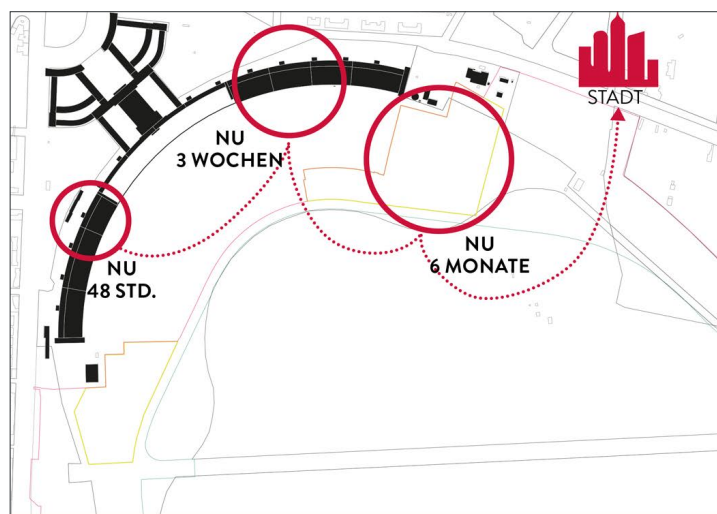
HUMAN NEEDS CATEGORIES - WHAT NEEDS TO BE ACCOMPLISHED BY THE SITE THF? (SCHEMATICALLY, ACCORDING TO MASLOW 1943)



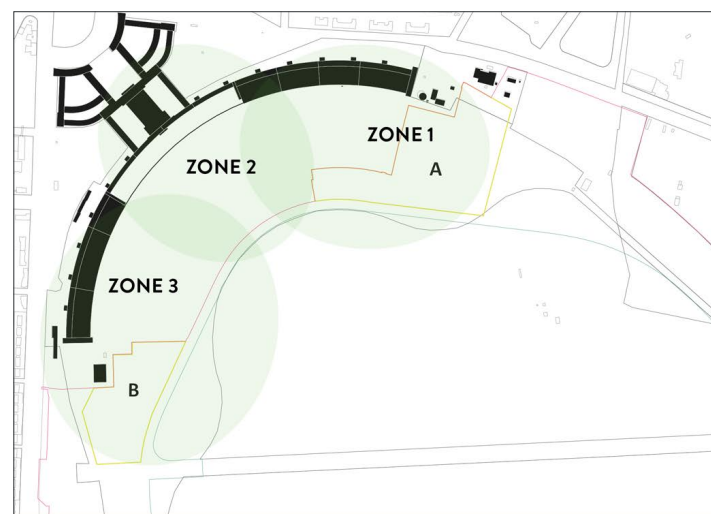
HUMAN NEEDS AS DESIGN-GUIDELINES FOR THE PROPOSED MASTERPLAN

Refugees that stay in the location find themselves in different situations: While some just arrived, others are already in the city for longer and urge for their first Berlin home. This means that the users'

dominant needs differ. We applied the categories of universal human needs as baseline principle for the design.



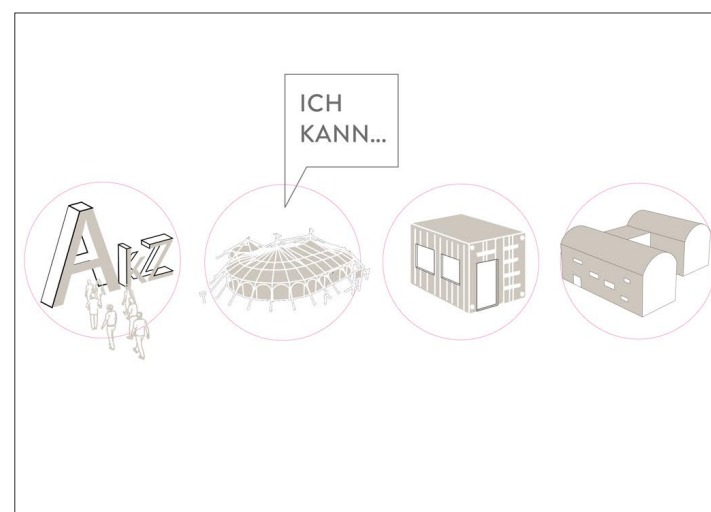
1. Status and Assumption



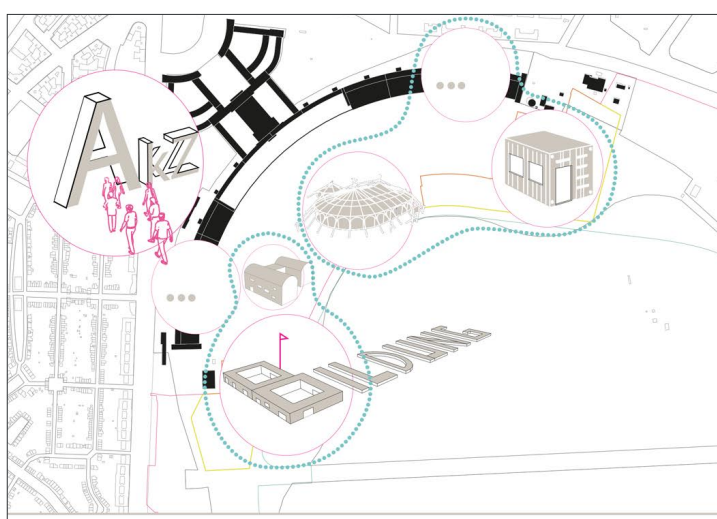
2. Developing and Applying Zoning Concept



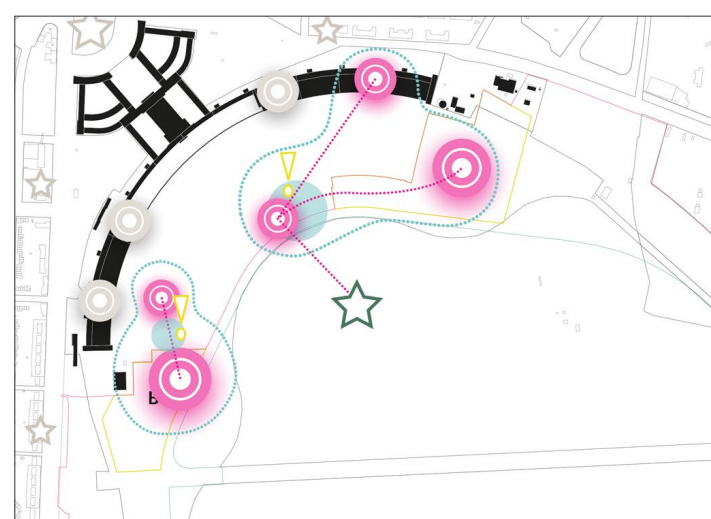
3. Identifying Specific Projects intended by Actors



4. Making clear Potentials of specific Projects



5. Defining best Locations for Projects

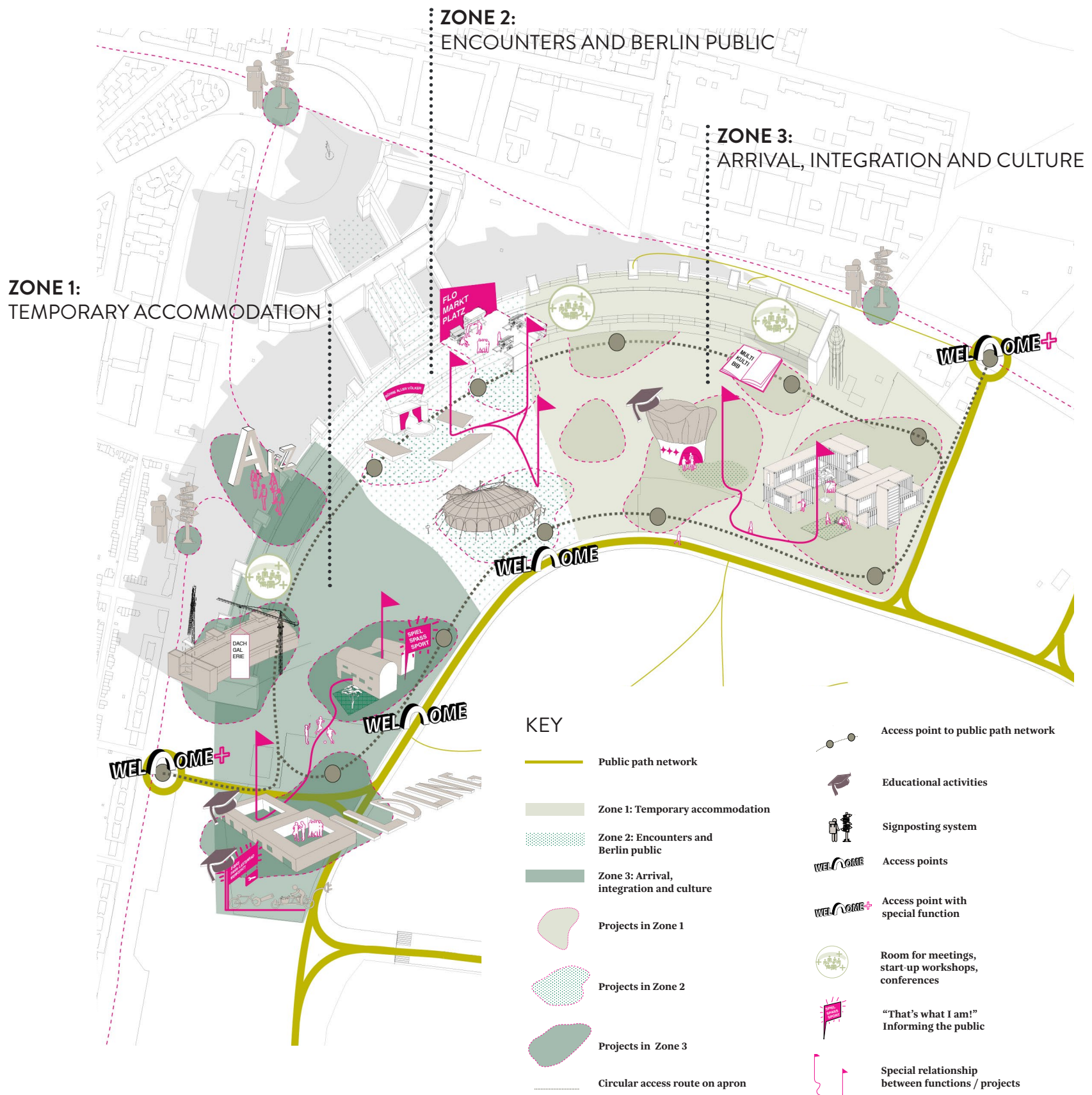


6. Proposing 'Strategic Spaces' based on synergies and connection of future projects and plans

DERIVATION OF THE MASTERPLAN: DESIGNING A ZONING CONCEPT

The master plan idea is developed out of a six-step design process.

Projects and existing plannings are assigned to zones; among others they are grouped in relation to their degree of privacy and publicity.



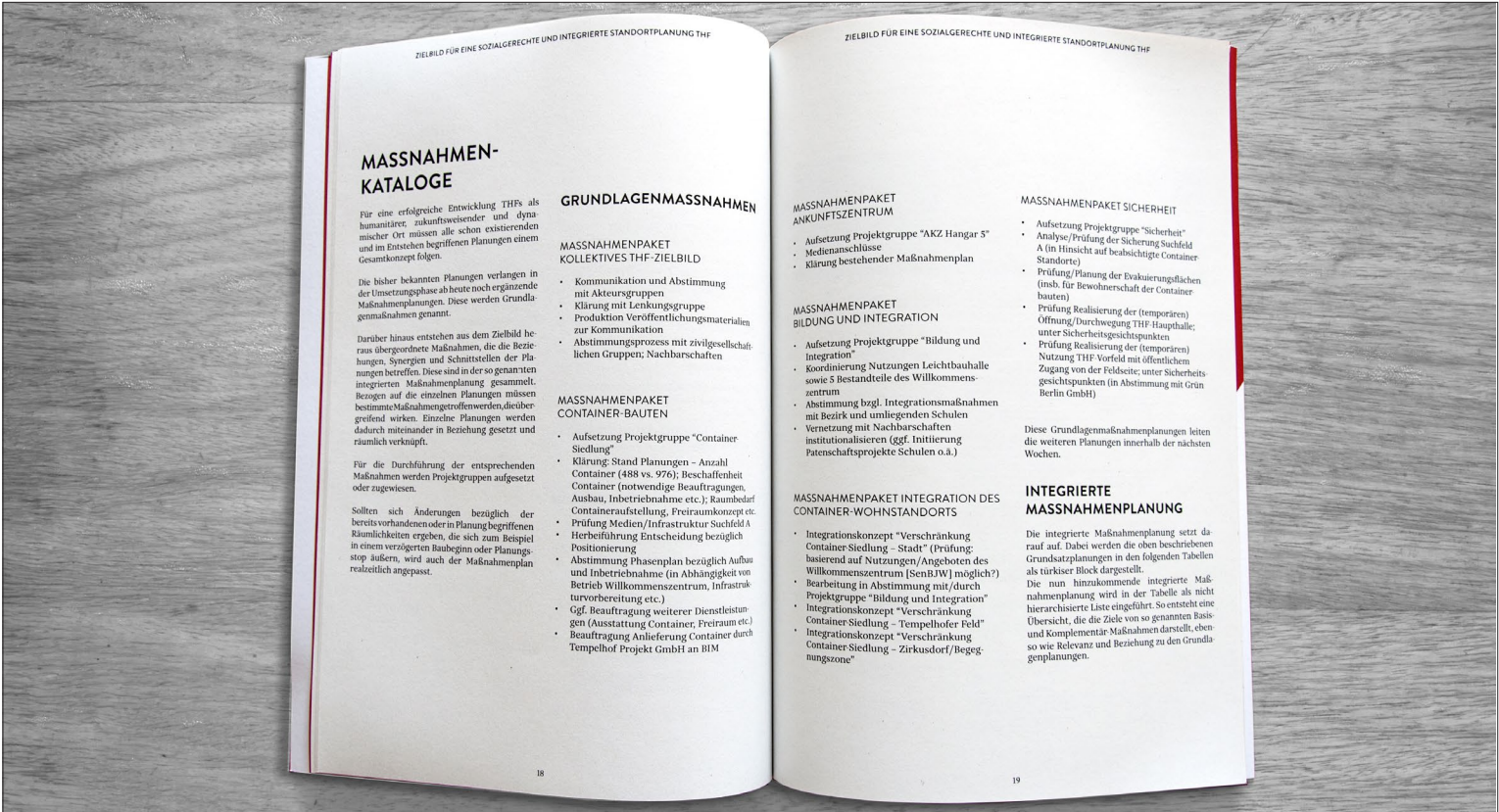
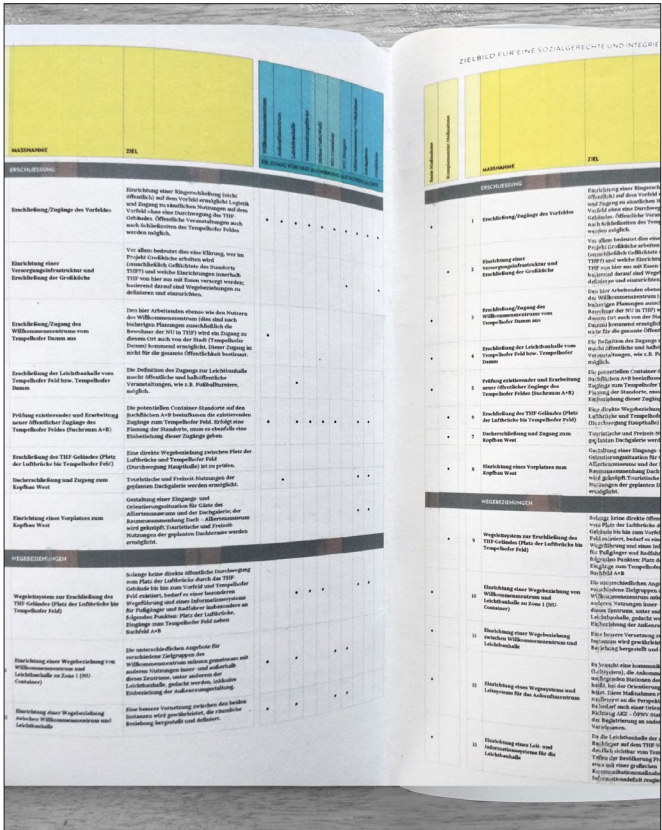
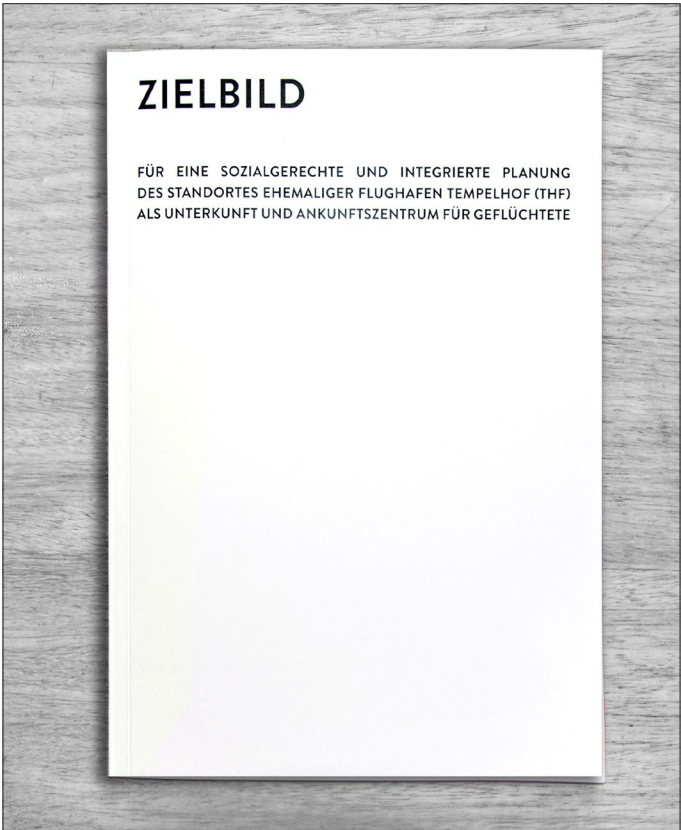
A MASTER PLAN FOR THF TO SPATIALLY COORDINATE CURRENT AND FUTURE PROJECTS

All involved partners and governmental institutions agreed on a common perspective for the integrated site planning of THF as temporary accommodation and arrival center. The master plan

idea is developed out of a six-step design process. Projects and existing plannings are assigned to zones; among others they are grouped in relation to their degree of privacy and publicity.



Three different zones are defined to bring the site to its best use to fulfill users', the building's and political requirements.



FORMULATION OF A COLLECTIVE FUTURE MISSION

A coherent action plan summarizes the future steps and projects for THF as temporary accommodation and arrival center for newcomers to the city. The document, which has been collectively agreed

upon, consists of designs and maps and more than 30 detailed measures, ranked by importance and urgency.