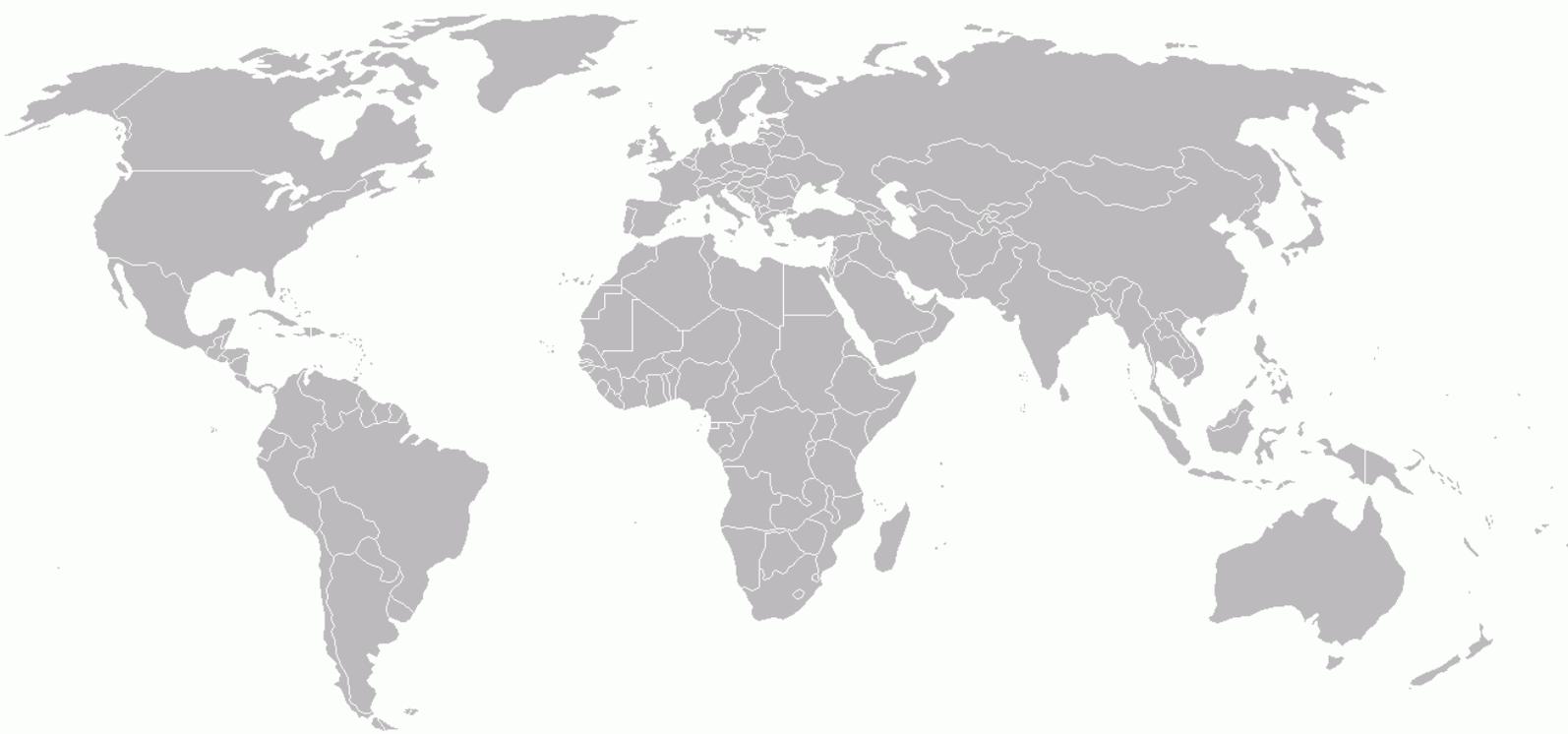


# VIENNA IMPLEMENTATION LAB

2 – 4 SEPTEMBER 2009

Report



Prepared by:

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## Preface

Urban planning is the art of feasibility. People who work in this profession live a life of theories, intentions, imaginations and dreams which they hope will come true. In fact reality catches up with the visions soon. Urban planning is often a subject of disappointment caused by a lack of fantasy, personal interests, legal barriers, blindness by routine, unforeseeable developments like economic, or natural disasters.

The key area of 'Liesing Central' is a diverse area full of challenges and threats. Planning in this quarter relates sometimes to the quadrature of the circle. Greenhouse areas, an old village core, residential areas, high potential recreation zones, an industrial district as well as enterprise zones form a heterogenic environment. A metro line and an interurban train as well as high rank roads packed with traffic complete the ingredients of challenging parameters.

The works on this key area are full in progress but nevertheless still a lot of questions need answers and some answers already found need an evaluation. For that reason it was necessary to secure opinions from other experts to ensure a future oriented progress. The more and intense a discussion is, the broader the perspective, the better the upshot. What would be more obvious to hold an implementation lab to gain good results, especially if you want to use them as a base for a future master plan?

Due to lucky circumstances I had the chance to participate in the fruitful by Huib Haccoû initiated IFHP working party MILU which started in 2000 and the succeeding INTERREG IIIc project MILUnet within we developed a format for approaching urban planning problems in a structured and constructive way and – something very important – full of relish. To look at urban difficulties from different points of view, with different background in culture, mentality and education is a way that leads to success. The "Implementation Lab" was born. This format was proved and improved on several occasions throughout Europe and also in the United States. Of course it was learning by doing, therefore nothing theoretical, no work in a subjunctive, always trying to be content related and looking for implementable solutions.

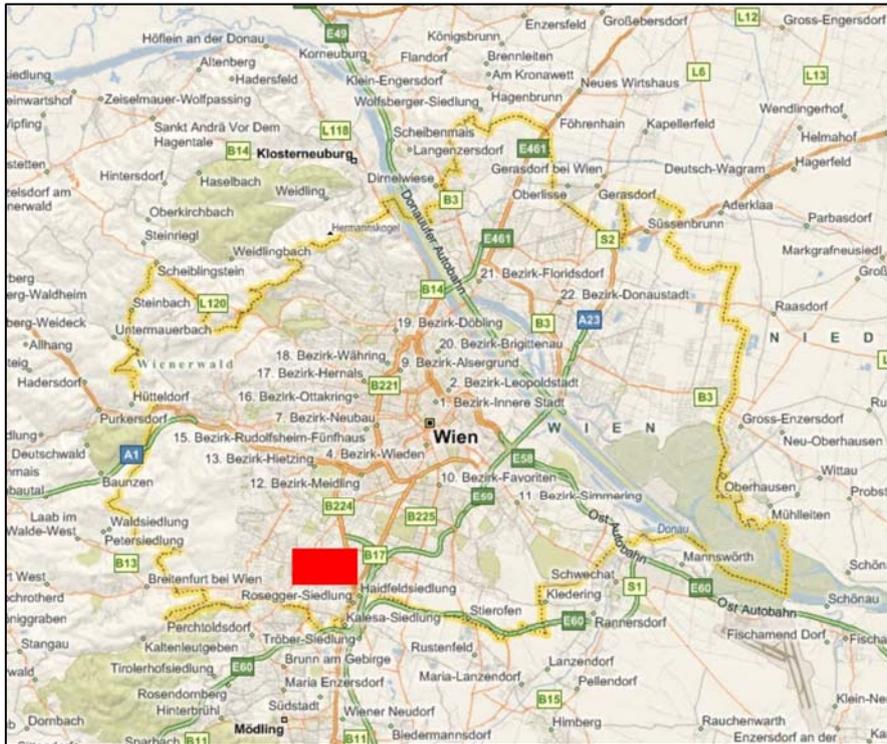
For local decision makers this can be sometimes new, sometimes irritating and sometimes even offending. That is the risk. But the chance to find results which are a base for a good and sustainable development justifies free-spirited approaches.

The outcome of the implementation lab in Vienna shows that the decision to hold such a meeting on the subject of the key area 'Liesing Central' was right. The fruitful outcomes, the satisfying product and the enthusiasm during the three days of intense work shows how people despite the nationality, the language and the mentality can be engaged together on a special subject. Therefore I would like to thank all the participants for their enthusiastic and professional work and the fantastic atmosphere they induced. Special thanks I would like to address to Huib Haccoû who is the mastermind of the implementation labs. Without his skills in organisation and motivation and his ability to "energize" the participants, the lab would not have been the success it was.

Volkmar Pamer  
Co-ordinator key target area 'Liesing Central'  
Municipal Department 21B  
Vienna City Administration



The case study areas.



Regional case (red)  
Local case (yellow)



# 1 Introduction

Local case: A glass house gardening area situated in the South of Vienna has 40 hectares (400.000 m<sup>2</sup>) and is cut in two by the metro line U6 which runs on a dam (barrier). The area was a gardening area for a long time. Still a lot of properties are used for gardening (especially green house growing). Some of the owners have sold their properties to building companies, some do not want to sell and some try to speculate. The area is perfectly accessible with 2 metro stations nearby. There would be place for approx. 5.000 to 6.000 apartments.

Regional case: The area between the main train track (Südbahn) in the West and the Altmannsdorfer Straße in the East is an heterogenic part of the Southern city fabric. It contains the old village core of Atzgersdorf, the River Liesing, enterprise zones, the large residential blocks of Alterlaa erected in the Seventies, abandoned factory sites and major road tracks. The area is well connected by public transport but only in it's Western parts (interurban train) and in the East (metro line U6)

## Problem statement

The problems of this area are related to the following initial questions:

- How can the area be developed not having all the properties in one hand. How can this one ownership be realized or how can the area be developed without having all the realties in one hand ?
- A school campus of approx. 25.000 m<sup>2</sup> is needed. Where could such a campus be located and realized financed ?
- How to deal with the traffic? All the crossings close to the area are already jammed with cars in the peak hours. Can the two metro stations within this area suffice for efficient connection to and from this area?
- Which functions besides living are applicable there?
- How to organize the developing process?
- What could be the coherent vision, linking all separate developments involving ecology as a main pillar?

On the bases of the earlier experiences with the involvement of international expertise in the framework of the Interreg IIIc Operation MILUnet, the Municipal Department 21B (MA 21B) within the Vienna City Administration the responsible entity for the development of this area, invited the International Intervision Institute (III) to organize an Implementation Lab for this glasshouse area, addressing the questions as mentioned above.

This Implementation Lab was held form 2 till 4 September 2009, in the offices of the Urban Planning Departments of Vienna (in fact the Municipal Department 21 B Rathausstraße 14-16 in Vienna ). Thirty two participants were focussed for three days on the study area, using the Implementation Lab format as explained in Annex 1 as guideline.

For the preparation of an Implementation Lab workshop the International Intervision Institute has worked closely with the hosting organisation in the Municipal Department 21B. The preparations for this Implementation Lab were done by Mrs Birgit Hundstorfer, Mr Volkmar Pamer, both from the MA 21B and drs Huibert A Haccoû, managing director of International Intervision Institute.



## 2 The Implementation Lab Programme



### Day 1 Wednesday 2 September 2009

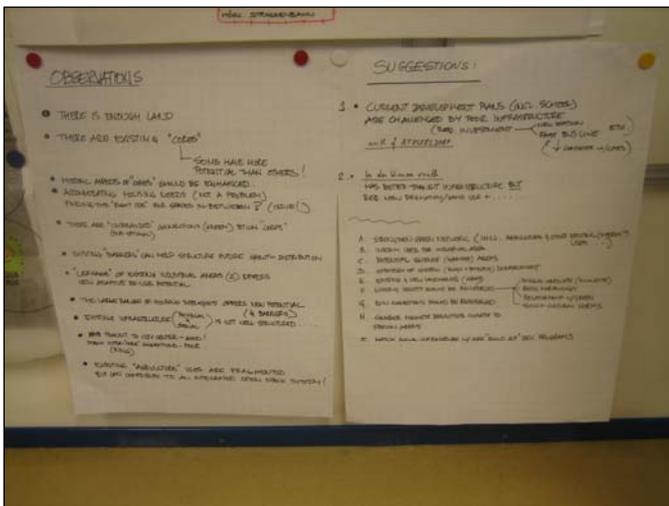
- 09.30 Official welcome by the Municipal Councilor Mr Rudi Schicker.  
Starting up, general introductions to the programme and introduction of participants by Huibert A Haccoû.
- 10.00 Introduction to the study case area by Volkmar Pamer  
Formulation of the problem statement and short discussion
- 11.00 Reference cases : 12 minute presentation from Oslo (Brede Norderud), Lisbon (João Basto), Amsterdam (Femke Haccoû) , Munich (Walter Buser), Gdynia (Karolina Krościcka)
- 12.30 Running Lunch  
Start of the site visit by bus with guiding information
- 17.00 End of the day 1.

### Day 2 Thursday 3 September 2009

- 09.00 Introduction and Q&A;  
Plenary assessment of the problem statement and reformulation of key areas of concern.
- 10.30 Coffee break.
- 11.00 Working sessions two local case and two regional case subgroups starting with observations facilitated by Martijn Kramer, Arun Jain, Huibert Haccoû, Volkmar Pamer.
- 12.30 Lunch.
- 13.30 Working sessions continued with suggestions.
- 17.30 Facilitators sit together for the formation of the taskforces and the focus for their Recommendations.
- 22.00 End of day 2.

## Day 3 Friday 4 September 2009

- 09.00 Introduction formation and instruction of task forces.
- 09.30 Working sessions task forces for recommendations.
- 10.30 Coffee break during working session.
- 11.00 Press presentation of the intermediate results.
- 12.30 Presentation of the Recommendations.
- 14.00 Sight seeing Cable and Wire factory area
- 17.00 End of programme



## 3 Assessment of the problem statement

After having visited by bus the regional case study area that was roughly depicted as the area that includes the settlements of Siebenhirten, Liesing, Atzgersdorf and Alterlaa and having walked through parts of the areas (local and regional) the participants reformulated the problem statement as follows:

### Regional Case

What is the problem?

1. Who is the client?
2. Who leads this process?
3. What are the reasons to “be there”?

Issues to address

- Leakage of businesses (what’s the competitive advantage?) – If they are leaving, why?
- Why should all or any of this area be part of a vision?
- Important to be gentle and considerate to existing population (transition strategy?)
- Surrounding villages are more coherent and attractive... why? (How do you bring people in without losing the character of the “place”?)

Problem statement of the regional study case.

What scenario would build on the potential of this area knowing that the programme of this area must encompass housing, leisure, connectivity, jobs and a green environment, that produces a reason to be in this area?

### Local case

What is the problem?

1. What is the highest and best use for this land? What is the development priority of this area – or the competitive advantage over similar development programs citywide?
2. Who is the real client?
3. What will make this a “complete community” - initially (in phases) and after build out?
4. Design the community and identify the gaps that need to be filled.

Issues to address

- Planning and community territory is not clear
- Which program elements are fixed?
- What are the gaps?

Problem statement of the local study case.

What is the development priority of this glass house area in order to create a complete community.



## 4 Regional Case: Alterlaa

(Reported by Hundstorfer & Pamer & Jain)

### Observations and suggestions



#### Observation on Identity

A general statement from all members of this subgroup is the fact, that the whole area has no over all identity but a lot of small, sometimes hidden ones. Looking at the different sub-areas it shows that there are four major characteristics which stand for this part of the 23. Viennese district.

1. The old village core of Atzgersdorf and it's adjacent structures: Due to it's poor appearance, it's under use and also the wrong use of valuable space by traffic, the identity is weakened in a dramatic way.
2. The River Liesing: Yet it is not a big river, more a small creek except after heavy rainfalls the potential is enormous and even underestimated by the locals. This brook (and it's accompanying areas) is the green spine of the vicinity.
3. The nurseries: That's what the areas is known for – also in the rest of Vienna. A strong manifestation of urban agriculture, an identity to build on.
4. The towers of Alterlaa: Everybody knows these high rise apartment buildings, even outside Vienna. It is THE identity of this place – mostly bad for people who are not living in this area, mostly good for the people living in the apartment blocks.
5. Accommodating housing needs and demands are not a problem (plenty of land), finding the “right use” for spaces in between is an issue.
6. The large range of housing typologies offer new potential (have barriers too!).
7. Existing “agriculture” uses are fragmented but can contribute to an integrated open space system.

#### Suggestions on Identity

It was suggested to value the heritage of the old village core, to enhance the river as a “green spine” to deal with the “nursery identity” of “In der Wiesen” including a new sub centre and probably forming a new land mark as a counterpoint to the residential towers of Alterlaa.

### Observations on Connectivity

Generally said, it is an amorphous area, with a lack of links in a physical and also thematic way.

Motorized individual traffic: These connections are the only ones which are pretty good and well maintained. North-South and East-West connections are both fine with no need for extension.

Public transport: Very good in North-South direction especially at the edges of the area (S-Bahn and Metro line U6). In the Breitenfurter Straße the Bus-line seems to be not an adequate alternative to the individual traffic. The East-West connections are merely poor.

Pedestrians and cycling connections: Generally poor. Except the walking and cycling tracks along the River Liesing, no attractive network of such links can be found.

Social connections: Due to its amorphous character social connections between the several sub-areas are not existing. The River Liesing is the only connection which provides social interaction.

Visual connection: There is only one real landmark in the area – the residential towers of Alterlaa. Nothing else can be seen from a distance. Even the tower of the Atzgersdorf church is not a good landmark for orientation.

The regional case area is a collection of barriers.

East-West: The Altmannsdorfer Straße, the Metro Line U6, the park of the Castle Erlaa, the Breitenfurter Straße/Brunner Straße and the railway track (Federal Railways, South Bound respectively the S-Bahn)

North-South: Especially the Anton-Baumgartner Straße/Erlaaer Straße and accompanying buildings.

Additionally it is to be said, that a connection network between the several old village cores in the district of Liesing is not existent. Existing barriers can help structure future growth distribution.

### Suggestions on Connectivity

In fact this issue was the most important to all participants in the group. To enhance connections on nearly every level except the individual motorized traffic was seen as more important than anything else. Cycling paths, to and fro the metro stations, better pedestrian connections including the improvement of the Atzgersdorf village centre, better tangential connections for public transport, pedestrians and bicycles. “Rewarding connections” according to the example of Amsterdam have to be created respectively improved. Mid- to long term strategies for a “car-drainage” to reduce the impact of the motorized individual traffic have to be found. Priority has to be given to public transport in every single part of the whole case study area. If there is no improvement further development is in danger and a decline will be the result.

### Observations on Critical Mass

The general opinion of the group was the fact, that as long as future functions are not known any classification is obsolete. At the moment all present functions can be served. The “leakage” of existing industrial areas offer new adaptive re-use potential.

### Suggestions on Critical Mass

Because of the expected developments especially in housing, the strengthening of the values and functions especially of the existing village core of Atzgersdorf and a potential new sub core is essential. If the core(s) are not developed in that way the adjacent zones loose their ‘magnetic pole’ which prevents the areas of being amorphous.

### Observations on Human Scale

The area is seen as “too big”. It is quite difficult to find “rewarding” foot- and/or bicycle paths in the whole area. The open landscape is only broken by buildings and not by greenery. The historic centre of Atzgersdorf is from the point of dimension human scale but due to the permanent and disturbing traffic and the shabby appearance it has no quality for a comfortable sojourn. The opposite is the zone of the River Liesing which stands for a high quality leisure and pleasure area for everybody.

### Suggestions on Human Scale

Emphasizing the features of the landscape and the natural assets should be part of a developing strategy which leads to a massive landscape planning to build up respectively strengthen a green structure. Further suggestions were: Scaling down the urban relevance of an enduring 'rural' and 'natural' environment, adapting existent vacant constructions, creating resting and lucid spaces, physically reducing the impact of the railway/metro lines by altering the land morphology. What has to be done to make the place attractive and safe at night too?

### Observations on Promotion and Marketing

At the moment no promotion is recognizable. It is not to be seen what Atzgersdorf and surrounding stands for. Why should someone move to this place? What could be a motive except an apartment in the South of Vienna (which is a sought after place because of its accessibility but not because of its loveliness). It seems no one ever had looked on the potential for marketing and bringing a new identity to the place.

### Suggestions on Promotion and Marketing

There is a wide range of possibilities to promote the area with the goal to give an answer to the question "What does the area stand for?" This could or should lead to a (partly) new identity. The proposal of creating a local office for the direct public participation of the community residence is already practiced in Vienna ("Gebietsbetreuung"). With one or two exclusive festivals, culture incubators, a logo or a local trademark branding (similar to the Aspern airfield) promotion bench-marks can be set. It is necessary to stick/attach values to the name of the area.

### Observations on Process

There is no structure in developing the area. It is a key/target area but an overall strategy can't be seen. 'Pocket of developments are existing but no inter-relatedness. Even the 'territory' is not really well defined. Knowing that something has to be done (otherwise it would not be a key/target area) it looks as if there is no will to approach problems in a constructive way e.g. the way of transport. Maybe the heterogeneity of this place makes it difficult to find the right ways and means.

### Suggestions on Process

Due to the fact that the yet independent progressive construction of the housing development, creates an unstructured urban fabric, still linkages have to be found. The process of developing autonomously at each corner of the area has to be stopped. This is the simple but essential step which has to be made. Based on an overall concept the further steps have to be developed afterwards.

## Conclusions

Regardless, former observations and suggestions, some must do strategies are:

- Consider placing the highest densities of development closest to the station areas (U-Bahn).
- Initiate ways to realize a critical mass of development that is self sustaining (economic and environmental) around each U-Bahn station.
- Strengthen the green network (include agricultural and other – interim uses)
- Create interim uses for industrial areas.
- Enhance the potential science corridor areas.
- Need a strategy of historic reinforcement (buildings and patterns).
- Enhance existing and develop new landmarks in each core.
- Reinforce the existing identity of each cluster (physical landscape – silhouette, Building morphology, relationship with green, socio-cultural norms).
- Reinforce E-W connections.
- Ensure the social infrastructure keeps up with development.

The following trade offs are to be considered in the recommendations:

### West Corridor

#### Positives

- Committed housing development projects.
- Near certain school development.
- Some existing green and open space assets.
- Some historic structures and buildings.
- Area is best suited for infill and piecemeal development.
- Area works for business investments (production studio) that are not dependent on easy access and public transit with the city centre.

#### Negatives

- Fragmented opportunistic development without long term consideration of infrastructure (social and physical) or effective use of the S-Bahn.
- Continued development will result in increased infrastructure pressures.
- More difficult to develop truly mixed use development (less attractive as a business oriented corridor) – no subway.
- New housing development that is further away from the S-Bahn stop will be more car dependent.

## East Corridor

### Positives

- Fast transit access to city centre.
- Large areas of developable land adjacent to U-Bahn station area (Erlaaerstraße).
- Station area development can expand to fill corridor (Alterlaa, Perfektastraße).
- Potential to integrate new and existing green and open space infrastructure.
- High potential to integrate mixed use development including office, retail and commercial uses.
- Long term integration with existing Liesing industrial area (science corridor).

### Negatives

- Short term land assembly issues.
- Need to change existing land use and regulatory structure (entitlements).
- Lack of community and city initiative /consensus.





## 5 Local Case: In der Wiesen

(Reported by Haccoû & Kramer)

### Observations and suggestions



#### Observations on Identity

The area of Liesing is a gardening area (flowers, trees and vegetables) largely in decline. Its still has the look, feel and smell of a rural area. There are no landmarks that give you an orientation of where you are.

This is related to the sprawled character of the area, that seems to have no borders or local centre. It is an open space in between historically grown villages, that seem not willing to link to each other.

What is very noticeable, are the gated plots without public access. The area of the railway, the glass house areas and the characteristic Castle Park.(Schlosspark); all these area's are fenced off. And offer no public access.

The feeling of abandonment is enforced by the barrier of the elevated subway that divides the open space in two. This creates an ensemble that has no homogeneous structure, nor in type of building, nor in hierarchy, nor in scale of buildings. One can hardly find one denominator that can function as an identity

The area 'In der Wiesen' suffers from a quite unarticulated overall identity. Opposites are present in the experience of the neighbourhoods surrounding the area. E.g. high and low density and massive urban structures versus one family houses, agricultural land en undefined green areas. There is no coherence. The most important identity present In der Wiesen is the green open and spacious identity.

#### Summarised Assets:

Green Urban Settlements

Ecological Housing

Green connections

Make use of glasshouses to support the sustainable identity.

### Suggestions on Identity

Develop the valuable assets that are present. The green character endorsed by the availability of the Schloss Park are the most positive elements in this regard.

Create a park setting which builds on the green history of the place. Knowing that the Schlosspark is a private property attempts should be made to open it up, even if it is only for a walk through path and connect it to a open green space (a "Wiesen") in the middle of the In der Wiesen area, that can be used for small events like garden fairs and offers a park for all generations. The new identity could be created inspired by the idea of a Wohn-Park as a new meaning of this expression. The already existing "Wohnpark Alterlaa" is a product of a Seventies ideology in urban planning, the new one a symbol of the time 30 – 40 years later. This area can provide outside living well connected to the City of Vienna. In addition to this, one should use every opportunity to underline the green character by building green roofs.

One could start with an improvement of the accessibility of the area by opening up the flower glass house area to a broader public.

The second cluster of suggestions on identity focus on the creation of a landmark. The most support was given to the idea to make a landmark of the elevated U-Bahn (an O-Bahn). But one should add other landmarks as well.

Especially the crossings of road and metro StraÙeninfrastruktur are well suited places for landmark buildings like a church.

### Conclusion

The green identity should be enforced and be leading in case of future developments. Choosing for green settlements in which ecological housing will be the standard could diminish the scattered impression. The development should have a green but urban character (density is important to advance a more urban character of this area). To support the green identity using glasshouse structures should reflect past and present use. New techniques allow glasshouses to be used for energy savings and energy-supply, additionally they could function as a landmark (e.g. a botanical garden, experimental housing and lots of other functions, maybe as a special project).

Green connections between existing green areas, such as the Liesing River, the Schloss Park and the Steinsee could express the green character and improve the ecological system. The vicinity of the two subway stops helps support an environmentally sound way of living of the inhabitants.

### Observations on Connectivity

In der Wiesen lays in between two metro stops, which provides good connections with the centre of Vienna. Public transport connections with the surrounding quarters and the economical pole, situated South of Vienna, are rather poor. Bike and pedestrian connections are not coherent and the garden areas function as an enormous barrier within his surroundings. Considering ecology the area is an isolated place without ecological connections.

Because of the absence of programme there is nothing to connect internally. Externally however, because of the very good disclosure of the area, it is very well suited for functions like housing and schools.

However these efficient external connections are not well appreciated and there are no connections to the surrounding villages. Access to the natural environment such as Liesing river is missing. The area lacks attractive connections and recreational cycling routes and footpath. As well as facilitation of slow -green- traffic.

*Summarised Assets:*

Green connections in the area connecting to the greater green fabric.

Dare to implement green connections and slow traffic connections diminishing space for cars: it supplies quality.

Improve slow-traffic connections in a coherent network.

### Suggestions on Connectivity

Internal one should focus heavily on facilitation of slow traffic and public transport. And create a clear hierarchy in connections, with direct lines from public focus point to public focus point. And good connections to all subcentres for cyclists. One should not overlook the desirability of good connections with Erlaa village.

In fact one should consider to create a practical fine - pedestrian and cycle way system that connects functionally related areas, such as walking paths from housing areas to Kindergartens and schools. And create a car free zones in the centre of the housing settlements and around schools.

Make several slow traffic passages under the elevated U-Bahn (the O-Bahn).

Introduce connecting lines between the S-Bahn and the U-Bahn.

Connect the green zones with each other internally and integrate the area into a network of green zones externally.

Support was given to the idea of a Green Bridge crossing the U6 line in order to connect the west and east green area to the central park In der Wiesen.

A visual connection to the Schloss Axis would improve the spatial quality of the place considerably.

### Conclusion

The area should be connected to the greater green fabric surrounding the area; Park Alterlaa, River Liesing, Schlosspark and Steinsee are important green environments to connect to. An internal green network in the urban development of new urban settlements must express this connectivity and supply green public space. Priority should be given to the development of slow-traffic connections above cars, slow-traffic connections should be combined with the green connections. Naturally the metro stations should be easy accessible by bike and by foot.

### Observations on Critical Mass

There is enough critical mass in the northern part of the Liesing Area including also the neighbouring part of the 12<sup>th</sup> district, the area of, Altmannsdorf, but an enormous lack of it in the central and southern In der Wiesen zone. In the direct vicinity most important services are present. However sports facilities are lacking. Generally speaking the area is large enough to create a critical mass.

In terms of economic viability one observes a lack of critical mass for a flourishing agribusiness in this area.

The pressure to accommodate or create a sufficient critical mass in this area comes from outside of the area. One needs to build 3000 - 5000 new dwellings in this area. As the critical mass is now developing, it provides insufficient density for a vital suburb. Despite this fact there are already two subway stations in the area that create a high development potential.

*Summarised Assets:*

Protect the identity of the surrounding areas (villages).

Define green urbanity with mixed functions.

Implement development that is self-sufficient in functions.

Keep substantial green and add blue (water) if possible.



### Suggestions on Critical Mass

Create a complete settlement – a self supporting village – that encompasses a total programme of housing leisure, nature, workplaces, shopping. This means that a sufficiently high density of housing needs to be created to support shops in the area. Mix new buildings with high density buildings around stops of the U-Bahn.

Start with creation of high(er) density buildings, creating critical mass at the borders of the central open green space. Initially this open green space is still the agribusiness area but it will gradually transform into a park.

Create sufficient and robust green area, connecting the green area of the Liesing river to the Schloss Park and the central In der Wiesen area, with a green bridge over the elevated U-Bahn (U6).

A secondary school or secondary schools (or high schools) additional to the already needed school campus can contribute substantially to critical mass from outside of the area.

### Conclusion

In future developments, newly built areas should be erected with their own services to avoid an 'over-use' of existing facilities and surrounding areas.

The new settlements should develop their own self-sufficient conditions in terms of functions. Therefore mixed land use and functions must be the standard. In case of a substantial housing development the existing character of the surrounding village like environments will change too much. For instance the village character of the core of Atzgersdorf will be under pressure if large new large facilities need to find their place there.

### Observations on Human Scale

Due to the scattered identity the human scale is present within several of the environments surrounding 'In der Wiesen'. However the busy main roads are causing inaccessible connections between the bordering areas. On the borders of the area human scale is not present because of the fenced agricultural areas. In the surrounding areas sufficient services seem to be present. One observes also disconnected areas that must have disconnecting consequences on social relations. Although there is a high potential for a human scale city of short distances one still experiences long distances on foot for the daily needs.

There is a lack of places to meet and have social interaction there are no public places one experiences the area as a kind of no go area. The flower glass house industry gives an unsafe back yard feeling. The places that could provide a comfortable context like the Schloss garden are private and thus fenced off. The apartment buildings bordering the Liesing river do have human scale inner courts.

### *Summarised Assets*

In new urban settlements a sub-centre for daily needs must be implemented.

New urban settlements should have an urban scale with a high quality of public space. Green should supply this quality in the form of urban agriculture; this can function as a new communality and as an attractive value for visitors.

### Suggestions on Human Scale

Create a e.g. public library and a square where people meet and can celebrate their community, connect this to a central park which can serve as community generator.

Develop a complete neighbourhood where people can find there daily needs on walking / biking distances to places of culture, leisure, sport.

Despite the potential for high density building in the area, one should keep the human scale as major goal. Observe guidelines that honour human scale dimensions, like buildings should not be taller that 2 x the height of trees. Buildings should not have more than 3 to 5 stories.

## Conclusion

In future developments, new services need to be implemented in an integrated way within the developments to create a new human scale and community sense in these areas. To support the green urban settlements urban agriculture can provide social cohesion. Urban agriculture will form a historic connotation to the present agricultural use within in the urbanised surroundings. A botanical garden or the integrated ecological development can function to attract visitors to demonstrate the new urbanity of Vienna.

## Observations on Promotion and Marketing

There is no active promotion at the moment for this area. A big promotional asset is the green identity. Green-, climate proof-, sustainable family life is possible in the city. All conditions for child friendly environment can easily be created, safe, close to nature, close to schools.

### *Summarised Assets*

Promote the new development in an integrated strategy through image building. Define the image, specify tangible goals for marketing, and then split up in parts. Use the green identity in defining the image. Sell the area as a silent green island.

## Suggestions on Promotion and Marketing

Position the area as one with a distinct quality. Create a sense of place; a brand a label. Potential symbols could be: The new Wohnpark, Schlosspark Greenarypark, flower village', PUMA (Programm Umweltmanagement im Magistrat der Stadt Wien) living in Liesing. The zero energy quarter (passive houses). In der Wiesen is for people who grow their own vegetables.

Give the settlement a name that reflects the special quality. Flower exhibition or similar events contributing to the green image building of the area. Involve a professional marketing strategy from the beginning.

In der Wiesen is for people who pride themselves for being green and climate proof; for practising CO2 neutral living, -working and -travelling (metro). In der Wiesen is a careful (car reduced) city.

## Conclusion

In future developments one should choose for this green identity and intensify the green character in a green urban settlement. The new developments should be planned and implemented according to an integrated approach using a defined image directly related to the green assets, the ecological development and a green way of life. It will create a settlement with its own dynamics.

## Observations on Process Architecture

The characteristic of the process seems to be organic and muddling through.

The land readjustments that have taken place on a voluntary bases, depending on the assessment of the speculative chances of the farmers for the highest price for their land. The absence of a vision or master plan creates uncertainties for all parties involved and has led to a stand still and a down going spiral.

## Suggestions on Process Architecture

Develop financial arrangements such as leasing land and acquire building rights. Involve a professional mediator or process manager. Design and start up a process for a master plan and an operational plan involving stakeholders and the broader public.

## Task forces

On the basis of the results of the brainstorm and the reference cases that were presented (see Annex B), three taskforces were formed. One for the regional case; one for the local case and one for the process dimension. The tasks that were handed out are formulated as follows:

### Regional and Local Case Area

Develop the preferred scenario for the area of the regional and the area of the local case, that build on the potentials in the respective areas, specifying the spatial programme that has to be developed to create a reason to be here.

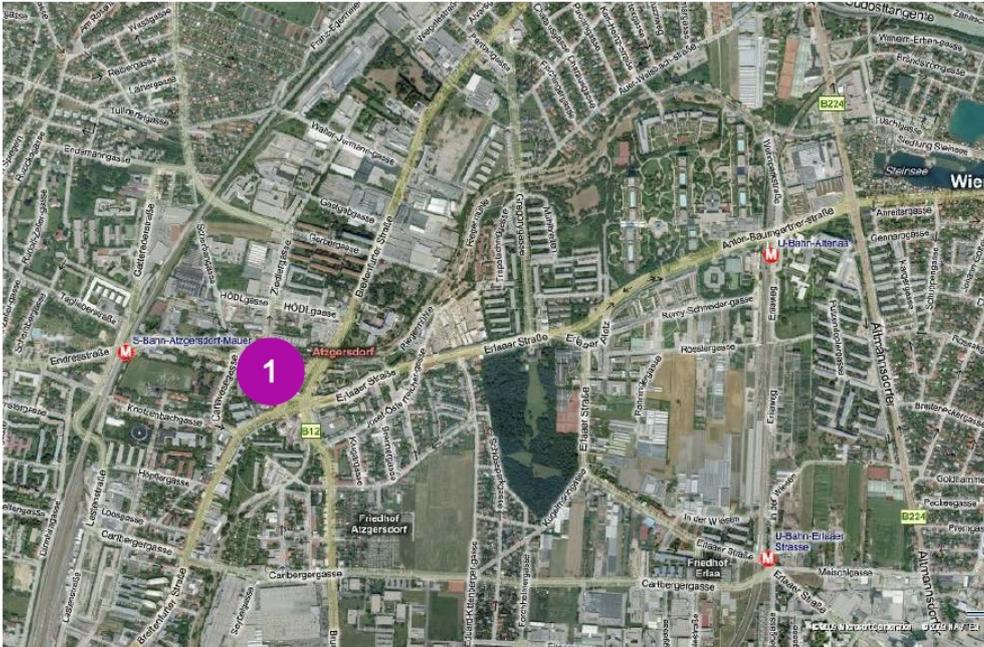
### Process Architecture

Develop a process architecture that generates trust and support with the stakeholder and landowners but also in society and the political arena. And give new directions for financial arrangements.

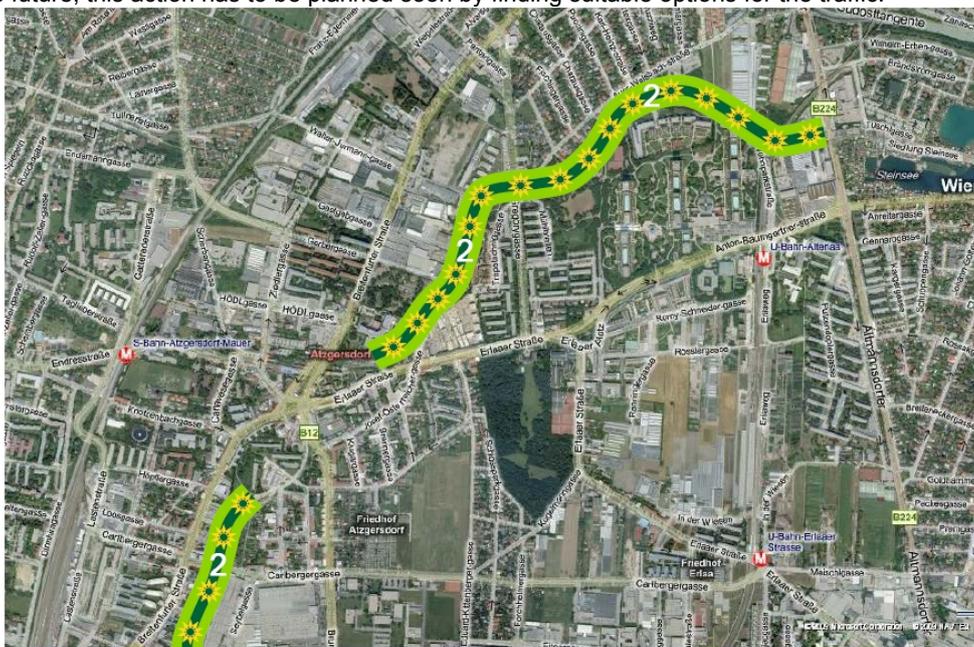


# 6 RECOMMENDATIONS

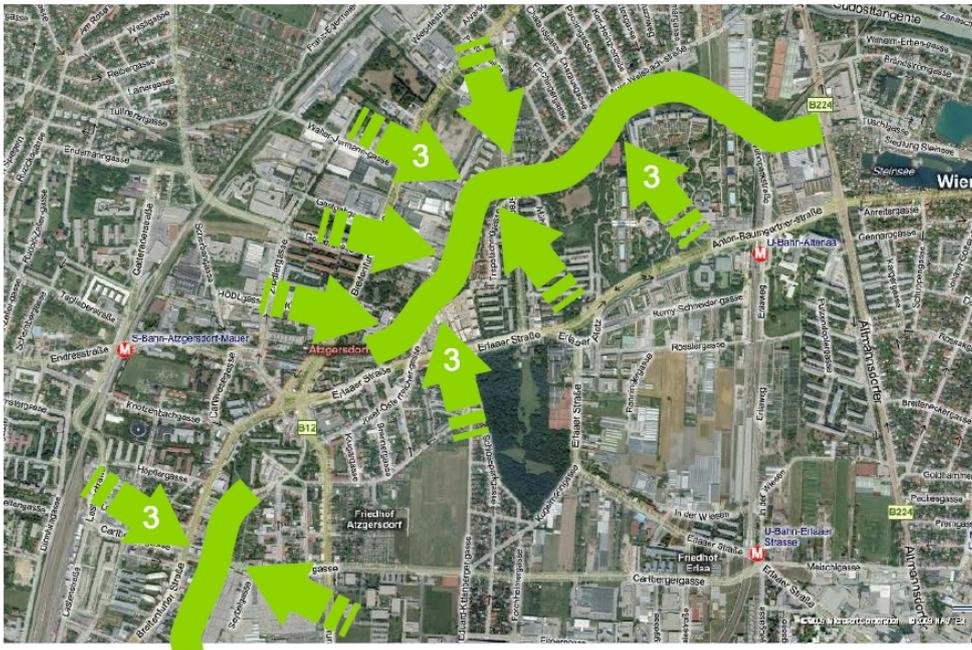
## Recommendations on the Regional study case Atzgersdorf Reported by Volkmar Pamer



1. There is no alternative to eliminate the motorized traffic in the village centre of Atzgersdorf. According to the existing plans for restructuring the properties east of the Kirchenplatz and the new organisation of the traffic at the Breitenfurter Straße, the Levasseurgasse has to become a pedestrian zone. Any kind of traffic would undermine any attempt of creating an effective human scale solution for this important urban focus. Taking into consideration that more than 1000 apartments can and will be erected in the future, this action has to be planned soon by finding suitable options for the traffic.



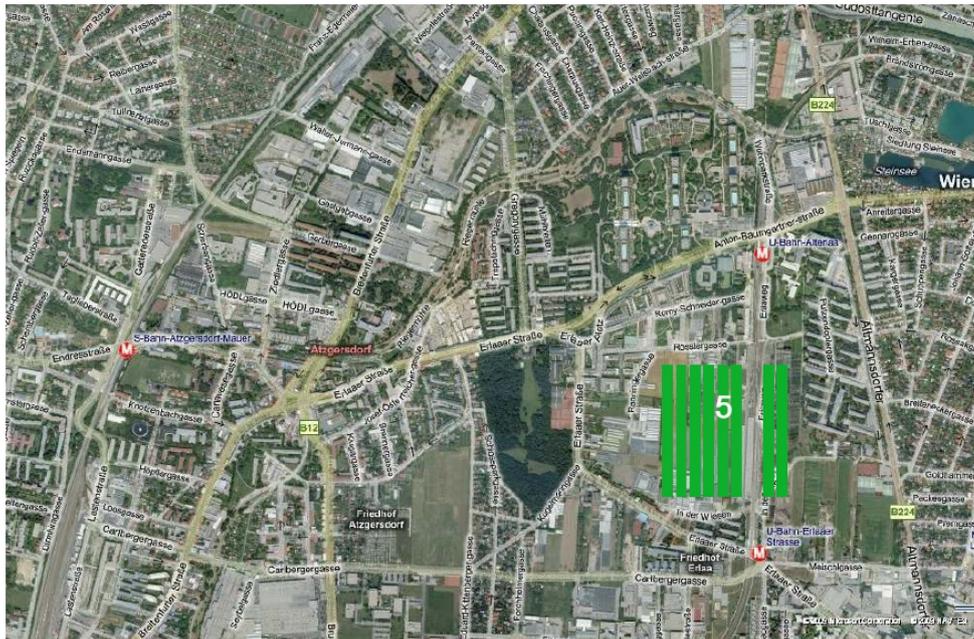
2. Enhance the River Liesing as the “Green Spine” of the area. This includes a zone on both sides (approx. 50 m and more) in which every planning action has to be related to the river and creating a light concept which makes the river at dawn and in the evening also attractive and safe. Make it a “rewarding connection” also in the dark.



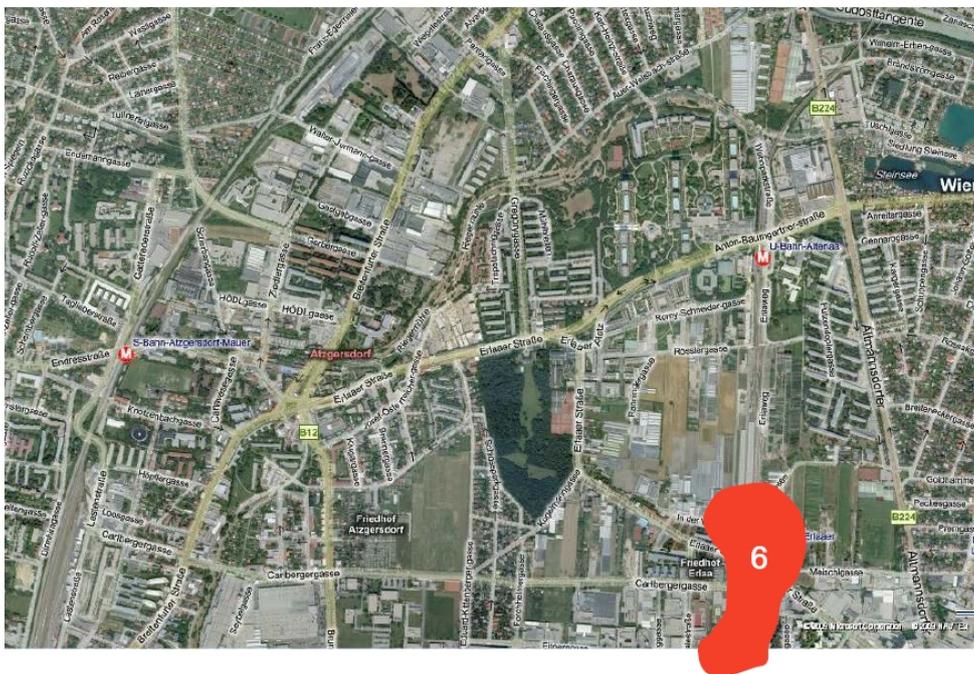
3. Relate the public space and green areas – especially north of the Erlauer Straße/Anton Baumgartner Straße to the River Liesing. This includes green corridors and pedestrians/cycling connections also west of the Breitenfurter Straße leading to the area.



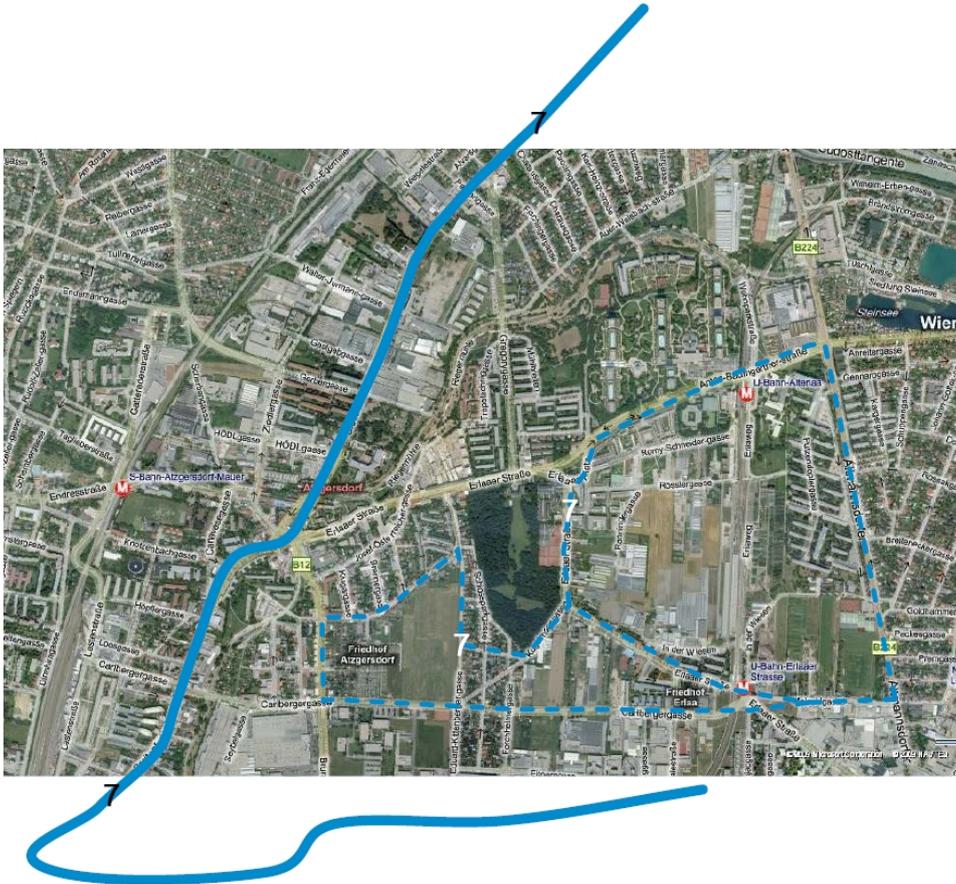
4. A detailed greenery network including pedestrians and cycling connections has to be planned to create an comprehensive arrangement which “glues” the different parts together. Special locations in this new green fabric are the park with the campground at Breitenfurter Straße and the area of the Prausgasse (the connection between Anton Baumgartner Straße and the River Liesing). The campground which is an inapprehensible underuse of a valuable park area should be moved to a place where it is also better connected to the public transport (somewhere along the Metro line U6). The park itself must be opened to the public and integrated into the surrounding urban fabric.



5. The nursery identity of “In der Wiesen” has to be a part of future planning. This should be taken into consideration whilst the developing of the zone between the two metro lines. Urban agriculture should be an integral part of housing.



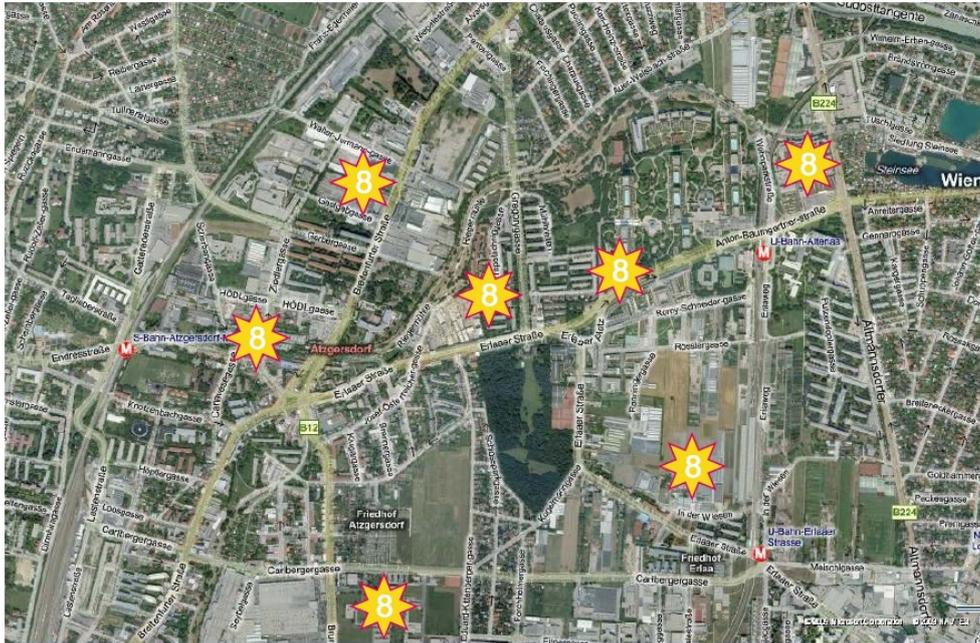
6. Because of the already existing metro stations Erlaer Straße and Perfekta Straße this area has to be developed as sub centre. It is a vital zone for a further development in “In der Wiesen” and the industrial zone south of it. The potential is not used yet and because of the different functions in the adjacent areas critical masses for multi-functional uses will exist. This means that a development of residential buildings alone would not embrace the situation.



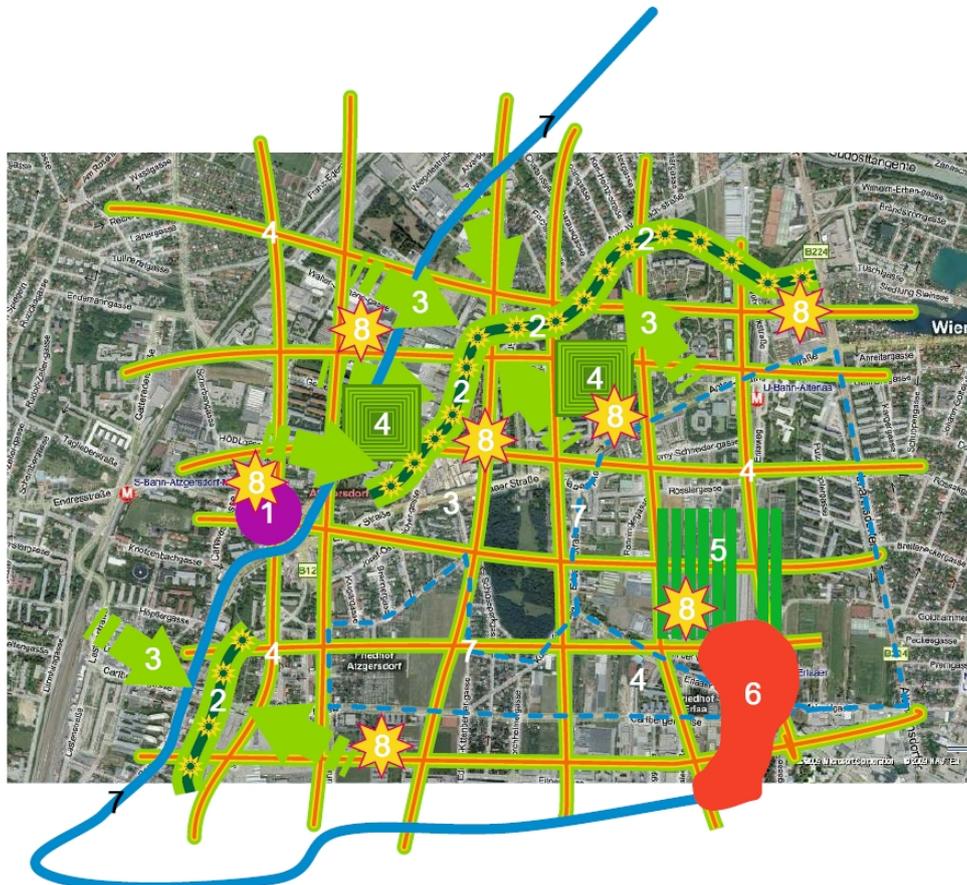
7. The improvement of the public transport is one of the most important issues for that area. In fact nearly all future actions are related, respectively, dependent on the progress of public transportation. The already proposed tram line in the Breitenfurter Straße to the Liesing Station and further on through the industrial area to the metro line U6 is seen as a perfect support for a future development – in fact it is a sine qua non. Without the improvement of the public transport, the area will deteriorate further.

Accompanying the expansion of the tram network, smaller bus lines and/or collective taxis as they already exist in other parts of Vienna, should be introduced. The exact layout has to be designed while the planning of the several sub-areas – especially the In der Wiesen part – proceeds.

Generally said, a regional concept which bundles the incoming traffic and canalising it to the major incoming roads like A 23 and Triester Straße is necessary too. This relieves streets like Altmannsdorfer Straße and Breitenfurter Straße even in peak hours, although they will stay more or less jammed in peak hours even then.

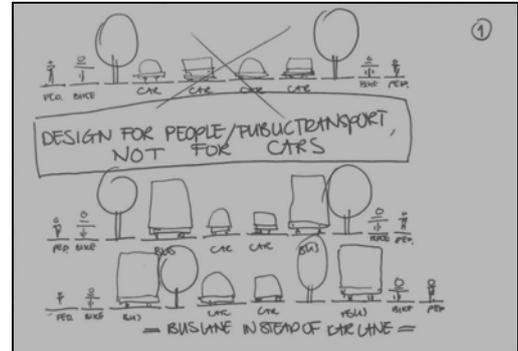


8. Due to the fact, that this key area provides absolutely no cultural activities this should be seen as a chance to introduce all kind of performances. It creates an overall identity and can become economic relevant because it takes people into the area providing a critical mass for several functions e.g. gastronomy. All kinds of activities and installations, temporary and permanent, should be scattered (but well organized as a integral concept) over the whole area.

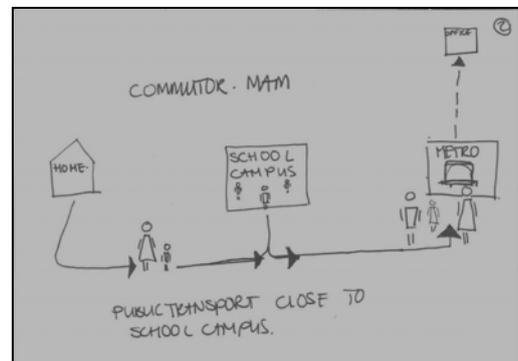


## Recommendations on the Local study case: In der Wiesen

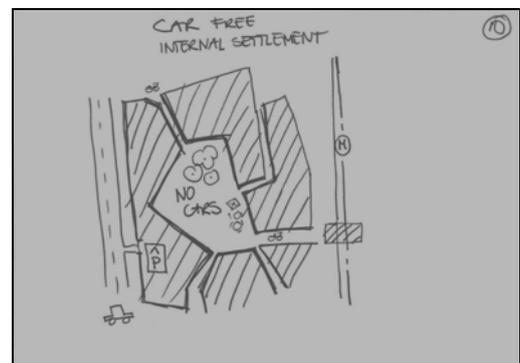
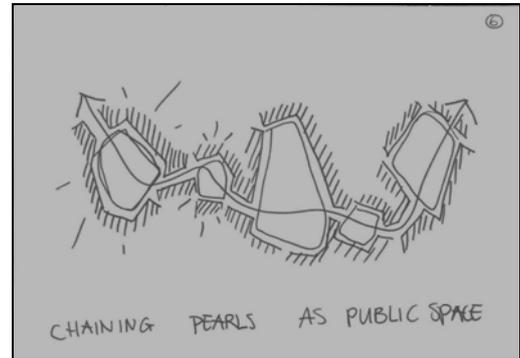
Reported by Femke Haccoû



1. Facilitate slow traffic and public transport and transform the cross sections of these streets like Anton Baumgartner Straße and Erlaaerstraße, from car oriented, to people -and public transport oriented. Using slow traffic means, like biking or walking, should enable you to move quickly.

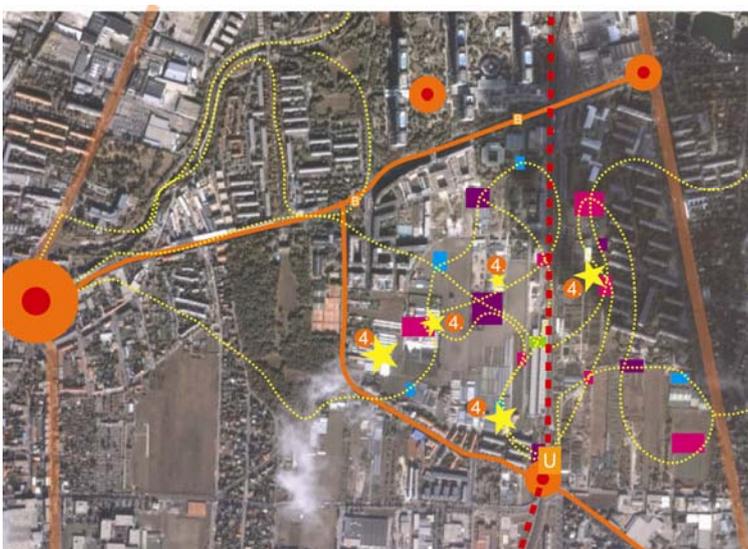


2. One should consider to create a practical fine pedestrian and cycle path system that connects functionally related areas, such as walking paths from housing areas to Kindergartens and schools for commuter parents (the commuter Mam). School campuses next to the U-Bahn stations will facilitate desired sustainable behaviour of making use of public transport.



3. Disconnected areas have disconnecting consequences on social relations.

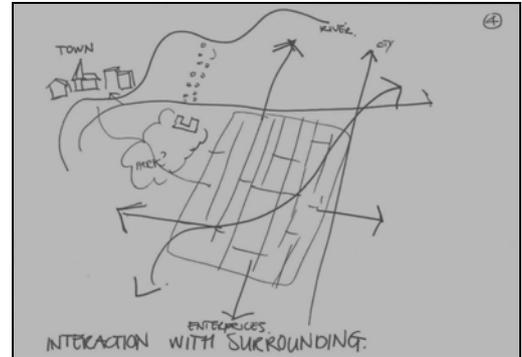
Create public spaces to meet and have social interaction in such a way that they can form a chains of pearls of places where you want to be.



4. Use the existing identity of place. Combine the glasshouses with the school or a community centre. Schools can use the glasshouses for education. Children become more aware of how nature works. They will become the generation that grows up in a green behaving society. In this way, urban agriculture brings a nature awareness back into the city.

Not only schools and community centres profit from the glasshouses but also the gastronomy.

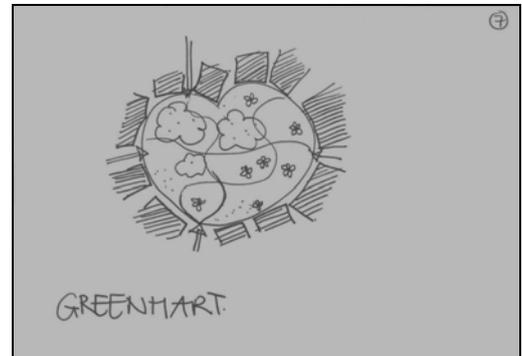
The slow food movement can stimulate the awareness of the benefits of local food; fresh and full of taste, due to the short distances between producer and consumer.



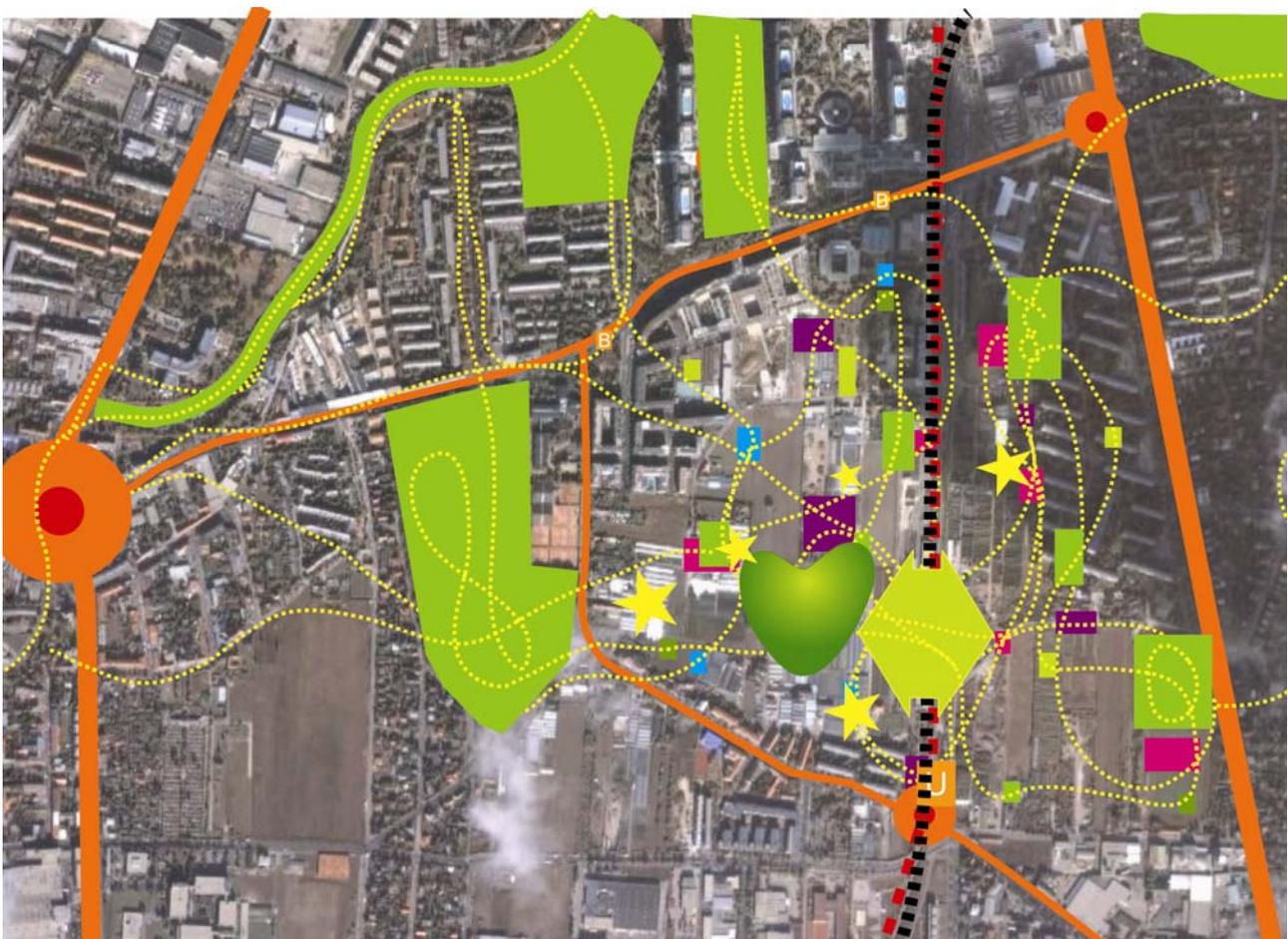
5. Connect the green zones with each other internally and integrate the area into a network of green zones externally.



6. Create a green bridge (Ecoduct) crossing the U 6 line in order to connect the west and east green area to the central park.



7. Create a park setting which builds on the green history of the place. Open up the Schloss Park even if it is only visual, but preferably by creating a walk through path and connect it to an open green space - a Green Hart or a "Wiesen" - in the middle of the area which can be used for small events like garden fairs and offers a park for all generations.



## Recommendations on the Process Architecture

Reported by Elsbeth van Hijckama Vlieg

In view of the size of the area (40 ha), its development potential, the unanimous choice of the III Implementation Lab for a restructuring according to a completely urban interpretation, and the context of scattered property, it is in the interest of the process that phasing, acquisition of land and involvement of direct interest parties will be carefully organized.

The main challenge for the City of Vienna is doing justice to the substantial nature of the changes it will initiate in this area, while appreciating the merits of all interests involved during the entire process. The City has a special and unique responsibility in this respect.

### The public and the private side

There are public and private interests to consider.

Public interests consist of the guarantee of urban quality and building on behalf of the effective demand on one hand, and of respecting conditions for sustainability, the respectful treatment of cultural-historical values and the careful connection with the surrounding urban fabric.

The public interest is also best served by a project organization, a matrix structure, with clear and univocal responsibilities, an area oriented political priority and an open communication structure.

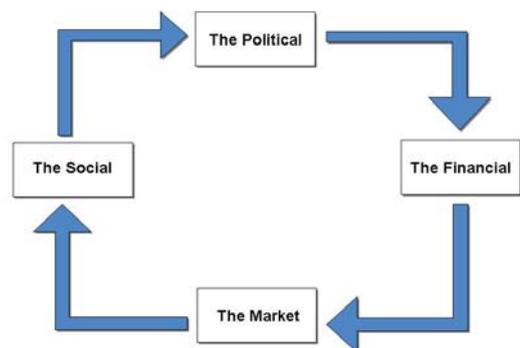
The private side constitutes the interests of the current users of the area and the owners of the land. The residents directly surrounding the area have an interest as well, because the plans will change the quality of their current living space.

These two categories of interest, public and private, are fundamentally different. In the process they need therefore to be dealt with separately. By splitting them up in separate paragraphs they can each be dealt with in its most appropriate manner. Nevertheless, both interests need to be considered within the same framework of a process outcome for the benefit of a new future of the whole area and putting a halt to the current decay.

### The public side

Regarding the public side the following scheme reflects the most important relations:

All four elements have an impact on the plan and influence each other during the whole process. All four elements are related to both public and private interests.



## The process in time: Part One

### The master Plan: As simple as possible but not simpler

The first year or one and a half year is different from the years thereafter. During this first period the intentions for the area need to be discussed and developed into a generally accepted view. This view needs to be laid down in a document, including maps and drawings, in order to provide a basis for further elaborations during the second, third and further years. We refer to this first document as the “Master plan”.

In the Master plan the aims and values are formulated.

In order to start putting the area in its new perspective, the area needs to be named. A catchy and inspiring name that brings about an idea of the new urban infill to the Viennese conurbation that will be realized here. For example New Alterlaa or Green Alterlaa or The New Wiesen or In der Wiesen.

The Master plan should be the basis of further thinking, discussing and elaborating in detail.

It needs to provide a structure that will secure consistency while allowing changes and flexibility. It must provoke the imagination and challenge old fashioned ideas about urbanity. It must lure people into the debate. Therefore the Master plan must contain only headlines. Detailed elaborations are to be avoided. The plan must be kept as abstract as possible. To follow Albert Einstein: as simple as possible but not simpler.

Besides creating an inspiring image, the Master plan should perform another important role: it should be drawn up in such a way that it enables the city to calculate the preliminary capacity of the plan for each of the functions, in numbers or square meters for a.o. school campus, housing, public space, green, urban agriculture, facilities, shopping etc.

### Acquiring the land

While the Master plan is being made, the proactive acquisition of the land needs to be dealt with. This must be treated with great care and discretion. Private interests should be safeguarded and public interests are to be handled as objectively as possible. The public attention for the area may bias the functioning of the market. By swift and decisive action by the City speculation can be neutralized, while landowners can be assured of receiving a fair treatment.

To achieve this we propose the City create an “Intermediary” between the public interest and the private interest of the individual land owners in the area.

This Intermediary could consist of two, to three carefully selected private developers, who will commit themselves to purchasing the land on behalf of the plan, in exchange for a role in the realization later on. In this way they will have an interest in keeping land prices as low as possible.

This public-private commitment will have to be laid down in a contract, constituting a public private partnership, PPP, with the City of Vienna. The contract needs to contain the defined ambitions and conditions, a description of the process, a land acquisition strategy and an intention to work later on with a transfer mechanism from profitable to non profitable, and from private to public infrastructure. For this purpose the Master plan must provide a calculation of the rough capacity per function and an indication of the time table.

### A City Conference

While Master plan making and PPP construction are steadily moving forward, the City of Vienna, as the main responsible actor in the development of New Alterlaa, needs to assemble all the possible new information and best practices concerning the development of an up to date new urban extension. This must be more than green living and multifunctional land use. It cannot do less than the best and latest state of the art urban planning. Especially because these plans imply the disappearance of a large unique green area that is highly appreciated by surrounding inhabitants. The City needs a good story for developing this area from a rural into a urban area. Therefore we advise to organize a City Conference on New Urban Values, and turn this into an important momentum, for the future of New Alterlaa.

It would be good to use all the stages in the development of this conference for the benefit of the Viennese metropolis as a whole, and organize it as a learning experience as well as a boosting input for the New Alterlaa Master plan second version.

The conference program could involve all the relevant Viennese professional and governmental experts and some international contributions as well. The program might contain comparable experiences and new approaches from elsewhere as well as an analysis of the local and regional context of the plan.

New definitions could be developed concerning new urbanity, a new collectivity (housing tenure, sports, gardens), variety and differentiation, density versus open space, mixing functions.

Special attention should be given to sustainability on all levels: eco, living environment, nature, green, building materials, energy, etc.

Other elements especially relevant for New Alterlaa are the social system, mental mapping and human scale. It would be good to investigate the differences that would become manifest if inhabitants could be seen as producers of their own living environment.

And of course the discussions should also deal with the possible approaches to connectivity and accessibility, and the preservation of green values and landscape highlights. Any conservation of the existing characteristics of the area should be considered and valued in this conference.

## The process in time: From Part One to Part Two:

### City Council

Special attention must be given to the role of the City Council.

It should be involved in the debates, not only during this first part of the process, but all the way through to the realization of the project. It would be best if it could firmly decide on the Master plan first version. The council should be kept carefully informed of the ways in which the private interests in the process are dealt with, but should keep these deliberations discrete, the council meeting not being public for this purpose.

The Council could furthermore act as court of appeal for citizens who object to the proceedings or whose interests have in their opinion not been dealt with in a right way.

## THE PROCESS IN TIME: Part Two:

### The Backbone

All major conditions, roles and responsibilities having been set during Part One of the process, and as many new and useful ideas having been gathered in the City Conference, part two of the process is now to start with the first elaborations into more detail.

It starts with adapting the Master plan, and get it approved as the basis for further work by the City Council. It is important that this plan provides the solid backbone for further development.

From this moment on things will be less predictable than they were in Part One. A step by step further evolution of the plan will follow, in clearly defined phases:

### Master Plan Second Version

The Master Plan Second Version will include the conclusions of the City Conference. After this input the image and atmosphere of New Altnaa will be more or less determined. Guiding principles will have been defined, the zoning of red green and blue functions will have been made, the capacity of the plan has been calculated into more detail, the locations for the sub centre and campus area are fixed in principle, and the infrastructure is determined as main leading framework for the further development of the investment planning. The so called Oslo approach could be considered in this respect. (See text box the Oslo Approach Step by Step)

### The Oslo approach in three steps

#### Background for the focus on the process architecture of the Ensjø-area in Oslo:

Since 1980 – 90 there has been a growing concern about strategies for densification within the building zone in Oslo. The main reason for this issue in Oslo is the political agreement (in fact since 1950) about protecting the surrounding forests from urbanization. Since 2000 there has been an additional growing concern about sustainability (till the latest years mostly in the administration), - and Oslo is growing!

Also there have been three different successful transformations of earlier industrial areas since 1990 (Aker Brygge, Skøyen and Nydalen), - i.e. we have positive models among us.

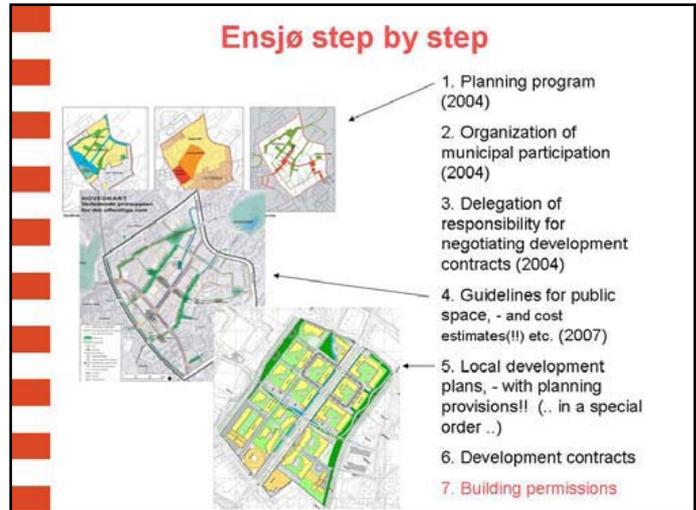
Both these issues are important to understand the political agreement about supporting a development process for urban transformation in Ensjø.

**Phase 1: Planning program to the city council 2004.**

The planning office on the background above, and on the fact that different initiatives had been taken for some years from private owners without success, took the initiative to see the area as a whole.

A report/planning program was made by the municipal planning office, focusing on

- land use: dwellings / offices /shops (not shopping centres).
- potentials for dwelling purpose / recommendations on density diversified according to
  - distance from metro station
  - neighbourhood
  - landscape
- principles of green areas, public space and public infrastructure
- the necessity of participating from the municipality, mostly by coordinating interests,
- principles of alternative models for implementation (PPP)
- arguments for creating one plan for the whole area as a benefit for the municipality (number of potentially new dwellings as a result of coordinated development, - and positive economical consequences for the planning department participating in a coordinated development).



The planning program was developed in dialogue with stakeholders in the area, and were found interesting and handled by the city council, which resulted in:

- acceptance of the principles of the outline and density,
- defining responsibility for next phase among municipal departments (a more elaborated plan, and responsibility for negotiating development contracts to come),
- ordering / “booking” from the planning department a more elaborated plan as a tool for coordinating private legislative development plans to be followed.

**Phase 2: Overall semi precise plan “Guidelines for public space” (VPOR) 2007.**

A: The plan “guidelines for public space” (VPOR) was elaborated as a not legislative plan, though a plan more exact than in the planning program, but still “imprecise” enough to give room for negotiations within expressed goals for quality and function!

B: A part of the plan gave an outline of probable costs for

- green areas,
- traffic infrastructure,
- schools, kindergartens,
- opening of creek now hidden in tubes,
- underground cables of high voltage now in cables above ground.

C: Alternative financial and responsibility models for implementation between public and private interests, recommending development contracts as tool.

VPOR was decided in the city council,

- accepting the plan (VPOR) as an overall guideline for the whole area, - a framework for handling different private plans to be presented for the city council as ordinary development plans (legislative plans).
- accepting/expecting a financial contribution from private stakeholders of 1000 NOK (appr.130 euro) pr m2 floor space connected to development contracts. This contribution shall partly finance B (above).
- defining what parts of the development should be taken care of by the municipality
  - technical responsibility
  - economic contributions
  - coordinating responsibility

### Phase 3: Implementation

- Private plans covering separate estates or groups of estates (the process has also had as a result a growing interest among private stake holders to coordinate themselves. The municipal planning office sees this as a sign of having been able to develop a confidence to the process and the VPOR among the private owners!)

The municipal planning office has the responsibility for the detailed development plan for the two main public streets, public green areas and opening of the creek.

### Using Value Increase

In order to adhere to a sustainable way of urban growth it is essential that the growth pattern moves from the first central nodes onward. By this time it should be clear which parts of the plan will generate profit and which parts will have a deficit. The profit generators should be realized first, as much as possible, in order to provide a buffer for later less profitable parts and to generate the first financing of the plan. By this time the mechanisms for skimming off value increase and surplus yield on behalf of more costly elements or setbacks should be set in place. The example of Munich could be used as an example. (See text box)

### Munich example

#### Social and fair development of real estate

(„Sozialgerechte Bodennutzung“) is a kind of contractual arrangement of the City of Munich with investors.

Under a 1994 Framework Resolution (*Grundsatzbeschluss*) of the Munich City Council on „Social and fair development of real estate“ the obligations of investors are not negotiated anew in every single case. All potential investors are required to share the costs and burdens of legally binding urban planning that raises land values significantly. Their share can be as much as two-thirds of the value added to the land as a result of planning. This means that the investor retains at least one-third of the value increase. The increase in the value of the land, which is to finance all this, is calculated on the basis of the difference between the value of the land before planning (initial value; *Anfangswert*) and after planning (final value; *Endwert*).

The beneficiaries of planning (the investors) may have to bear a prorated share of the costs arising from the planning project and any commitments to safeguard certain urban development objectives that affect costs, in so far as they are the *precondition* or *consequence* of the planned project. They include:

- the gratuitous and free-of-charge transfer of land for development facilities in the planning area (green and traffic areas, emission protection facilities and the like), for public facilities (kindergartens, schools, etc.), and for areas provided as compensation for interventions in nature and landscape;
- assumption of the cost of providing the social infrastructure facilities required as a result of the project, although this can be replaced by a prorated financial contribution of € 66,47 per square metre of floor space;
- assumption of architects' competition expenses, the cost of expertise, and the costs of reallocation;
- commitments of the investor affecting costs, such as the apportionment of 30 % of new building rights to public-sector housing.

The procedure itself is organized as follows. When the city has planning intentions for a certain area, and before planning procedure is initiated, the basic consent of planning beneficiaries is obtained to share costs and burdens in accordance with the principles that have been mentioned. Without this basic consent, the city council will not commission planning. When planning has reached a stage where it can be submitted to the council for approval, the second step is the conclusion of a *basic agreement*, which contains legally binding provisions that sufficiently specify performance.

The advantage of having a basic and generally applicable arrangement is primarily the transparency it lends to procedure, the *equality of treatment* for all, and the *reliability* and *calculability* of costs and burdens. Finally, this procedure considerably shortens land-use planning procedure and construction time – the latter representing cash in hand for the investor (savings on interest).

Since 1994 until the end of 2008 99 legally-binding land-use plans have been carried out in Munich under this procedure, resulting in the provision of 30.010 dwellings, of which 8.245 were public-sector. About 964.000 square metres of land were transferred gratuitously for public traffic areas, about 2.150.000 square metres for public green areas; 123 day nursery groups were provided, 179 kindergarten groups, and primary schools with 44 forms.

Finally, it should be noted, that this procedure can be effectively applied only by cities where there are considerable margins between land values before and after planning.

### The First Operational Plan

This becomes then the moment to enter the operational phase: A first Operational Plan needs to be drawn up, by which the cask of the development is lined out.

By this time the main infrastructure is planned: roads, water, green and nature, cables and pipes. The time schedule and financial schedule are to be agreed upon by all parties involved, and priorities are set, indicating the order of gradual growth: which parts first, the growth path from first parts onward, the central functions to be put up front to lead further progress, especially the new sub centre, the profitable parts to go first if possible, especially those in the vicinity of the metro stations.

### The Second Operational Plan

The Second Operational Plan will then soon follow up, containing the first building plans. By this time a subdivision will have been made into smaller parts, with further elaborated partial plans.

Progress will have been made in the acquisition of land, by either purchasing or leasing, the relocation of horticulture will have started, and the first final, or almost final urban design will have been made.

It is in this stage of the process that the preservation of historical local values of Liesing Mitte In der Wiesen, such as the green and agricultural atmosphere should be considered and integrated in the plan.

### **The Third Operational Plan**

After the second version of the operational plan further versions will follow, along the progress that has been made in acquiring land, relocation or buy out of agriculture, and the first stages of building activity. The third Operational Plan will start getting into detail per subdivision, with design labs, ateliers, and design competitions to bring about the new and future oriented urban development that is envisioned.

This is the phase for inviting neighbours and future inhabitants to participate actively in the process, streamlining it towards something that belongs to the real modern Vienna of the future.

## The process: General Directions

A few general directions have been formulated in the discussions about the process for New Alterlaa. Directions that are essential to keep the optimism and inspiration alive, from the first phase towards the last bits and pieces of the realization phases.

### Consistency and flexibility

Continuity and consistency are key factors to the success of New Alterlaa, especially in view of the fact that it may take a long time to establish it. 10 to 20 years should be expected. For sustainable urban growth, for social backing and for a close watch of the trends in the housing market, no quick opportunism should be allowed to enter the process. In between, pauses should be made possible, and slow adaptation to new emerging needs, such as urban agriculture, flexible building, mixing functions, should be given sufficient time.

### Repetitive evaluation

Looking back to the original Master plan, the City Conference outcomes, and the first Operational Plan helps keeping the developments on track, avoiding non productive deviations and loss of consistency and tempo. A repetitive evaluation should be included in the process format.

### Social support

Having the kick of changing an area of this size and turn it into the opposite of what it has been - from historical rural green into fully modern urban - is something for which the city needs all the social support it can get. Inspiration and realistic expectations need to become synonymous.

This demands the necessary patience and attention for the involvement of the City Council, the neighbourhood and the future inhabitants throughout the process. This could provide an important motor for the whole development. A communication program, including old and new media, could be helpful.

### Leadership

In order to help keeping the plan strong and swift, the leadership should be set firmly in place. The appointment of a political area of priority and a matrix organization for the public side of the process are strongly recommended. Leaking effects to other public aspirations, both in terms of manpower and money, should be avoided.

Therefore we advise making New Alterlaa one project, with one financial household, one major political responsible Alderman, one project leader directly responsible to the City Council, one intermediary legal party based on a Public Private Partnership (P.P.P.) contract exclusively for the whole of this project. Generally it is essential to attract a capable and powerful project leader who is able to change to a plan B if necessary, and who can handle the necessary political mandate to make it all work. Leadership of this process must be wise enough to withstand the need for political success within a four year time span, allowing the plan 10-20 years or longer to go through the whole process, from start to realization.

## Gradual growth

An occasional slowing down should be made acceptable if housing market indicates the need to do so. Gradual growth should be the leading terminology, together with the terms “integrated” and “all inclusive”. The definition of sustainable growth should imply that no scattered unfinished pattern should result in any of the development stages: Every stage has to be a well functioning whole in itself.

## Summary of the process architecture

### Process: first part

1. Making of the Master plan
  - Define the values to be achieved.
    - Give the plan a name.
    - Draw a plan only on headlines  
No detailed elaborations yet.  
Keep the plan as abstract as possible.
  - Follow Albert Einstein: make things as simple as possible but not simpler.
  
2. Proactive land acquisition
  - Formation of an intermediary between public interests (municipality) and private interests of individual land owners in the area:
    - . select two or three developers.
    - . define ambitions and conditions:  
a.o. by allowing the developers a role in the realization.
    - . describe the process
    - . make land acquisition strategy
    - . make a contract (PPP)
  
3. Organize a City Conference on new urban values
  - Develop a conference program together with professional and governmental experts, containing comparable experiences and new approaches and analysis of the local and regional context of the plan: Define: new urbanity.
    - . new collectivity (housing tenure, sports, gardens)
    - . variety and differentiation.
    - . density versus open space.
    - . mixing functions.
    - . sustainability on all levels (eco, living environment, nature, green, building materials, energy, etc)
    - . social system, mental mapping, human scale (inhabitants seen as producers of living environment).
    - . connectivity, accessibility.
    - . preservation of green values (landscape highlights). Etc.

### Process: From Part One to Part Two:

Prepare 1, 2 and 3, and organize the conference. The responsible alderman has to have a prominent role at the conference, as initiator, observer and messenger. Council to be directly involved (openly) in the debate about content and (behind closed doors) in the development of the intermediary and the safeguarding of both public and private interests.

After 1, 2 and 3: enter a second phase:

### Process: Part two:

This phase starts with an adapted Master plan, Council approved, and follows a step by step further evolution, in clearly defined phases:

4. Master plan adapted
  - Make Master plan second version:
    - . include conclusions of the City Conference.
    - . define guiding principles.
    - . make zoning plan: red, green, blue.
    - . calculate the indicative (rough) capacity of the plan.
    - . try out the “**Oslo Approach**”.
    - . decide on the sub centre location.
    - . visualize gradual growth from metro stations onward.
    - . Indicate the profit generators in the plan.
    - . device transfer mechanism from profitable to non profitable,
    - . investigate transfer from profitable to public infra (example Munich).
  
5. First Operational Plan
  - Create the cask or frame work:
    - . planning the main infrastructure:
      - roads
      - water
      - green / nature
      - cables and pipes
    - . define the time and financial schedule: set priorities:
      - indicate following order: which parts first.
      - grow gradually from first parts onward.
      - central function to start first (new sub centre).
      - profitable parts first.
      - vicinity of metro stations to start first.

6. Second Operational Plan
- Develop the first building plans:
    - . subdivide in smaller parts.
    - . make elaborated partial Plans.
    - . purchase land.
    - . investigate alternatives such as leasing land.
    - . relocate horticulture.
    - . urban design first stage.
  - . preserve atmosphere of the existing green/agricultural characteristic.
7. Third Operational Plan
- Going into detail per subdivision:
    - . design labs and ateliers.
    - . invite neighbours and future inhabitants.
    - . organize design competitions.

### General directions

Organize repetitive evaluation and check with the original Master plan, City Conference outcomes, and first Operational Plan. Keep consistency.

Keep City Council and neighborhood inhabitants involved throughout the process. (Private interests of landowners to be handled discretely.)

Make a communication program, including old and new media.

Make it one project, with one financial household.

Appoint one major political responsible alderman, and one project leader for the whole project.

Organize one intermediary party based on one P.P.P. contract for the whole project and exclusively for this project.

Keep tempo, by attracting a capable and powerful project leader who is able to change to a plan B if necessary.

Allow 10-20 years or longer from start to realization, and slow down the building process if housing market indicates the need to do so. Gradual growth, yet integrated and all inclusive, and avoid a scattered pattern: Every stage to be a well functioning whole in itself (sustainable urban development).



## 7 Closing remarks

The format of the Implementation Lab combines local and international experts who worked in four independent subgroups. Two for the regional and two for the local case. The deliberations are structured by the 6 considerations that each sub group had to address.

It bears meaning when the resulting conclusion in terms of observations and suggestions of these four independently operating subgroups to a great extent coincide. Even more so if the recommendations that are developed and visualized, point in the same direction.

On the other hand this should not imply that only one scenario is to be implemented. But what can be concluded is that the general direction in which developments have to go is beyond dispute.



# A Appendices

Participants.



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## B Presentations

Huibert Haccoû

 <p><b>International Intervision Institute</b></p> <p><b>Implementation Lab Vienna 2 - 4 September 2009</b></p> <p><i>Huibert A. Haccoû</i></p>	 <p><a href="http://www.iiinstitute.nl">www.iiinstitute.nl</a></p> <ul style="list-style-type: none"> <li>▪ Successor of </li> <li>▪ International network of professionals working on area development.</li> <li>▪ Motivated to offer Implementation Labs</li> <li>▪ On a non for profit basis</li> <li>▪ Empowered by  Innovative land-use</li> </ul>
 <p><b>Introduction</b></p> <p>drs H.A. (Huibert) Haccoû</p> <ul style="list-style-type: none"> <li>▪ Programme Manager Habiforum Foundation</li> <li>▪ Professor School of the Built Environment Saxion University for Professional Education, Deventer, The Netherlands</li> <li>▪ Project Director Interreg IIIc Operation MILU<sup>net</sup> Interreg IVb Project Livinggreen</li> <li>▪ Managing director International Intervision Institute</li> </ul>	 <p><b>Content of presentation</b></p> <ul style="list-style-type: none"> <li>▪ Founding of the International Intervision Institute III</li> <li>▪ What is Habiforum</li> <li>▪ MILU and MILU<sup>net</sup></li> <li>▪ Implementation Labs</li> <li>▪ Deliverables and other results</li> </ul>
 <p><b>Founding International Intervision Institute</b></p> <p>Missions of the Habiforum Foundation</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="191 1635 367 1881">  <p>Multifunctional intensive land use (2000-2004) IFHP Working Party MILU</p> </div> <div data-bbox="414 1635 622 1881">  <p>Innovative land use (2004-2010) Interreg IIIc Operation MILU<sup>net</sup></p> </div> </div>	 <p><b>MILU<sup>net</sup></b></p> <p>MILU<sup>net</sup></p> <ul style="list-style-type: none"> <li>▪ Is a <b>network</b> dedicated to the exchange of experience within a large group of public authorities or public equivalent bodies that share the same characteristics, face the same problems, or deal with the same issues.</li> <li>▪ MILU stands for <b>M</b>ultifunctional and <b>I</b>ntensive <b>L</b>and <b>U</b>se</li> </ul>



### Aims of MILUnet

**Aims**

- Promote Multifunctional Intensive Land Use
- Realize more sustainable (urban) development in Europe
- More effective policy implementation by intervention

**Challenge**

Turn urban growth into sustainable urban development




### MILUnet



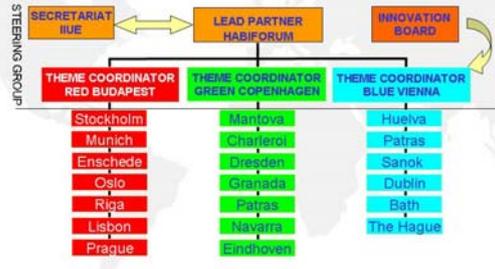

### MILUnet Partners

24 Partners

- National, regional & local authorities.
- Expert centers & universities
- Lead Partner: Habiforum foundation, the Netherlands




### MILUNET organisation



```

    graph TD
      SG[STEERING GROUP] --- S[SECRETARIAT IUIE]
      SG --- LP[LEAD PARTNER HABIFORUM]
      SG --- IB[INNOVATION BOARD]
      S <--> LP
      LP <--> IB
      S --- TC1[THEME COORDINATOR RED BUDAPEST]
      LP --- TC1
      LP --- TC2[THEME COORDINATOR GREEN COPENHAGEN]
      IB --- TC2
      LP --- TC3[THEME COORDINATOR BLUE VIENNA]
      IB --- TC3
      TC1 --- S1[Stockholm]
      TC1 --- M1[Munich]
      TC1 --- E1[Enschede]
      TC1 --- O1[Oslo]
      TC1 --- R1[Riga]
      TC1 --- L1[Lisbon]
      TC1 --- P1[Prague]
      TC2 --- M2[Mantova]
      TC2 --- C2[Chiangrai]
      TC2 --- D2[Dresden]
      TC2 --- G2[Granada]
      TC2 --- P2[Patras]
      TC2 --- N2[Navarra]
      TC2 --- E2[Eindhoven]
      TC3 --- H3[Huejva]
      TC3 --- P3[Patras]
      TC3 --- S3[Sarakon]
      TC3 --- D3[Dublin]
      TC3 --- B3[Bath]
      TC3 --- T3[The Hague]
  
```



### When is an Implementation usefull ?

- When area development processes are blocked.
- When process acceleration is required.
- When creative impulses are needed.
- When innovative concepts have to be introduced.
- When an impartial expert (second) opinion is needed.
- When a multi disciplinary approach or enrichment from a culturally different points of view is needed.

OUT OF THE BOX THINKING



### The focus of the Implementation Lab

Aim of the MILUnet Implementation Lab is to investigate as a group both new and persistent urban problems as they relate to Area development and more specific to Multi-functional and Intensive Land Use ([www.milu.net](http://www.milu.net))



**III INTERNATIONAL INTERVISION INSTITUTE**

### Objectives of Implementation Lab

- identify opportunities,
- identify barriers,
- find instruments,
- find effective policies,
- build up a body of expertise,
- disseminate knowledge.



**III INTERNATIONAL INTERVISION INSTITUTE**

### Implementation Lab's were held

1999 Amsterdam (NL)	20-22 April 2005 in Huelva (ES)
2000 Oslo, (N)	5+6 Sept. 2005 in Budapest (HU)
2001 Vienna, (A)	26-28 October 2005 in Muenich (DE)
2002 Gdynia, (PL)	May 2006 in Charleroi (BE)
2003 Portland Or, (USA)	Summer 2006 Province of Zeeland (NL)
4-7 April 2004 in Den Haag (NL)	November 2006 in Patras (GR)
9-11 June 2004 in Stockholm (SE)	11-13 May 2007 in Lisbon (PT)
3-5 November 2004 in Mantova (IT)	2 - 4 September 2009 in Vienna (A)

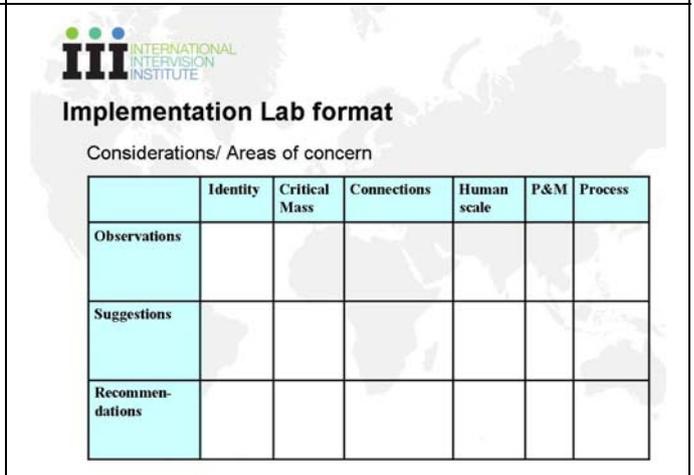


**III INTERNATIONAL INTERVISION INSTITUTE**

### Implementation Lab ingredients

Three days workshop:

- External experts
- Internal experts
- Case dossier
- Maps
- Reference cases
- Site visit
- Focused brainstorm sessions
- Task forces for recommendations
- Press conference and comments of authorities.



**III INTERNATIONAL INTERVISION INSTITUTE**

### Implementation Lab format

Considerations/ Areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						



**III INTERNATIONAL INTERVISION INSTITUTE**

### Implementation Lab

- **Identity**  
Do the project areas have their own identity?
- **Critical mass**  
Does each site have enough development, infrastructure and resident population to maintain a coherent community?
- **Connections**  
What links does each site have with its surrounding natural and man-made environment?
- **Better Human Scale**  
Do the existing developments relate to diverse human scale activities?
- **Promotion & Marketing**  
How are existing (mixed) uses on each site promoted?
- **Process**  
How to organise an effective planning and implementation process?

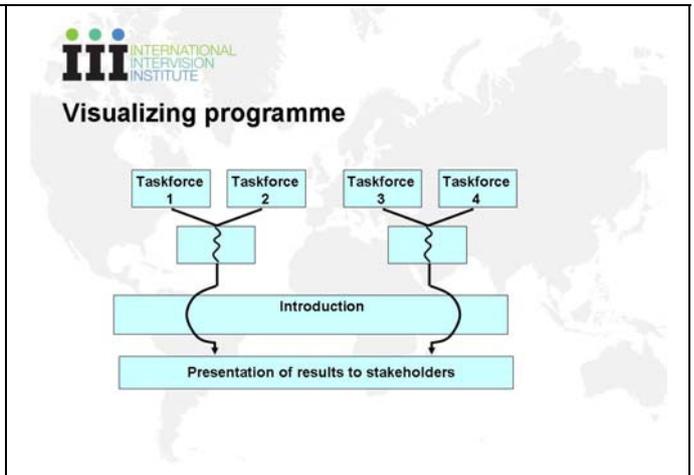
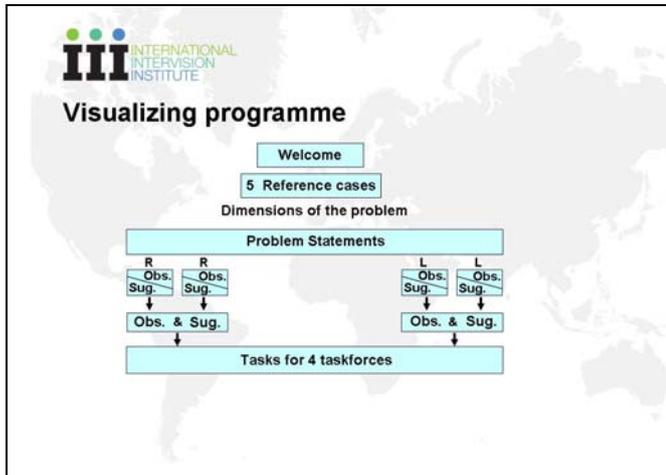


**III INTERNATIONAL INTERVISION INSTITUTE**

### Who will be invited to participate

Practitioners from European regions:

- Denmark (Copenhagen) Annette Thierry
- Sweden (Nordregio) Ole Damsgård
- Sweden (Stockholm) Suzanne Ingo & Martin Risberg
- Norway (Oslo) Breda Norderud
- Germany (Muenich) Walter Buser
- Poland (Gdynia) Karolina Krośnicka
- Poland (Gdansk University) Anna Kazarowska
- Netherlands (Amsterdam) Huibert Haccoû Femke Haccoû
- Netherlands (Intern.Institute Urban Environment) Martijn Kramer
- Netherlands (Housing Corporation) Elsbeth van Hijckama Vlieg
- USA (Portland) Arun Jain
- Portugal (Lisbon) João Basto



**Wednesday, 2 September 2009**

09.30 - 09.40	Welcome by the host (the Municipal Councillor for Urban Development and Traffic Mr. Rudi Schicker)
09.40 - 10.00	Introduction to the programme Huibert Haccoû
10.00 - 10.25	Study case Glass House Gardening Area in the south of Vienna: Volkmar Pamer
10.25 - 10.30	Short Coffee break
10.30 - 10.50	Questions and problem statement
11.00 - 12.30	Reference cases Oslo (Brede Norderud), Lisbon (João Basto), Amsterdam (Femke Haccoû), Munich (Walter Buser), Gdynia (Karolina Krošnicka)

**Wednesday, 2 September 2009**

12.30 - 16.30	Running Lunch
	Excursion Guided bus tour and site visit to the Glass House Area in South Vienna
	Collecting visual material by digital camera
19.30	Welcome dinner in Garten Hotel Altmannsdorf

**Thursday 3 September 2009**

09.00 - 10.30	Introduction Assessing the problem (reformulation of the problem) plenary or in two subgroups
10.30 - 11.00	Coffee break
11.00 - 12.00	Working in 4 sub sessions on <b>Observations</b> facilitators: Martijn Kramer, Volkmar Pamer Arun Jain, Huibert Haccoû
12.00 - 12.30	Exchanging common Observations In combined subgroups or plenary

**Thursday, 3 September 2009**

12.30 - 13.30	Lunch
13.30 - 15.00	Working in 4 subgroup sessions <b>Suggestions</b>
15.00 - 15.30	Exchanging Suggestions In combined subgroups or plenary
15.30 - 16.00	Prioritising of Suggestions
16.00 - 16.30	Reflection on possible tasks and formation of task forces for <b>Recommendations</b>

 <p><b>Thursday, 3 September 2009</b></p> <p>17.30 - 18.30 Optional walking tour Guided sight seeing Cable and Wire factory area.</p> <p><b>Evening programme</b></p> <p>19.30 - 22.00 Dinner at Heurigen task formulation</p>	 <p><b>Friday 4 September 2009</b></p> <p>08.15 Collection of participants at the Garten Hotel Altmannsdorf Checking out of the Hotel and take your luggage with you to the conference venue if you leave Friday end of the day.</p> <p>08.45 We use the metro to arrive at the offices of the Municipal Department 21 B Rathausstrasse 14-16 Vienna.</p>
 <p><b>Friday, 4 September 2009</b></p> <p>09.00 - 09.15 Introduction tasks and task formation</p> <p>10.00 - 11.00 Work in 3 to 4 taskforces on <b>Recommendations</b> Coffee break in subgroups Preparation of ppt / poster</p> <p>11.00 - 12.30 Press conference</p> <p>12.30 - 13.30 Working Lunch</p> <p>13.30 - 15.30 Sharing taskforce results</p> <p>16.00 Farewell reception</p> <p>17.00 End of programme</p>	 <p><b>MILUbook</b></p>  <p>The MILUbook: Principles, Practices, Projects, Policies</p>

# B Presentations

Volkmar Pamer

## THE FUTURE :VIENNA

Urban planning in Vienna  
A target area as an example  
**IMPLEMENTATION LAB**  
2nd – 4th September 2009

Volkmar Pamer  
City of Vienna – Municipal Department 21B  
Urban District Planning and Land Use

### The Vienna Agglomeration

### 13 key areas of action for urban development

## LIESING MITTE Zielgebiet

IN ZUKUNFT  
:WIEN

StaDt + Wien

# WOW!

## LIESING

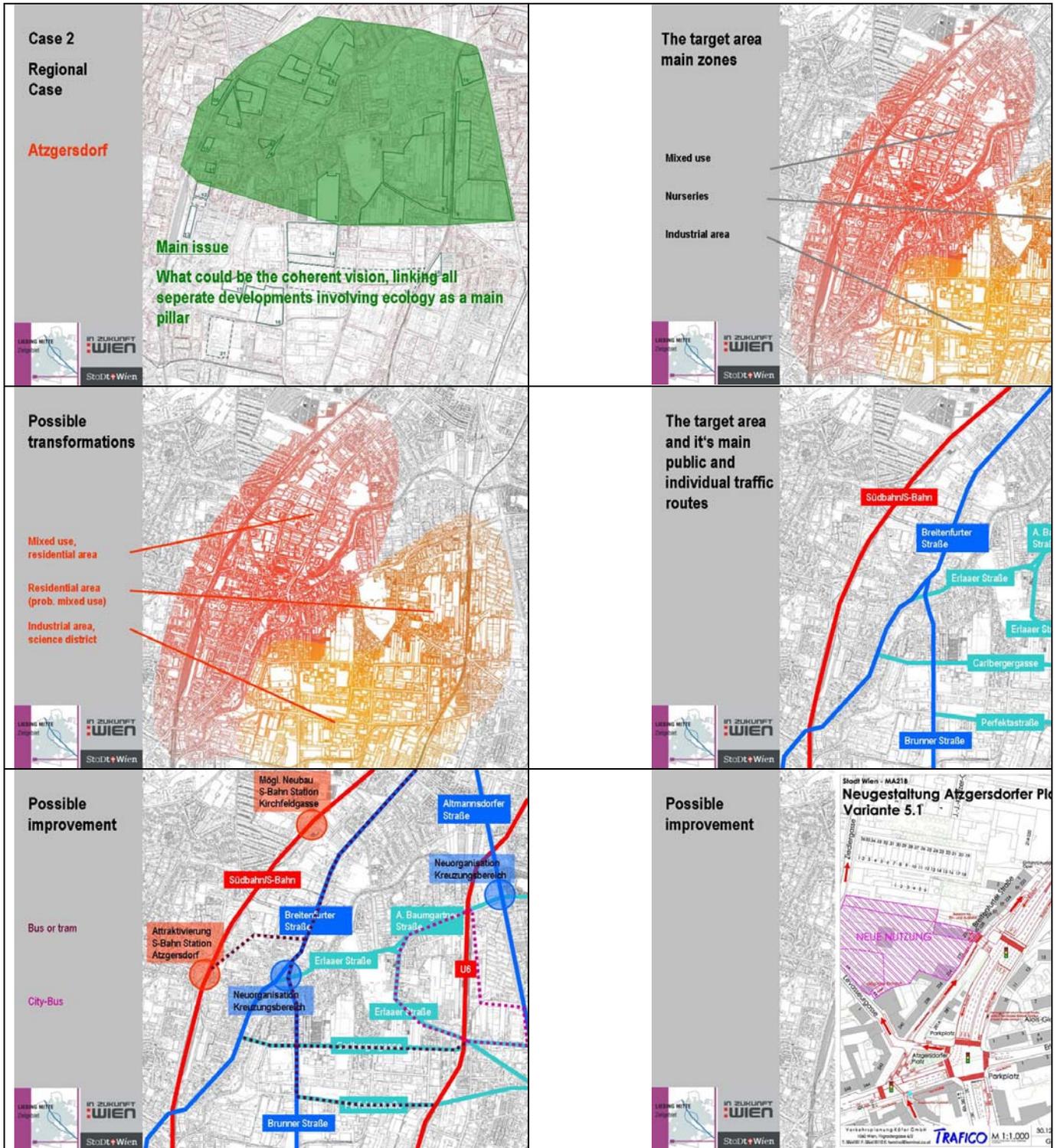
WOHNEN ÖKOLOGIE WIRTSCHAFT

### Case 1 Local Case

In der Wiesen  
(In the Meadow)

Main issues

- Ownership versus development
- School campus – where and how
- How to deal with the traffic
- Which functions are applicable
- How to organize the development process



<p><b>Necessary social infrastructure</b></p> <p>School campus</p> <p>Kindergarten</p> <p>Homes for the elderly</p>		<p><b>Potential focus points</b></p>	
<p><b>Concrete perspectives</b></p> <p><b>E. Kittenberger-gasse</b></p> <p>Living green</p>		<p><b>Concrete perspectives</b></p> <p>UNILEVER-area</p> <p>Multi-function</p>	
<p><b>Concrete perspectives</b></p> <p><b>Atzgersdorf Centre</b></p> <p>Actio - Reactio</p>		<p><b>Concrete perspectives</b></p> <p><b>Industriegebiet Liesing</b></p> <p>Ken creates economy creates ken</p>	

**Concrete perspectives**

**In der Wiesen South**

**Urban village**

IN ZUKUNFT WIEN  
Stadt+Wien

**Concrete perspectives**

**Scherbangasse**

**Upgrading**

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Stadt+Wien

**Concrete perspectives**

**ASKÖ**

**For the fun of it**

IN ZUKUNFT WIEN  
Stadt+Wien

**Concrete perspectives**

**Schulcampus**

**Future**

IN ZUKUNFT WIEN  
Stadt+Wien

**Concrete perspectives**

**EUROPAN 8**

**Cosmopolitan**

IN ZUKUNFT WIEN  
Stadt+Wien

**Concrete perspectives**

**Public transport**

**Spine**

IN ZUKUNFT WIEN  
Stadt+Wien

Starters

**MERKUR/HOFER**

Students' vision

42532

Wohnen und mehr...

**Lebensaufgabe**  
 Wohnen, Arbeiten, Erleben  
 Ein Zusammenleben mit den 50000

**Thema**  
 Dies Wohnen nicht an der Hand zu sein, sondern ein unmittelbares Erleben zu empfinden, können die Wiener Gemeindefunktionen der Zweckmäßigkeit vor, deren Wohnmöglichkeiten liegen, zu verhalten sein. Es soll unterhalten werden, welche Einrichtungen heute sinnvoll erscheinen, um in ein konkretes Wohnkonzept umgesetzt zu werden.

**Situation**  
 Das in 22 Bezirke zwischen Brunnenturstraße und Leingasse begrenzte Grundstück befindet sich in einer ruhigen Zone, die durch ein breites Netz von Wohnen und Arbeiten charakterisiert ist. Es wird zurzeit von zwei Lebensmittellieferanten und übergeordneten Parkplätzen belegt. Unter Berücksichtigung der Überbauung eines Supermarktes (Bebauung von 4000m²) soll ein Wohngebiet entstehen.

**Aufgabe**  
 Diese Situation soll folgende Aspekte berücksichtigen werden:  
 - Mischung, z.B. Wohnen, Arbeiten und Freizeitanlagen in ausgewogenem Verhältnis  
 - Auf ein bestehendes Lebenskonzept eingehen  
 - Überbauung  
 - Mischung von  
 - Wohnmöglichkeiten wie z.B. Altbau, Phoenix, Block, eingeschossige Hauswirtschaftliche, Geschäfte und Freizeitanlagen  
 - Überlegen hinsichtlich alternative  
 - Verkehrsverbindungen, z.B. Carsharing  
 - Öffentliches und privates  
 - Freizeitanlagen  
 - Dichte GFZ von 1,8

**Termin**  
 Donnerstag, 14.05.2014, 10:00 bis 12:00 Uhr  
 Die Aufgabenstellung besteht darin, dass bis 15.05.2014 ein Konzept für die Überbauung des Grundstückes erstellt werden kann.

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Starters

**EUROPAN 10**

Cosmopolitan II

2010

2015

2020

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IN ZUKUNFT WIEN

Stadt + Wien

Danke  
 Terima kasih  
 Hvala  
 Teşekkür ederim  
 Sipas  
 Ευχαριστώ  
 Dziękuję  
 Gracias  
 ありがとうございます  
 Obrigado  
 متشكراً  
 Merci  
 Daghang salamat  
 Atpé  
 תודה  
 Medawagse  
 Cám ơn  
 Na gode

Thank you  
 謝謝  
 Tack  
 Imena  
 Go Rajih Maithi Agat  
 Mulțumesc  
 Pakka për  
 Kiitos  
 Dakuji  
 Datu  
 Chacabo  
 Yauwa  
 Grazie  
 شكر  
 Bnarodani  
 Bedankt  
 Kusakillaku  
 E se e

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# B Presentations

## Walter Buser

<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>Urban development &amp; campus planning: the case of Munich</p> <p>Walter Buser Department of Urban Planning City of Munich</p> <p>Walter Buser 9/2009 1</p>	<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>University facilities and private research institutions after decentralisation</p> <p>Decentralisation of university facilities</p> <p>Walter Buser 9/2009 2</p>
<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>Traditional inner city universities</p> <p>Walter Buser 9/2009 3</p>	<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>Decentralisation of traditional inner city universities</p> <p>Walter Buser 9/2009 4</p>
<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>Reuse of former central university sites by public institutions</p> <p>Reuse of former central university sites</p> <p>Walter Buser 9/2009 5</p>	<p>Vienna Implementation Lab 2 - 4 September 2009</p> <p>Reuse of former central university sites for residential and office development: "Lenbach Garten"</p> <p>Reuse of former central university sites</p> <p>Walter Buser 9/2009 6</p>

Vienna Implementation Lab  
2 - 4 September 2009

LMU München  
Referat für Stadtplanung  
und Bauordnung



"Lenbach Garten" - today

Walter Buser 9/2009 7

Vienna Implementation Lab  
2 - 4 September 2009

LMU München  
Referat für Stadtplanung  
und Bauordnung



Social and fair development of real estate

Walter Buser 9/2009 8

Vienna Implementation Lab  
2 - 4 September 2009

LMU München  
Referat für Stadtplanung  
und Bauordnung



Technical University of Munich - Campus Garching

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Vienna Implementation Lab  
2 - 4 September 2009

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Aerial view of Martinsried / Großhadern

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Großhadern

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Martinsried

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- In Munich decentralisation of universities can not be driven backwards. That is why a better spatial connection between university campuses inside and outside the city is needed.
- In terms of a necessary "critical mass" peripheral university campuses must be developed toward urban places of their own.
- A comprehensive development strategy on the regional level with at least short term or mid term goals for Munich's universities is needed.
- Concerning the reuse of former university sites in Munich's core area a win-win situation must be created, which benefits the city as well as the state (as the owner of universities sites).
- The principles of "Social and fair development of real estate" (SoFD) must be applied to the reuse of former university sites in order to reduce costs of urban developments among investors and the state.
- Munich needs to maintain its attraction for national and international investors.

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Conclusions

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## Brede Norderud



### Ensjø / Oslo

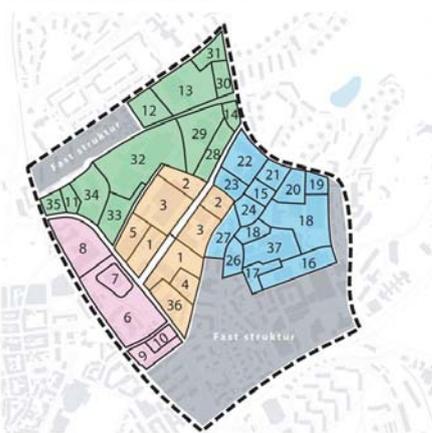
A path for triggering urban potentials in a "sleeping" car retail area (brownfield).

Challenges of urban transformation from industrial area to a multifunctional area for 3 – 7000 dw.

### ENSJØ: "The car retail area" (size 800 x 1000 meter / 80 hectares)

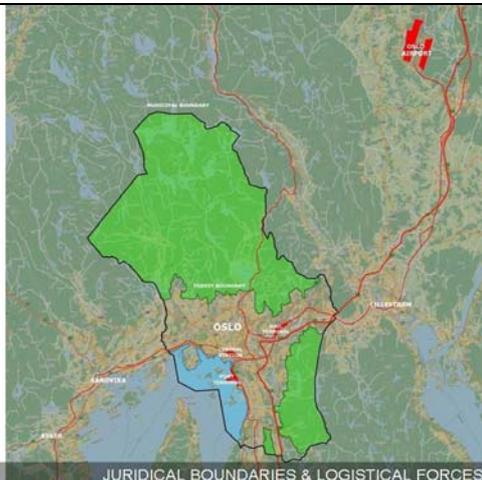


### Ensjø: Private ownership divided.



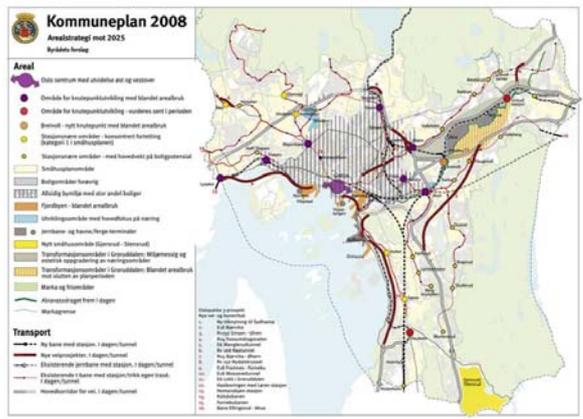
### Premises "triggering" Ensjø - or: Why is Ensjø interesting?

- Oslo is not a "shrinking city".
- Distance from inner city.
- Estate owners known by the municipal planning office. Long time frustration.
- Legislation tools fit for the situation, giving structure to divided responsibility between private partners and Oslo municipality.
- Credible municipal planning
- Support from the city council for PPP-model

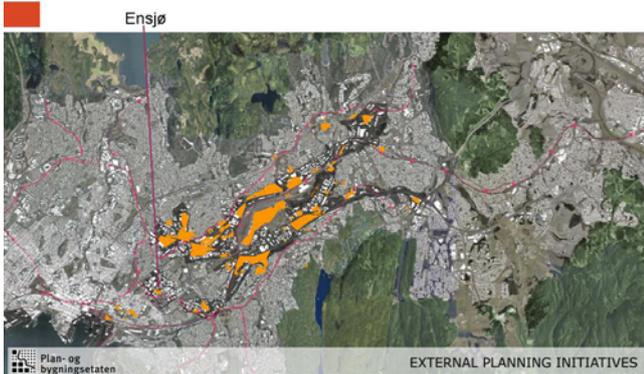


JURIDICAL BOUNDARIES & LOGISTICAL FORCES

### Oslo Masterplan 2008: Strategic principles



Increased private focus in Groruddalen (-valley)



### Strategic instruments in Ensjø

- 1: Planning program
- 2: Organization of municipal participation
- 3: Guidelines for planning public space (VPOR)
- 4: Local development plans (private and public)



#### Planning program (City council 2004)

Potential for urban development, density.

Assesment of tools for implementation.

Framework for an urban development of Ensjø with potentially 3000 – 7000 new dwellings



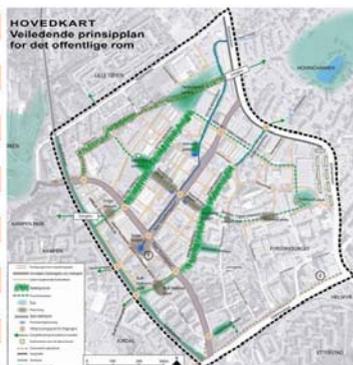
#### Organization of municipal participation (City government 2004)

Involvement of responsible municipal departments for negotiations and implementation of public interests

#### Guidelines for planning public space (VPOR) (approved in city council 2007)

- Oslo municipality responsible for approx. 50 projects
- To be carried through coordinated with private housing projects next 10 – 15 years
- Cost estimates: Total cost ca 840 mill kr (100 mill. euro)
- Private developments responsible for ca 80% of total cost
- Ca 25 housing- and enterpriseprojects are participating economically

#### Guidelines for planning public space (VPOR) (approved in city council 2007)



- 2 main streets
- Greenbelts / passages / connections / meeting places
- Park Tiedemannsparken
- Ensjø "plaza"
- Petersborgaksen
- Grønvold park
- Open creek
- High voltage underground
- Connections to surrounding areas
- Realistic ambitions
- Step by step implementation

#### Guidelines for planning public space (VPOR) (approved in city council 2007)



2 public streets



Pedestrian grid

**Private plans:**

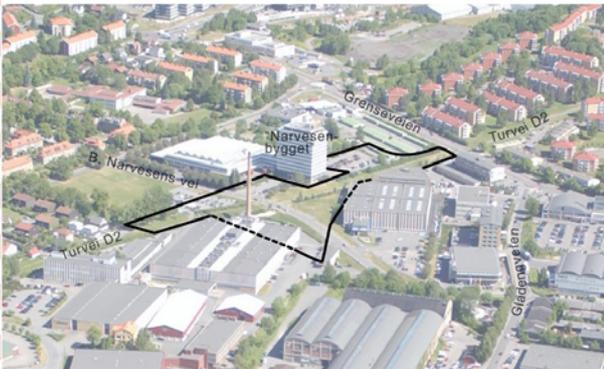
3000 dw. / park / green belt /  
private streets with public access / pedestrian grid



**"Gladenga" reguleringsplan vedtatt av bystyret juni 2007**



**Public plan (public park on private area)**



**Ensjø centre: next challenge**



**The norwegian planning and building act**

**The norwegian planning and building act**

Local development plans can define:

§ 12-7 no.10 **Planning provisions**

..... it may be required that measures in pursuance of the plan are implemented **in a special order** according to sufficient established technical infrastructure, social services etc .

§ 17 **Development contract**

Contract between the municipality and estate owner/development organization about the development of an area **defined in a plan** decided by the municipality.

The city council defines

- **When** a development contract is a premis for development of an area
- **Anticipations** from the municipality to the content of the contract.

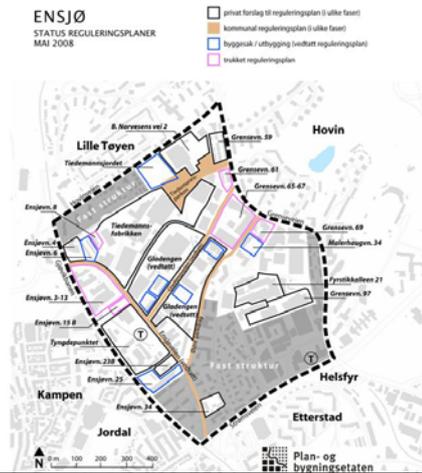


## 2009: What is achieved

### Ensjø – status january 2009

- Local development plans (with development contracts!!) providing urban transformation.
- 14 dev.contracts signed. Secures investments for public purposes of 45 mill. euro.
- 15 mill euro decided by Oslo municipality city council.
- The new Ensjø-street
- The new Gladeng-street incl. open creek
- Greenbelts, parks and connections
- High voltage cables now underground (Greenbelt D2 and Ensjøvn.)

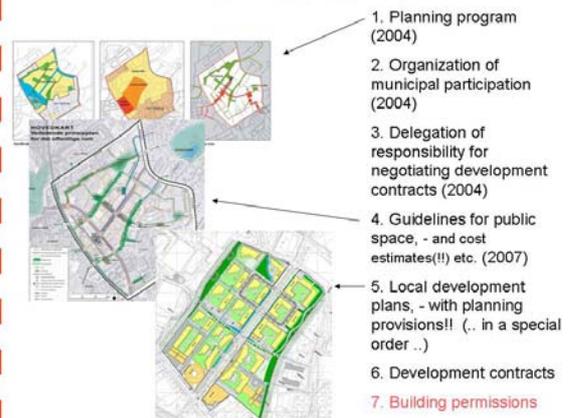
ENSJØ  
STATUS REGULERINGSPLANER  
MÅI 2008



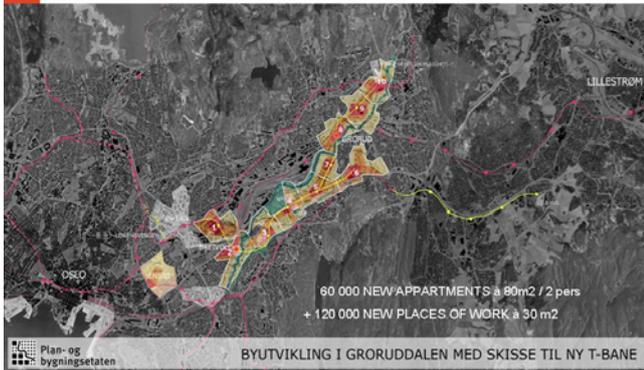
### Challenges now

- Coordinated accomplishment of main intentions in the overall Ensjø plan considering **unknown progress** in the different partial projects and economic solutions for elements in public space.
- Ensure local development plan (and development contract) for **Ensjø centre** according to intentions in the planning program for Ensjø.
- Local development plan for "Eastern parkbelt", "Southern green connection" and "Grønvold park".
- Reopening of creek Hovinbekken: **Flexibility in partial accomplishment.**
- The **borderline between projects** of different ownership, private-private and private-public.

### Ensjø step by step

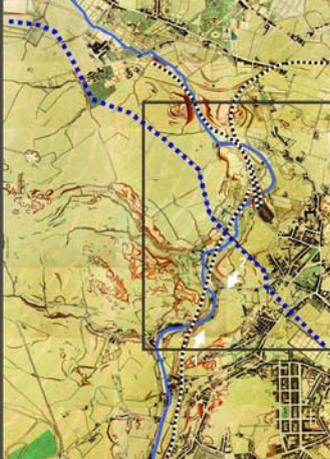


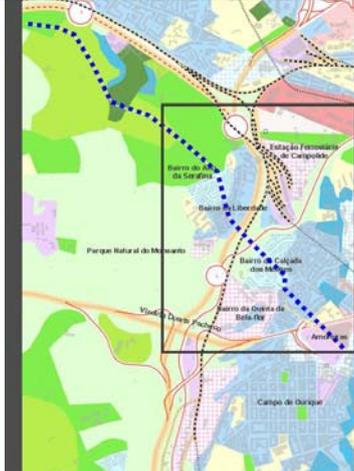
**"Ensjø" next ??**  
Urban potential in Groruddalen

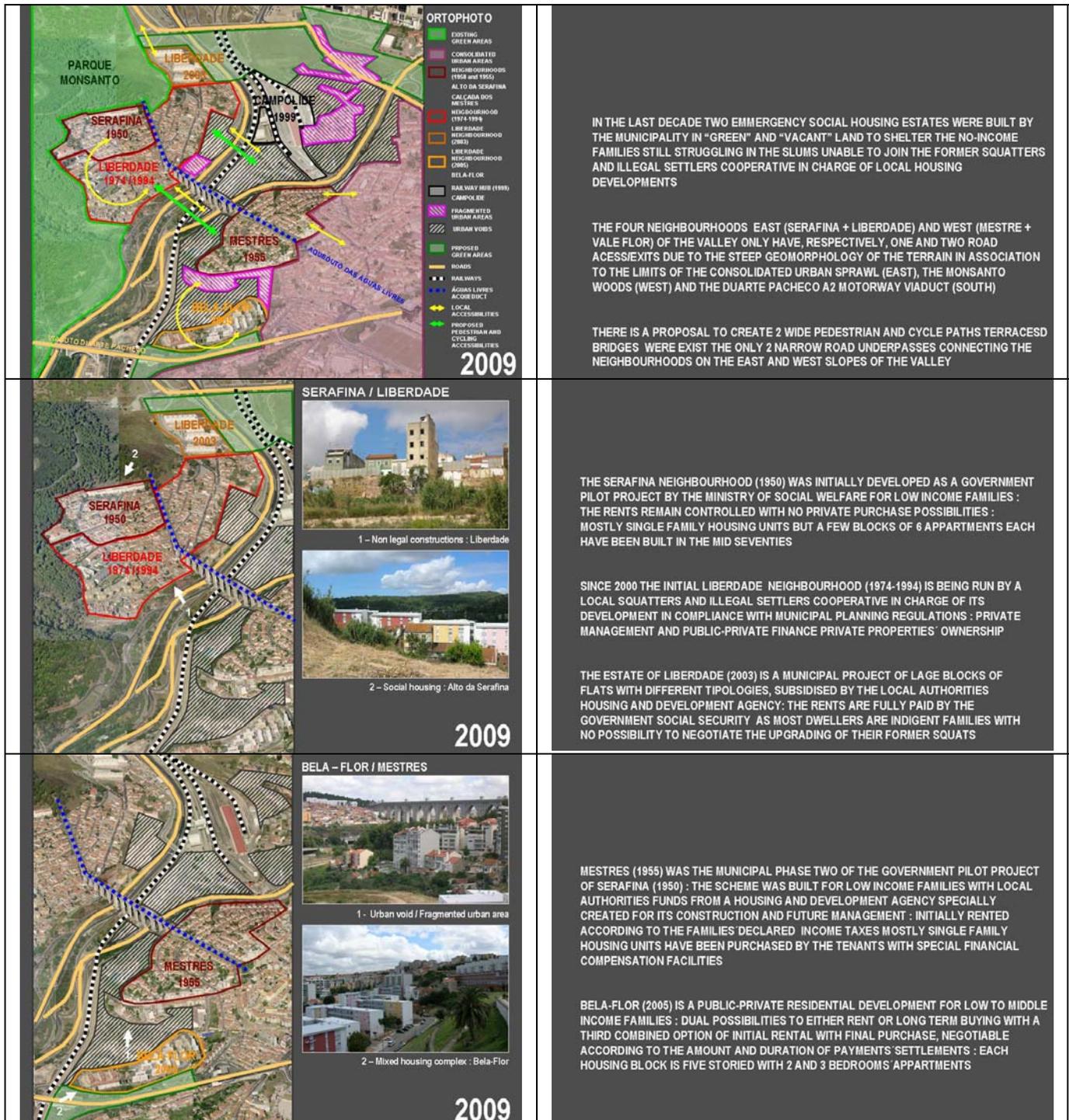


# B Presentations

João Basto

 <p>THE ALCÂNTARA VALLEY 190 Ha</p> <p>LISBOA</p>	<p>A SEISMIC FRACTURE OF THE TERRAIN A DEEP VALLEY FLANKED BY RAVINES</p>
 <p>THE ALCÂNTARA VALLEY</p>  <p>1 – South-North view / The Aguas Livres Aqueduct</p>  <p>2 – North-South view / Panorama</p> <p>1910</p>	<p>THE MONUMENTAL ACQUEDUCT BUILT IN THE EARLY EIGHTEENTH CENTURY TO BRING WATER TO THE CITY STANDS AS THE MAJOR MAN MADE FEATURE OF THE LANDSCAPE</p> <p>THE RURAL OUTSKIRTS OF THE CITY : A GRICULTURAL LAND AND ORCHARDS WITH SCATTERED BUT ALREADY EXPANDING ALIGNMENTS OF RESIDENTIAL BUILDINGS</p> <p>FIRST LIGHT RAILWAY CONNECTING THE HISTORIC WATERFRONT TO THE EAST AND WEST NEW URBAN CORES OF THE CAPITAL</p>
 <p>THE ALCÂNTARA VALLEY</p>  <p>1 – South-North view / Encasing the water course</p>  <p>2 – North-South view / Terracing the new roadway</p> <p>1950</p>	<p>THE FREATIC WATERCOURSE IS CHANNLED INTO A MASSIVE DRAINPIPE AND COVERED WITH SOIL</p> <p>A "MODERN LANDSCAPE ROADWAY" RUNS NORTH-SOUTH PARALLEL TO THE LIGHT RAILWAY LINE AND A EAST-WEST BRIDGE (THE PACHECO BRIDGE VIADUCT) FOR A "MODERN SCENIC MOTORWAY" NARROWS THE VALLEY'S CORRIDOR</p> <p>URBAN DEVELOPMENTS OF THE CONSOLIDATED CITY ENCRACH ON THE EASTERN SLOPES OF THE VALLEY</p> <p>THE VALLEY'S WESTERN SLOPES ARE PLANTED WITH ABOUT ON MILLION TREES OF MORE THAN ONE HUNDRED DIFFERENT SPECIES (THE MONSANTO WOODS)</p>

 <p>THE CAMPOLIDE RAILWAY STATION ROAD &amp; SPIRE ROADS RAILWAY LINES THE AÇÓIAS LINES FROM BRISTOL PHOTOGRAPHS' ORIENTATION</p>	<p><b>THE ALCÂNTARA VALLEY</b></p>  <p>1 – The Duarte Pacheco Bridge / The Monsanto Forest</p>  <p>2 – "Fertagus" regional railway / North-South road expressway</p> <p><b>1970</b></p>	<p>DEVOIDED OF STRATEGIC PLANNING DIRECTIVES THE CITY'S URBAN EXPANSION REACH THE EDGE OF THE VALLEY'S NORTH AND EASTERN BORDERING PLATEAU</p> <p>THE MONSANTO WOODS ARE LEGALLY DECLARED AS A GREEN PRESERVATION AREA</p> <p>A ROAD AND RAIL BRIDGE ACROSS THE MOUTH OF THE RIVER TAGUS ESTUARY ENTERS THE CITY THROUGH THE VALLEY</p> <p>A REGIONAL EXPRESS RAILWAY LINE IS ADDED PARALLEL TO THE PREVIOUS LOCAL LIGHT RAILWAY (SHUTTLE) LINE</p> <p>A MOTORWAY IS BUILT PARALLEL TO ENLARGED "MODERN LANDSCAPE ROADWAY"</p>
	<p><b>PLANO DIRECTOR MUNICIPAL</b></p> <ul style="list-style-type: none"> <li>Área Canal Rodoviária Existente</li> <li>Área Canal Rodoviária Proposta com Projecto</li> <li>Área Canal Ferroviária Existente</li> <li>Área Canal Rodoviária Proposta</li> <li>Área Canal Ferroviária Proposta</li> <li>Área Canal Técnica</li> <li>Área Histórica Habitacional</li> <li>Área Histórica de Bateria</li> <li>Quintas Integradas nas Áreas Históricas</li> <li>Área Consolidada de Moradas</li> <li>Área Consolidada de Edifícios de Utilização Colectiva Habitacional</li> <li>Área Consolidada de Edifícios de Utilização Colectiva Terciana</li> <li>Área Consolidada de Edifícios de Utilização Colectiva Mista</li> <li>Área Consolidada Industrial</li> <li>Área de Reconversão Urbanística Habitacional</li> <li>Área de Reconversão Urbanística Mista</li> <li>Área de Estruturação Urbanística Mista</li> <li>Área de Estruturação Urbanística Habitacional</li> <li>Área de Estruturação Urbanística Terciana</li> <li>Área Verde de Recreio</li> <li>Área Verde de Protecção</li> <li>Área Verde de Produção</li> <li>Quintas e Jardins Históricos</li> <li>Quintas a Reconverter</li> <li>Área de Unidades Especiais</li> <li>Área de Equipamentos e Serviços Públicos</li> <li>Área de Investigação e Tecnologia</li> <li>Zona de Intervenção da EXPO 98</li> </ul> <p><b>1994</b></p>	<p>THE FIRST LISBON MUNICIPAL MASTER PLAN FORESEES ENFORCES STRICT CATEGORIES OF LAND OCCUPATION</p> <p>COMPLYING WITH THE PRINCIPLES OF "THE CHART OF ATHENS" THE SOCIAL "GARDEN CITY" OF SERAFINA IS BUILT WITH GOVERNMENT FUNDS AS AN OASIS OF FAMILY DWELLINGS WITHIN THE MONSANTO WOODS PRESERVATION AREA</p> <p>PHASE TWO IS THE CREATION OF THE MESTRES FAMILY DWELLINGS "GREEN ESTATE"</p> <p>THE CAMPOLIDE RAILWAY HUB IS DEVELOPED WITH THE EXCAVATION OF AN UNDERGROUND TUNNEL (7 Km) FOR A SPEED LINK RAILWAY CONNECTION TO THE HISTORIC DOWNTOWN CITY CORE PLUS THE CREATION OF A SUBURBAN NORTH RAILWAY LINE TO SINTRA (35 Km)</p>
 <p>MOTORWAY A2 "FERTAGUS" REGIONAL RAILWAY</p>	<p><b>ROAD AND RAILWAY ACCESSIBILITIES</b></p> <p>190 Ha</p> <p><b>2009</b></p>	<p>THE MONSANTO LAND GRANTED BY THE MUNICIPALITY TO PRIVATE DEVELOPERS FOR HOUSING IS OCCUPIED BY SLUMS AND AD-HOC SQUATTERS' CONSTRUCTIONS DUE TO THE INFLUX IN LISBON OF THOUSANDS OF EMMIGRANTS ORIGINATED BY THE SUDDEN INDEPENDENCE OF THE FORMER PORTUGUESE COLONIES IN AFRICA : BOOM OF THE "LIBERDADE" (MEANING "FREEDOM") NEIGHBOURHOOD</p> <p>A NORTH-SOUTH ROAD RAISED EXPRESSWAY LINKS THE A2 AND A5 MOTORWAYS TO THE NORTHEASTERN AND NORTHWESTERN DISTRICTS OF THE CAPITAL</p> <p>THE ENLARGED "MODERN LANDSCAPE ROADWAY" IS CONTINUED NORTH AND THE VALLEY NORTH SLOPE DEEPLY EXCAVATED TO EASE THE TRAFFIC FLOW</p> <p>THE EAST AND WEST SLOPES OF THE VALLEY ARE FURTHER DIVIDED BY DOUBLE RAIL AND ROAD EXPRESSWAY CORRIDORS</p>





**CAMPOLIDE**



1 - The Calouste Gulbenkian Avenue : Mestres



2 - The Calouste Gulbenkian Avenue /  
Non legal construction in vacant plot

2009

MODERNIZATION OF THE CAMPOLIDE RAILWAY HUB WAS STARTED IN THE MID 1990's AND FINISHED IN 1999 WITH THE INTERCHANGE STATION SERVICING LISBON'S SHUTTLE, LOCAL, SUBURBAN AND REGIONAL EXPRESS RAILWAY LINES WITH THE POSSIBILITY TO BE FURTHER LINKED TO THE UNDERGROUND METRO NETWORK

THE INITIAL PROPOSAL ENVISAGED A COMMERCIAL, SHOPPING, TERTIARY, OFFICES AND RESIDENTIAL COMPLEX DEVELOPED BY PRIVATE INVESTORS BUT LATER FEASIBILITY STUDIES HALTED ITS CONSTRUCTION AFTER CONSIDERING NON SUFFICIENT THE GROUND AREA AVAILABLE AND THE NEGATIVE ECONOMIC FORECASTS

DUE TO THE LACK OF MUNICIPAL MAINTENANCE FUNDS FOR THE UPKEEP OF PUBLIC GREEN AREAS MOST LARGE VACANT SITES WITH NON CONTAMINATED FRESH SOIL ARE PRESENTLY USED FOR HORTICULTURE, THE VEGETABLES GROWN COMPENSATING FOR THE MANPOWER INVESTED

# B Presentations

Karolina Krośnicka

**MILU-wp in Gdynia and... what happened next**

Karolina Krośnicka  
Gdynia Maritime University, Poland

June 4-6, 2003

**the meeting**

**Structure of the presentation**

- the place
- the case
- meeting's findings & recommendations
- What happened next ...
- with recommendations

- advantages of the meeting from the time perspective

**the place**

- Baltic Sea
- Tri-city
- cities -linear structure

**the cases**

Port-City Development Zone (PCDZ)

Maritime Forum (MF)

**the case PCDZ**

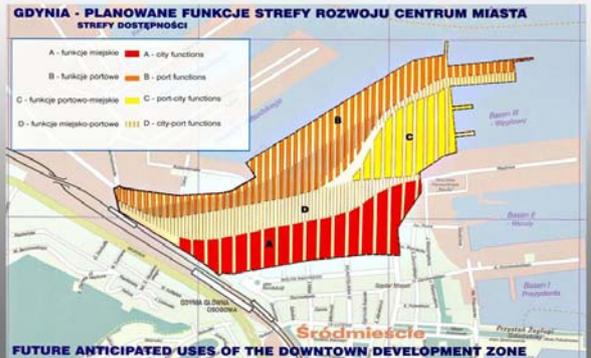
## Port-City Development Zone

- Involved bodies/actors:
  - Port of Gdynia Authority
  - Municipality of Gdynia
  - Polish State Railways (owner)
- Site's basic characteristics:
  - empty area
  - large (100 ha) scale development
  - some parts still in use for transportation purposes
  - passive owner (Polish Railways)
- Main problem at PCDZ
  - „fight” for land between city and port authorities



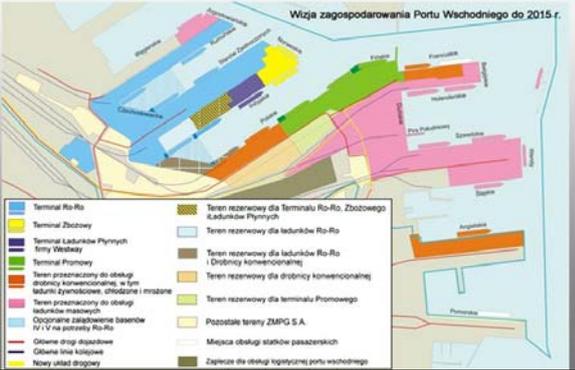
## City authorities' concept of PCDZ

elaborated in 2001

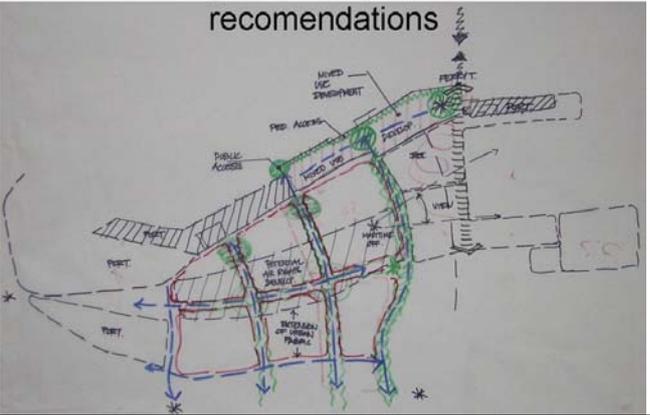


## Port's Strategic Plan till 2015

elaborated in 2003



## Port-City Development Zone recommendations



## PCDZ - FINAL RECOMENDATIONS

- expect increase of PCDZ land value (land bank for city strategic investments)
- preserve long term economic value of land (dangerous goods)
- creation of inter-agency and public partnerships to develop and implement the Action Plan
- co-operation and joint strategic planning between the Port and the City
- involve public, private and community entities (**project Seb-Trans Link**)

## What happened next...

Interreg project: Seb-Trans-Link

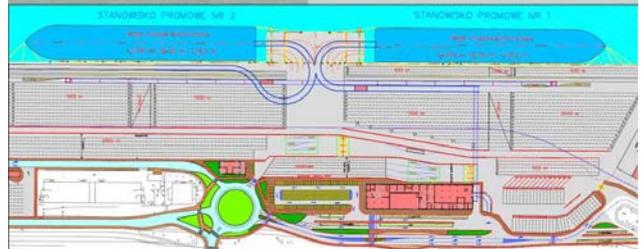


## PCDZ - FINAL RECOMENDATIONS

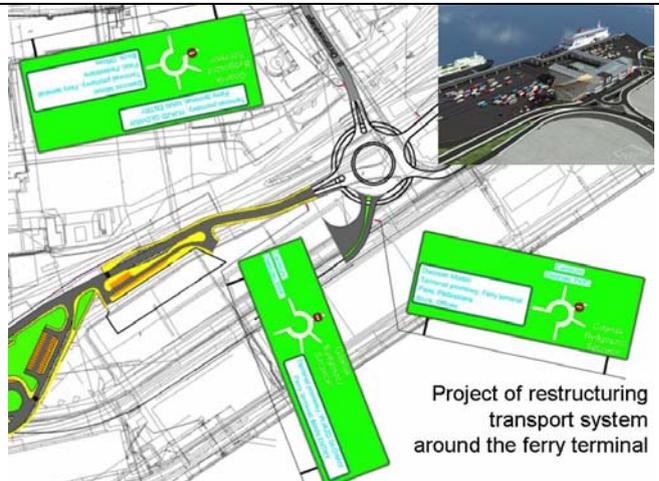
- create phased development plan - starting phase - **new passenger-ferry terminal**
- **support reliable transportation access**
- Initiate a public visioning process



Urban design of the ferry terminal



Architectural design of the ferry terminal



Project of restructuring transport system around the ferry terminal

### Building new „Polska” street



the case MF

## Maritime Forum

1. Involved bodies/actors:

- Port of Gdynia Authority
- Municipality of Gdynia
- State Fishing Company „Dalmor” (owner)
- Polish Yacht's Network
- Others private and public owners

2. Site's basic characteristics:

- extremely high potential, not intensively used
- possibility of reuse of post-port area of Dalmor Company for city uses

3. Main problems

- way of incorporating the area of Dalmor company to the city centre
- way of intensifying the „European Council” Square introducing full time uses (not seasonal only)




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## MF - FINAL FINDINGS

- the inner part of the President's Basin - a main square of Gdynia city
- keep the main axis of the South Mole connecting visually the city with the sea
- Pomorskie Quay adapted as a short-term berthing wharf for cruise ships
- creating additional infrastructure for coastal tourist ships along the quay
- recreational use along the quay should be enhanced
- enlarging and extending the yacht harbour to the end of South Pier



## Enlarging marina



## MF - FINAL FINDINGS



- preserve and adaptively re-use maritime or industrial heritage (i.e. existing warehouses and refrigerator plants)
- **organise events underlining maritime character of the site**
- create over-the-water connection between the South and Fishery Moles
- mixed use development (residential uses, shops, restaurants and offices) along the Fishery Mole
- high quality multifunctional hall at the end of Fishery Mole
- **landmark structure dominating the basin at the end of Fishery Pier**

## Maritime parades



## Sea Towers



## MF - FINAL FINDINGS



- improve public access to the marina by removal of the existing Cricoland "fun-city"
- intensify with buildings and structures the areas along the South Mole and the Fishery Pier and behind the President's Quay
- frame the space by increasing the height of existing buildings
- join public places (the square in the front of Musical Theatre and the square around President's Basin)
- locate new Gdynia Town Hall at the south edge of Kościuszki Square

## New City of Gdynia Museum



New  
cultural  
centre



advantages of the meeting from the  
time perspective

- gathering all interested actors together
  - officers from port's and city administration are meeting at unofficial level
  - human scale
- opening the discussion
  - information to all the parties others needs and plans
  - helped to understand each other
- express the real problem of a site (outside the box thinking)
- enable to compare new ideas with the existing ones (help to build the master plan of the area)
- gave an overview of planning systems and legislation solutions worldwide

Thank you  
for your attention

Karolina Krosnicka  
Gdynia Maritime University, Poland

## B Presentations

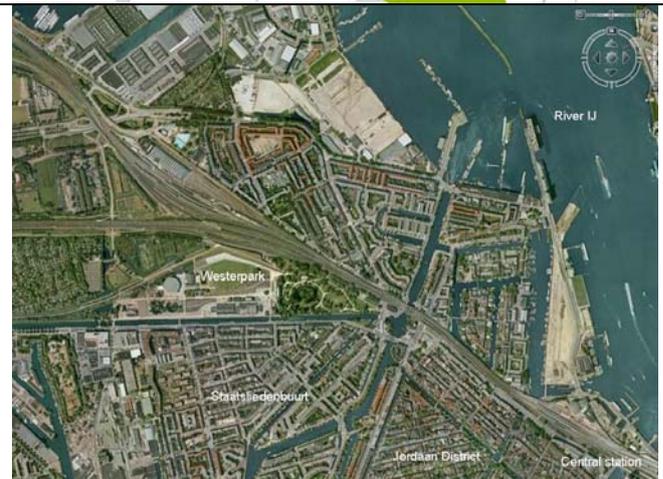
Femke Haccoû

### Reference Case Amsterdam

- Amsterdam is a city just as Vienna (Wien), is working on the Creative Knowledge workers; High educated people with a preference for culture, city life and gastronomy. These people invest in the city not only in money but also in the fundamentals of the urban lifestyle. Use of Parks, Terraces, Public Spaces, Third places.
- In Amsterdam we see that this CKW's are inventing new places and changing perspective on the urban life. The rest of the people will follow.



### Westerpark, Amsterdam



Westerpark and the Staatsliedenbuurt were a NO GO Area in Amsterdam

Mayor Ed van Thijn was thrown out of the neighbourhood in the 80's.

BUT

Economy Changed.. New places must be created for the new urban people.

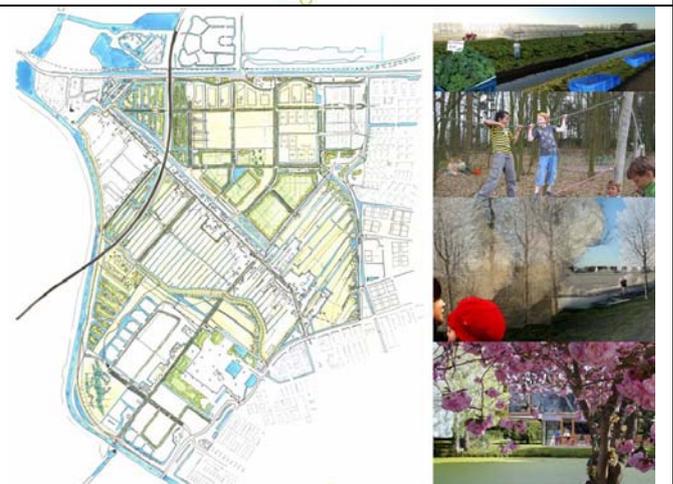
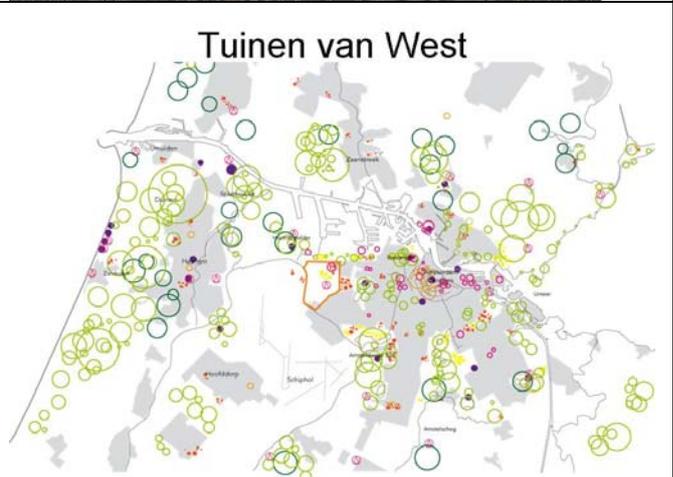


### Process Architecture by Evert Verhagen

- Inspiration of Emsheerpark, old gas factory buildings were jewels in stead of ready to torn down. Westergas also has this **IDENTITY OF PLACE**
- Change the state of mind by, searching for entrepreneurs, set out design competitions, talking to the new neighbours, to re identify the place, from backyard to jewel of the city.



- ### Successes of the Westerpark Process
- **Location;** 5 min by bike to central station
  - **Connections;** 2 ways of connecting
    - Fast & Easy
    - Rewarding
  - **Process Architecture:** Redevelopment of the Staatsliedenbuurt (neighborhood) at the same time as developing Westerpark
  - Right person on the right place; Ambitious, innovative, inspiring and aggressive project manager
  - Need and necessity for culture and nature in the city, contrast between busy and peaceful places







## C Organisation of an Implementation Lab

### Workshop format

A Implementation Lab (3 days workshop ) consists of a reference seminar (day 1), study visit (day 1), Implementation Lab(oratory) (day 2) and policy recommendation meeting (day 3).

In its efforts, the Implementation Lab format will serve the following aims:

- Increase awareness of the consequences (both positive and negative) of the concentration and/or mix of activities, or: multifunctional and intensive uses of space (urban land, water and green areas)
- Examine the extent to which such concentrated land use interventions contribute to social quality as well as the economic value and the quality and climate robustness of the physical structure of areas
- Consider appropriate containment strategies for cities using multifunctional and intensive land use mechanisms to preserve open space, nature, valuable landscape and water systems, while balancing regional development.

Each Implementation Lab workshop is the result of carefully co-ordinated efforts between the host organisation and the International Institute Intervention.(III) .

### Implementation Lab (IL)

Core of the three days workshop is the Implementation Lab.

The IL is an interactive session in which stakeholders of the host partner will work together on the spot with the III partners and experts. To maximize interactivity, the IL's are typically organised as open panel discussions involving planners from the host city/region. The Implementation Lab is meant to give momentum to a local/regional project, by implementing concepts like Multifunctional and Intensive Landuse (MILU) into practice. The Implementation Lab is a 'Laboratory' or 'Pressure Cooker'. All partners work together with the host partner on one or two local and / or regional cases, for which the host partner is responsible. The 'real problem' situation will seduce the III partners to produce the best of their knowledge relevant to the case under study. The need to help solve a practice problem will tap off the maximum of the partnerships know how. The case area(s) are located in the region of the host partner that will go through a (re)development process with special opportunities for fro instance MILU solutions.

Main purpose of a III Implementation Lab is to investigate as a group, both new and persistent urban/regional problems as they relate to land use. It is the intention that each workshop leaves both participants and hosts with new insights as well as shared and learned experiences. It is highly desirable that each workshop provides the host useful and practical suggestions on dealing with the problem case(s) discussed.

The main goal is to go a step forward in the process of realisation and come to recommendations for the case area(s). This includes spatial solutions, environmental risk management concepts, architectural ideas, solutions for social problems and crime prevention, process organisation, financing and policy strategies.

### Cases

The host organisation identifies one or two problem sites and assembles detailed information on them for the attendees to deliberate over. In addition, a third site can be presented as a case study to demonstrate an innovative approach. Supporting presentations can be made by host officials to inform participants to the full about the idiosyncrasies of the cases under study. In addition to that, selected participants as arranged by the programme organisers can present also input for the deliberations by means of cases that are of interest; this is based on their own experiences.

## Focus of an IL

III partners represent a wide variety of fields including urban and regional planning, architecture, ecology, landscape planning, aerial survey, urbanism, environmental management, construction, water management, risk and safety management, traffic and transport engineering, economics, social, community and health sciences, systems analysis, and law as well as public policy and administration.

The focus is however on the integration of sectoral policies and specialised expert know how, emphasising cross-cutting issues:

- Governance (effective planning and implementation, finance, regulations partnerships, etc.)
- Technology (systems management, construction technologies, architectural concepts, etc.)
- People and environment (participation, quality of life, risks, resource use, etc.)
- Spatial quality and identity of place

## Five issues of concern

While selecting one or two projects for consideration, the host city or institution identifies issues related to five issues of common concern. Manifesting themselves differently in each site, these five types of issues provide the means to both orient participants to the preferred nature of debate, as well as be a basis for organising meeting's panel discussions.

The six issues considered are:

- **Quality and identity:** Does the project area have its own identity, socially functionally and visually? How can this be enhanced? How can a livinggreen life style be supported? Are there local aspirations that we can build on?
- **Critical Mass:** Does each site have enough development, infrastructure and resident population to maintain a coherent community or support a desired mix of amenities with sufficient carrying capacity?
- **Connectivity:** What link does each site have with its surrounding natural and man made environment? Can these connections be enhanced?
- **Human scale:** Do the existing developments relate in scale and proportion to diverse human scale activities such as walking, biking, congregation, social interaction? Do the scale and relationships of public spaces support and attract their use?
- **Promotion and marketing:** How are existing uses promoted? How effective are these efforts and what types of promotion would be useful, necessary or possible to improve a better sense of place?
- **Process Architecture:** In developing a spatial development strategy, when should stakeholders be involved and how? What are the various interests and interdependencies between stakeholders? How do we handle opposing interests? How do we organise an effective planning and implementation process?

## Preparation and procedure of an Implementation Lab

An IL is organised according to the following scheme

### PRE-MEETING PREPARATIONS:

- Identification of problem sites by host organisation
- Identification of key areas of concern
- Preparation of dossiers with background material for each site
- Distribution of background material to registered attendees several weeks prior to arrival

#### *PROCEDURE OF AN IMPLEMENTATION LAB:*

- Site visits to establish context.
- Plenary sessions (including invited speakers).
- Working sessions to formulate concrete suggestions for the case study areas, as well as observations on how to develop (regional) policies.
- Concluding plenary session.

To avoid misunderstanding: an IL forms the core of a workshop.

### Work method

The IL's working sessions are conducted by dividing attendees into teams depending on the number of attendees, to distribute professional expertise as evenly as possible. There will be moderators for each team. Experts are available as resource persons. They come from the host organisation, and are familiar with each project. Their role is to help maintain focus as well as to facilitate concise compilation of issues and concerns. Issues and concerns identified for each project are placed within the six areas of concern, mentioned before. Discussions and observations are conducted in an open panel discussion format. Each moderator's objective is to have their project's comprehensive lists of concerns categorised halfway through the IL.

Finally, the deliberations will focus on simplifying the various comments produced by each team. The process is organised in such a way that it is ensured that all participants will understand and agree with the ideas generated for the case study projects.

To wrap up the work done, theme co-ordinators and the hosts deliver summary comments in plenary.

### Reporting

The host organisation produces a report, the content of which is in agreement with the III. This report highlights the results of the Implementation Lab. The host organisation disseminates the report in its region. It is recommended to organise a press conference to present the results.



# D Photo collage











**The International Intervision Institute** is a product of many years of experience in the IFHP Working Party MILU, Multifunctional and Intensive Land Use (2000-2004) and the Interreg IIIc Operation MILUnet (2004-2007). MILUnet developed into a network of experts dedicated to the generation, collection, exchange and transfer of knowledge on the subject of multifunctional intensive land use as a means to realise more sustainable urban development in Europe. The members of MILUnet were European cities and leading European Research Institutions.

The experiences showed that urban and regional planning professionals are usually closely involved with their own region or city and often miss an objective evaluation of their work. All the cities involved in the MILU projects greatly appreciated the added value of an impartial, non-competitive and professional appraisal of planning problems and potential solutions.

After termination of the Interreg IIIc project, the initiators of MILU decided to continue working with the theoretical framework and the format of the Implementation Lab, that proved to be most productive for the solution of local development problems and for the implementation of strategies focused on multifunctionality, variety, differentiation and intensification.

III is a new initiative, aimed at a continuation of the MILU experience, and at building further on the added value of past experiences of analysis in four continents, 20 countries, and 30 specifically analyzed urban areas.

The goal of the IIIInstitute is to accelerate the development and acquisition of knowledge and competences for sustainable area development in:  
urban areas, such as city centres, neighborhoods, industrial areas, docklands, waterfronts, urban networks and suburbs;  
rural areas, including urban/rural fringes, brownfield land, valuable cultural and historical land

The overall aim is to increase sustainable spatial quality. To this end we work from the following principles:

An integrated approach - through interdisciplinary working.

Meeting social needs - by generating support and consolidating interests.

Effectiveness - by interpreting and addressing the problems of each area in its own right.

Upgrading and renewing policies and policy measures - through comparison and evaluation of problem definitions with best practices elsewhere.

The added value provided by III consists of:

Enhanced professional skills.

A stronger elected administration and improved relations.

Accelerated and improved processes.

Optimized outcomes.

Reduced risks

Fresh insights and renewed working methods.

A productive return on the use of resources.

For more detailed information see [www.iiinstitute.nl](http://www.iiinstitute.nl).

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