



REVITAPLAN

Tools Workshop Report

AXIS Mediaontwerpers, Enschede

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*Dieses Dokument ist auf Anfrage auch auf Deutsch erhältlich
Dit document is ook beschikbaar in het Nederlands op aanvraag*

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1. Introduction

On July-1, we organized our second project team internal workshop to exchange information and knowledge about the software tools that each project partner had developed in the last couple of years to support the planning processes of revitalization projects. The aim of the workshop was to exhibit the applicability and usage of the tools and to share know-how among the Revitaplan project partners. Doing this we could also explore the inter-relations between the tools.

The agenda of the meeting was:

12.00 – Lunch - Introduction presentation by Timo

12.45 – Introduction of the case project Hart van Zuid by Sumitha

13.00 – Presentation of Project Radar tool – Borger & Burghouts

14.00 – Presentation of Process management tool – Picture GMBH

15.00 – Presentation of Digimap – Axis media ontwerpers

16.00 – Presentation of LCC tool – ISFM

17.00 – Discussion on further steps

In this report, we will describe each of these agenda points in more detail starting with a short summary of the introductory presentation by Timo Hartmann.

2. Opening Presentation

Timo Hartmann, from the University Twente, gave an introductory presentation at the start of the workshop. He summarized the main insights of the “20. Industrieauseminar” of the Technical University Vienna with the topic “refurbished future”. Timo pointed out the European wide growing demand for effective utilization of the available space and buildings in urban areas. Further, he discussed about the need for a new architectural atmosphere for next generation work and leisure places. Overall, this short summary of the “Industrieauseminar” showed and motivated the relevance of the REVITAPLAN project within an European context.

3. Case project

To support the tool demonstrations during the workshop we selected the case project 'Hart van Zuid' that most project partners used to show the applicability of their tools to support revitalization practice. Sumitha Baluchamy from University Twente gave a short presentation about the background of the case project. Hart van Zuid is concerned with the revitalization of the former Stork-Dijkers complex. The project area 'Hart van Zuid' is located in the South of the Hengelo's city center, between the Hengelo railway station in the North and the Twentecanal in the South. The project incorporates approximately 50 hectares of former industrial ground, adjacent to the town center. It is currently one of the largest inner urban revitalization projects in the Netherlands.

4. Presentation of Tools

Following the previous presentation, each partner explained the usage and working of their tool(s) in presentations that lasted between 30-60 minutes.

a. Stakeholder management

Joost Baak from Borger & Burghouts B.V. presented three software tools: Projectradar, Stakeholder analysis, and Register of demands. The tools were developed to support the planning processes of revitalization projects in the area of stakeholder management, project communication and legislation management.

Project Radar

Project Radar is as a social medium that secures careful and respectful communication to allow all stakeholder parties around a project to gather and share all relevant information about a project. Participants can post any kind of relevant information on specifically established Project Radar Websites, such as, the project initiator's own explanation on why the project is carried out, the neighborhood association's opinion on the project, or activity announcements. The websites are open to anyone who is interested. This ensures that all stakeholders, their own followers, and the general public, are well informed on developments concerning the project at all times.

Project Radar Websites are different from other existing project portals in that they are coordinated by a neutral moderator. The moderator scans the information posted on the website regularly for information on new activities and checks whether any party requires more information from others. In this way, information exchange takes place continuously and

carefully. An example of the Project Radar website is available at www.projectradarwaalwaard.nl. The Project Radar strategy is tested in practice and sharpened by experience.

Stakeholder analysis

Failure to identify and engage the right stakeholders at the initial stage of a revitalization project is one of the main reasons for project failures. Borger and Borghouts, therefore, developed the stakeholder analysis tool to support the process of stakeholder identification and engagement using the following steps:

1. Establish a list of all stakeholders
2. Define specific project goals
3. Define specific criteria relevant for project goals
4. List of possible objections
5. Statements of all stakeholders on objections
6. Share each other's goals, criteria, objections and benefits
7. Discuss contrary goals, criteria, objections and benefits upfront

The stakeholder analysis tool also assigns a specific influence and interest score to each stakeholder to understand how much each stakeholder can influence the project. Using this score stakeholders are then grouped in four different quadrants (see Figure 1). In this way, information about the stakeholders becomes transparent for everybody within a project team and certain risks related with the stakeholders identified.

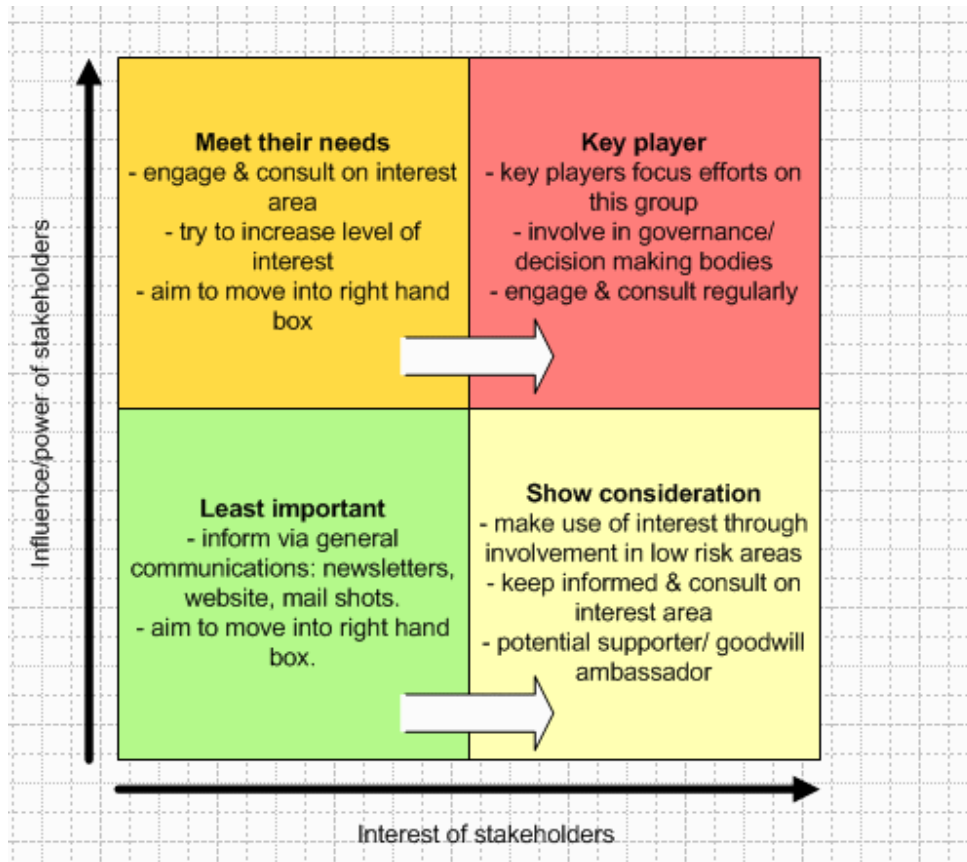


Figure 1: The four quadrants of Borger & Burghouts stakeholder analysis tool.

Register of Demands

Governmental legislation on environmental, health- and safety issues is continuously changing. This makes it difficult for organizations to gain and retain insight in legislation applicable to their situation. The concept of 'Register of Demands' lifts this burden by providing organizations with an overview of relevant legislation that is easily accessible and always up-to-date.

The register of demand tool is built around three options:

1. With the 'inventory of legislation', a client organization can obtain an overview of relevant environmental, health and safety legislation. This overview is composed by B&B's advisors using an extensive checklist.
2. Choosing the 'Register of Demands', a client organization receives all relevant environmental, health and safety legislation, which is linked explicitly to the organization's

relevant activities. All alterations in this Register of Demands are tracked periodically, which enables the organization to meet ISO 14001 and OHSAS 18001 standards.

3. The 'Register of Demands Service Contract' offers extensive services. On the basis of the Register of Demands, alterations in relevant legislation is tracked and interpreted. Every quarter of a year, the organization receives a clear report, pointing out to the client organization how the changes in legislation affect their activities. Every year, all alterations are discussed during a consultancy meeting. This enables the client organization to discuss important issues with an expert consultant. The Register of Demands uses a database managed by RDMGPublishing (a Dutch publisher that specializes in providing references on environmental, health and safety legislation). This database contains all national and European legislation on environment and working conditions.

- b. Process management – The PICTURE process platform

In the next workshop session, Johannes Schwall from Picture GMBH presented the Picture process platform. The PICTURE process platform is an application for describing and managing administrative business processes. The application supports all levels of process management from recording simple stand-alone processes through modeling the entire inner process chain (or workflow) to possibilities for continuous process improvement through analyses and optimization. The PICTURE process platform can also be seen as a knowledge base: By recording the business processes of an administration, the knowledge can be documented, made available and shared.

At the core of the PICTURE method and PICTURE process platform is a set of 25 building blocks, which can be used to model any administrative process. Within a revitalization project, both the tool and the method can be used to describe parties and roles involved and to give a better overview and understanding. Using the PICTURE process platform, a set of template processes can be developed and described which can be the backbone of the Revitaplan knowledge database.

- c. Digimap

Following the presentation of Johannes, Rob Dieleman from Axis presented the tool Digimap. Digimap support the development and revitalization of business parks and urban building projects. The tool is built upon the provision of custom tailored Digimaps that allow to quickly compute and visualize different possible planning scenarios. These scenarios can then be evaluated and discussed.

Digimaps can be applied in various ways:

- Monitoring: Digimaps provide a checklist for elaborating a vision - "Did you take this into account?"
- Visualization: Digimaps bring ideas to life by visualizing them and discussing them with those involved.
- Calculating: Digimaps rationalize assumptions and bring insight into the consequences of plans to make informed and realistic choices.
- Discussion: Digimaps allow to compare different planning scenarios.
- Promotion and accession: Digimaps support the communication with those that are directly involved, e.g. with residents, interest groups, or businesses.

With this functionality, Digimaps enable the development and revitalization of business parks and inner city areas with a shorter turnaround and a higher quality at lower cost

Digimaps contain a series of tools to quantify and qualify spatial planning for business parks and inner city urban areas. They are specifically designed to speed up the developments in the concept and planning stages, to improve the quality of the concepts being developed, and to reduce planning costs.

The results of using Digimaps are:

- Less time needed for the planning,
- Confusion and other unnecessary process disturbances are eliminated,
- The quality of process information increases significantly, and

Personal Digimap project environments are delivered on the Internet as web applications. Only authorized parties have access to the Digimap site. These parties can view and change their plans. Communication about the project also occurs within the Digimap site. The progress of the planning process is tracked and reports are organized in a clear manner. The agenda shows when meetings are held and on the forum pages issues can be discussed.

Digimaps have been applied on several projects: Kennispark in Enschede, Die Zeche Westfalen in Ahlen, and the industry area Twentekanaal-Zuid in Hengelo. Additionally the tool has been tested during stakeholder meetings at the Medisch Spectrum Twente, a hospital in Enschede's city center.

d. Life cycle cost calculation

In the final session, Katharina Kroll from ISFM presented the ISFM life-cycle costing tool. This tool is intended to help users explore and compare the costs of different forms of development, and community planning alternatives that can help contribute to more sustainable development. The tool is capable of providing planning-level cost and revenue estimates.

5. Interconnection between the tools

Through the discussions during the workshop we were able to identify a logical sequence in which we can apply these tools on a revitalization project. Figure 2 shows this sequence. The sequence first start with the tools developed by Borger & Burghouts - Project radar, stakeholder analysis and Register of demands - to assist the initial processes associated with the stakeholder management. The processes identified with the stakeholder management tools can then provide input to the Picture process platform. The output of both the above tools can then support the generation of Digimaps, which visually provide the varying factors that affects the decision making process. We can use the life cycle cost calculating tool as an additional tool to support the decisions associated with the facility management.

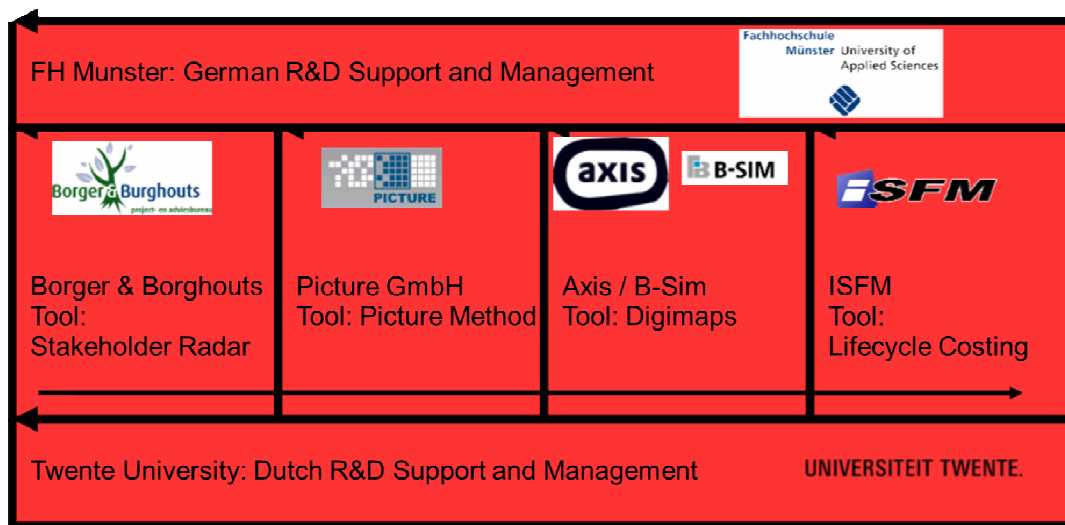


Figure 2: Generic workflow to support revitalization projects with the tools of the REVITAPLAN project partners.

6. Further steps

Finally, we discussed about further steps to be taken. Torben Bernhold and Katharina Kroll from ISFM mentioned the availability of process guidelines for urban planning activities as per the German standards. They expressed the idea of finding relevant processes which are similar to the planning processes of revitalization projects, from these guidelines. All the partners agreed to conduct another workshop in October to discuss more about the processes involved in the planning stage of revitalization projects. Torben and Katharina will prepare a process guideline for this workshop.

Timo Hartmann from the university of Twente then suggested to also develop a more detailed tool framework that can be matched with this process guideline during the workshop. This idea was established as an action point for the University of Twente.

Finally, we decided to work for the Winterswijk-Vreden municipalities to support the Revitalization project of constructing Business parks. Since this project is at the initial stage, the Revitaplan members consider this as a good example to work on. It was decided to set up a meeting with planners from both communities to get this first action research study on the way.

7. Conclusion

In the end, we can very well state that the aim of the Tools workshop was achieved. All partners gained an in depth understand of the applicability of each other's tool. During the workshop the wide range of possible applications of the tools, but also the complementarity of the tools with each other to holistically support the planning process of revitalization projects became clearly apparent. It was decided to further refine the process guidelines and match them with a framework for the application of the tools in a follow up workshop in October. We also decided to start our action research efforts by supporting the planning activities of the municipalities in Vreden and Winterswijk for developing a concept of how to best extend the industrial area Gaxel in Vreden across the Dutch border.

