



# REVITAPLAN

## 4th Internal Workshop Report

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AXIS Mediaontwerpers, Enschede

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Dit document is ook beschikbaar in het Nederlands op aanvraag*

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**Introduction:**

On March 9 2012, We organised our fourth project team internal workshop to review the recent developments of the Revitaplan project. The focus of the workshop was on the results from the first case project in Winterswijk/Vreden. Additionally, we aimed to identify the further possibilities of integrating the picture method and ISFM tools. The agenda of the meeting was:

13.00 Review and discussion about the two workshops with Winterswijk-Vreden

13.45 Discussion about how to best integrate the Picture Method into the REVITAPLAN tool

15.00 Discussion about how to best integrate the ISFM tools into the REVITAPLAN tool

Review of Vreden-Winterswijk case project:

Timo Hartmann from University of Twente, presented a review of the case project Vreden-Winterswijk. For this case, the project partner Axis developed a custom tailored DigiMap to allow for the generation of meaningful scenarios for the planned cross-border industrial area in Vreden/Winterswijk. Netty Driessen explained about how to create different scenarios by changing several spatial variables and how one can compare the different scenarios using specifically developed indicators.

Afterward, Timo Hartmann described how these have been developed together with planners at the two municipalities of Vreden and Winterswijk using a workshop format that he labeled from soft to hard (refer fig1).

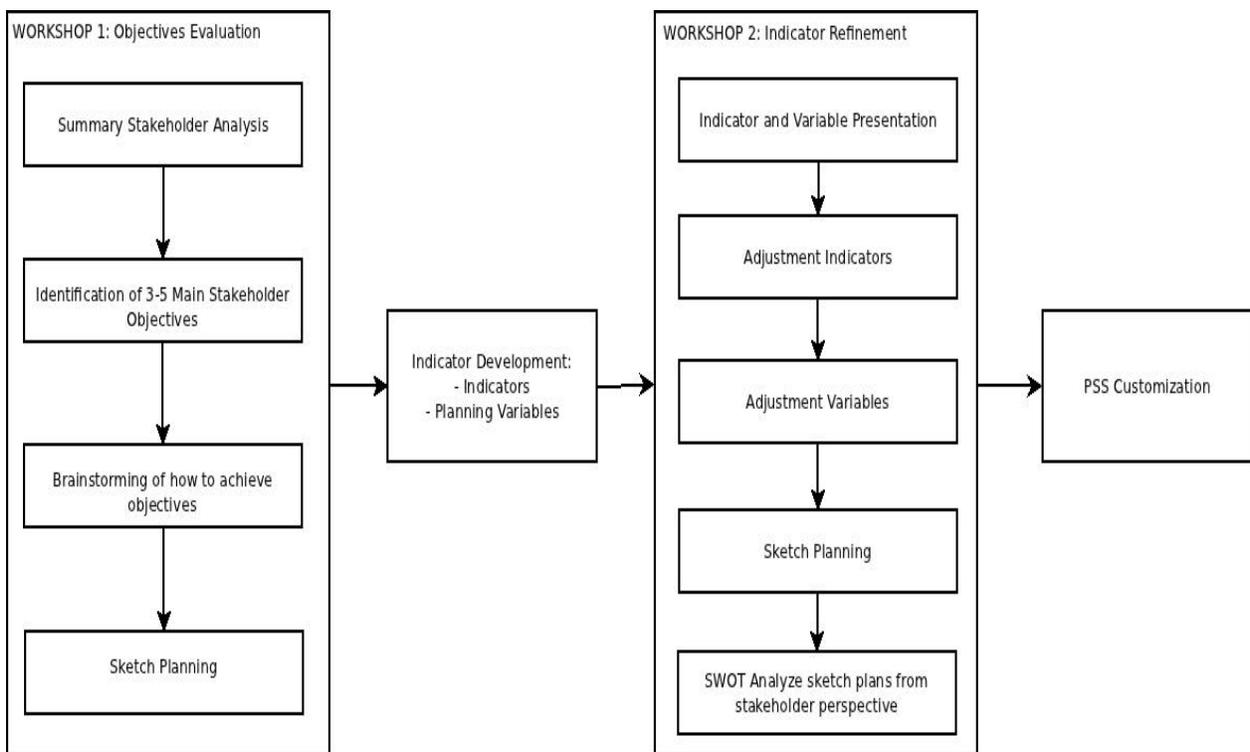


fig 1. Soft to hard workshop format

The core of the method consists of two consecutive workshops, that allowed the urban planners involved on the project to develop, refine, and test the indicators and spatial variables implemented in the final DigiMap.

After this, we discussed about the extended collaboration with the Vreden-Winterswijk project. We discussed on whether we can provide more support to them other than stakeholder analysis & DigiMap scenario planning. There might be, for example, a possibility to integrate the Picture method to map planning processes for this case project. This discussion lead us to recollect the REVITAPLAN triangle (fig 1a) which describes the continuous flow of information between

the main processes of stakeholder analysis, design and planning and the public processes and about the implementation of the tools to support this information flow. On this first project the relation between the Stakeholder Analysis tool of B&B and the Digimap tool of Axis was explored.

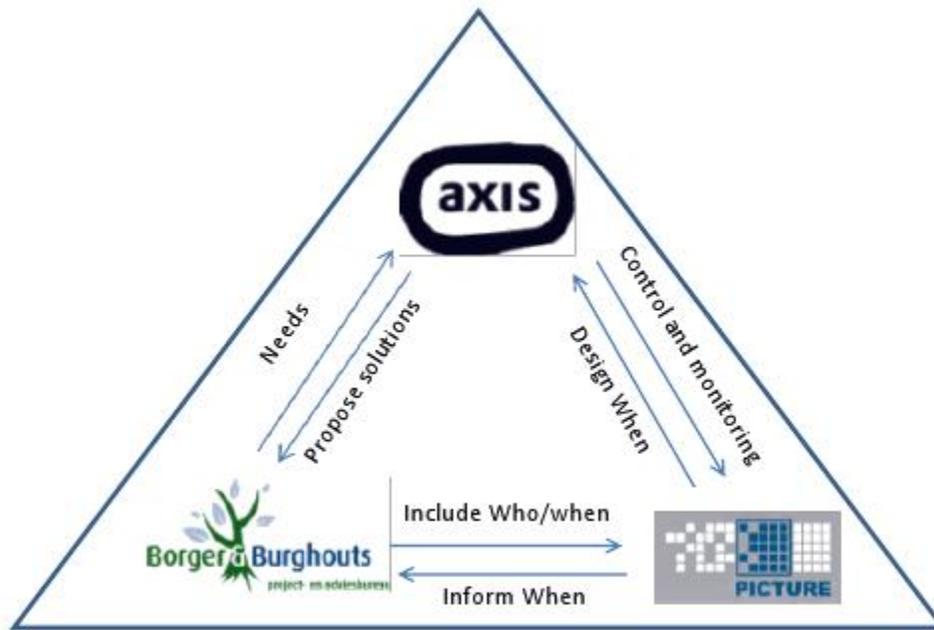


Figure 1a: Tool work-flow model. The triangular shape indicates the iterative information exchange necessary between the three main tasks of stakeholder analysis (indicated by the Borger & Burghouts logo), municipal process management (indicated by the Picture GmbH logo), and the planning/design (indicated by the Axis logo).

Following these discussions we then moved on to the presentation of the Picture method.

### Integration of Picture method

Johannes Schwall from Picture GMBH, reported about a meeting he had with several public administrators in Vreden to discuss about mapping the processes in their municipalities. According to him, the meeting was not quite successful as it had been not yet possible to come to any decisions to collaborate.

Johannes also explained their idea of how to integrate the Picture Method into the REVITAPLAN project. The idea is to develop a process mapping tool that is roughly sketched in fig 2.

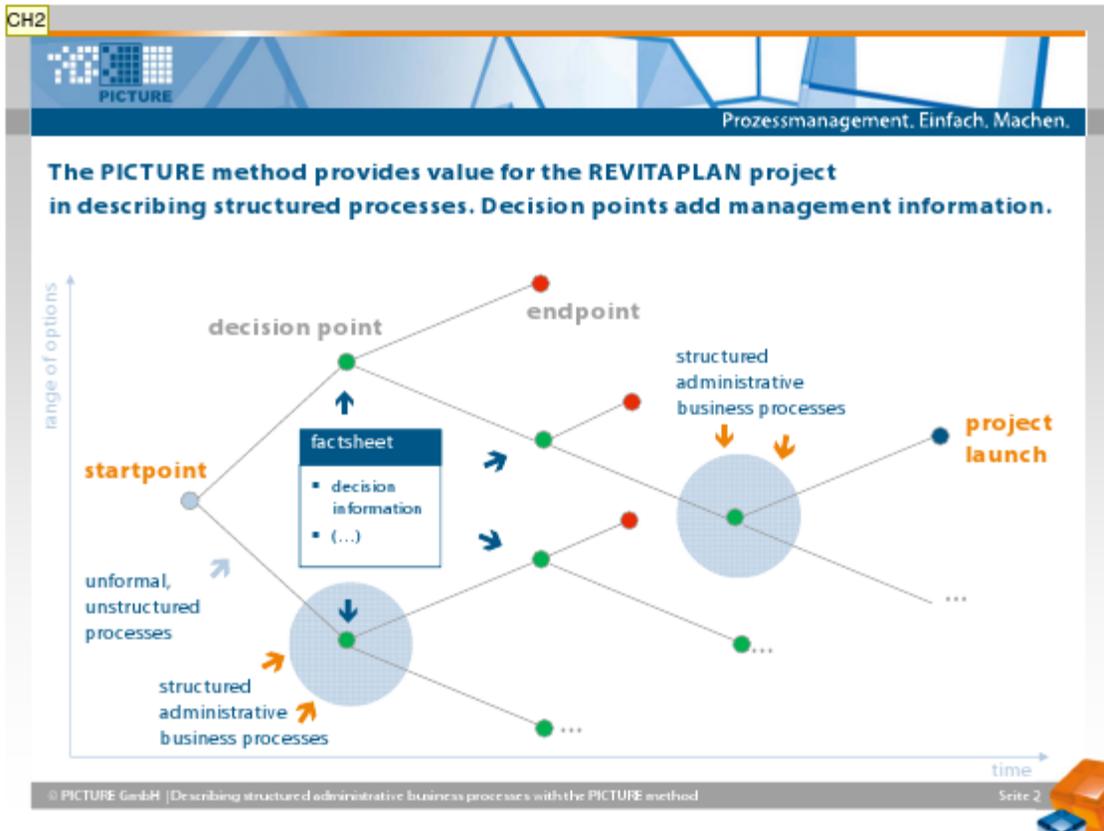


Fig 2. Process mapping - Picture method

This tool is based on the assumptions that in revitalization projects, there are certain decision points during the course of the project, such as the initialization of the project, official start of the project, or the outcome of a meeting that decide about possible future steps. Each of these decision points can be modeled as structured or unstructured administrative business processes. However, the important decision points are most likely of a structured nature. Using the Picture method it might be possible to provide fact sheets that collect required information about the needed information at each of the decision points and that can summarize future possible steps. These fact sheets could then form an important part of the REVITA ASSIST toolkit. However, one needs to assume that not all the processes that we collect from a particular project will not be the same for the other projects. Only part of the processes would be useful for other projects and for other stakeholders. This should be considered while including fact sheets in the toolkit.

Torben from ISFM posed a question of whether the process mapping tool developed using the picture method is a decision support tool, a decision making tool? Johannes Schwall was making clear that it was not meant to be a decision making tool but rather a decision process support tool.

Additionally, we discussed that different stakeholders have different structured processes. The picture method could help stakeholders to transparently communicate each others' processes, by mapping them. Elaborating on this idea, we discussed how to best map different processes from different stakeholders. For example on the Vreden-Winterswijk case project, we will get two different sets of processes as it involves two municipalities. Non-public stakeholders, such as NGOs, also have their own formal processes that could be mapped.

Participants questioned how to include the processes of private parties such as for example of property developer? Is it possible to map the processes of stakeholder like a Bank? Also they shared their feeling as it is very difficult to cover all the processes of a private party and it is hard to gather these information if a stakeholder does not want to disclose the information to others. It might be much easier to collect only administrative processes. In the end, the information one can collect about the processes completely depend upon the willingness of a specific stakeholder to share process information in a particular situation.

Rob Dieleman suggested that we might already be able to start setting up specific decision points using the information that we received from the interviews we conducted with decision makers on the projects. It was decided to address this point later.

Following these discussions We moved on to the next session of the Integration of ISFM.

### Integration of ISFM

Katharina Kroll from ISFM presented the updated version of REVITAPLAN process model. Refer fig 3.

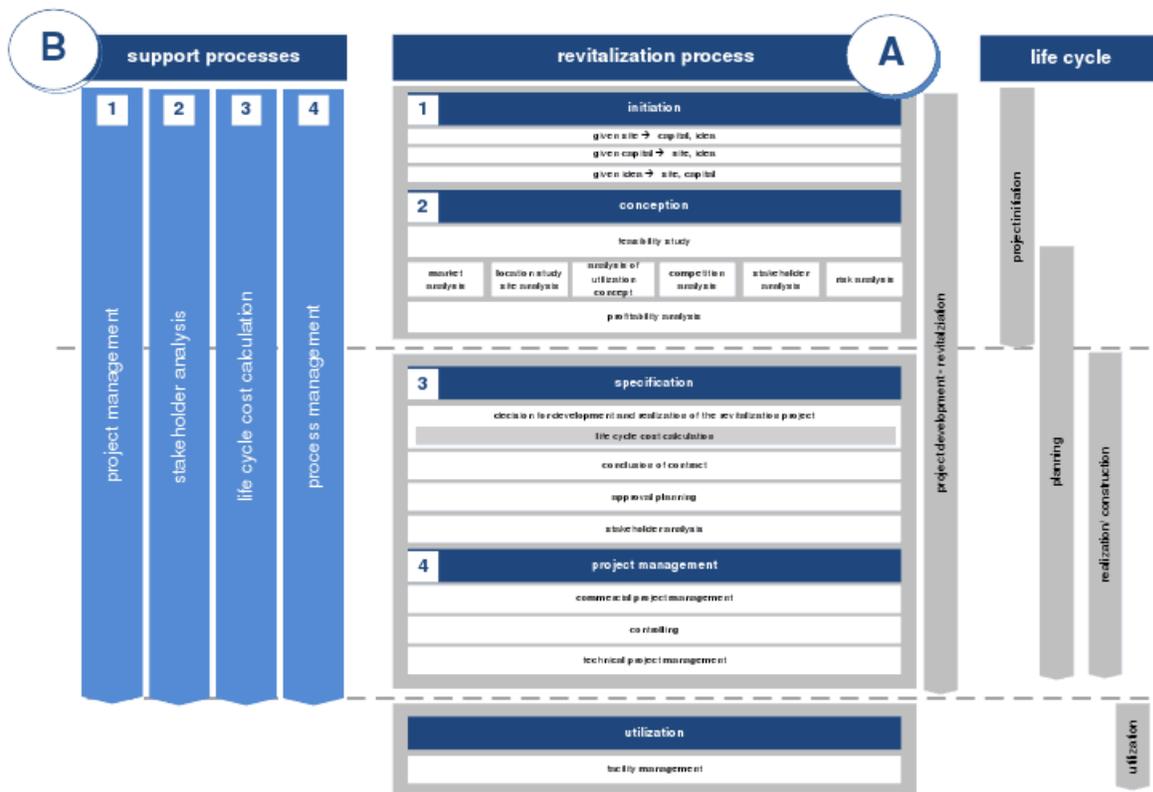


Fig 3. Updated Process model

Referring to the process model she explained how the revitalization projects' planning processes could be supported at different stages, considering the five phases of a project: Initiation, Conception, Specification, Project management and Utilization. The participants discussed about the stages the Revitaplan project can support the case project planning. We decided that the scope of the Revitaplan project ends as soon as the project reaches the contracting phase indicated in the reference framework.

We continued discussing how to integrate the life cycle cost calculation (LCC) tool into the Revitaplan project. At what stage will it be needed? For whom it will be interesting to know? We suggested that the use of the LCC tool could be a natural end point of the REVITA ASSIST framework. After the application of LCC tool, the Life cycle analysis could be used as input for the contracting phase. Torben Bernhold and Katharina Kroll decided to think over more about the possibilities of how to develop the application of LCC tool in the Revitaplan project.

Afterward, we discussed a number of interesting ideas participants of the workshop brought up. First, we discussed an interesting question from Bertwin Bonenberg: "What if a project's planning processes gets influenced by the changing economic situations after the plan is conceived?" That is If a project plan has been made and while implementation, the economic situation changes and affects the plan. We argued whether Revitalization process is an ongoing one or it could stop after the plans are made? We did not come to clear consensus as a solution

to this question.

Second, Torben from ISFM suggested that it might be possible to measure the success factor of Revitalization projects, by means of developing an indicator or warning system. He proposed a method, in which there will be around 100 pre-identified success factors. We will survey the revitalization project participants to mark the success factors they have come across. In this way we could build an indicator system to assess the success rate of the revitalization projects.

*Finally, we also* discussed about how the final REVITAPLAN ASSIST framework should take on the form of an online tool or a handbook? We discussed and concluded that the outcomes of the Revitaplan project would be both.

### Future Steps

We concluded the workshop discussing a number of final steps:

Identification of additional cases for the Revitaplan project. Suggestions are:

- *Zeche Ahlen*: It involves many stakeholders. A small area has been revitalized and then the revitalization process has been stopped due to various reasons. This could be a future possible case project. However it is a politically difficult project.
- *Coesfeld Military bases*: It was agreed that Torben Bernhold will take the lead in approaching the mayor about the possible availability as a case project
- *Gronau*: As soon as the mayor is in holidays and comes back in late summer there might be the more possible involvement in the revitalization process. Osnabrueck: Konversionsflaechen
- Rob Dieleman will look for the possible case project in Overijssel.

Additional next steps discussed and decided upon were:

- Johannes schwall will organize a Picture method workshop

### Conclusion

Overall, it was a very productive meeting among the Revitaplan project partners to keep each other updated about the Revitaplan project's progress. It triggered interesting brainstorming and creative thoughts about the further developments. This internal workshop was one more stepping stone for the successful cooperation of the Revitaplan project partners.