NUTZUNGS ZYKLUS MANAGEMENT

Bilateral German-Polish REFINA Workshop:

Research and model projects on suburbanisation & land consumption






Demand-driven Life-cycle Management of Urban Neighbourhoods

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Overview

- Transition management of urban neighbourhoods
- Conceptual approach
- Actor-orientation
- Tools
- Resume

Research Focus: 1950's to 1970's Urban Neighbourhoods

- Large part of the housing stock in many European cities
- Often attractively located in the inner cities
- Reaching the end of maintenance cycle
  - Dwellings and infrastructure need refurbishment
  - Decreasing attractiveness for dwellers
  - High investment demand
- Turnover of residential population
  - Risk of losing important groups of residents

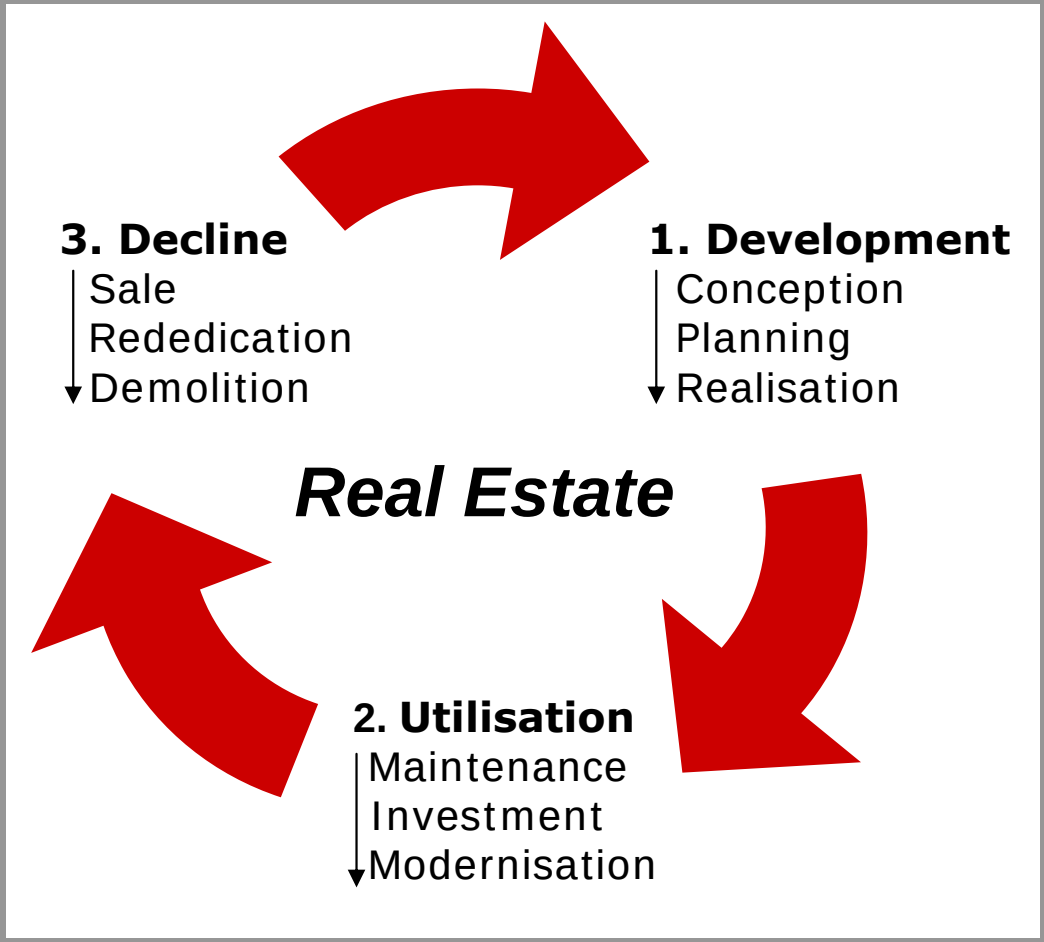
➔ Transition management as key issue of sustainable urban development



Transition management of urban neighbourhoods

- Developing an integrative, precautionary life-cycle management
- Adaptation of urban neighbourhoods to changing residential needs and demands
- Monitoring, analysis and management of renewal processes in urban neighbourhoods of the 1950's–1970's
- Linking urban planning, fiscal, communicative and participatory instruments
- Cooperation with municipalities of Goettingen, Kiel and Braunschweig

Conceptual Approach: Life Cycles of Urban Neighbourhoods



- Life cycles of neighbourhoods result from aggregated processes on different scales:
  - LC of buildings
  - LC of social and technical infrastructure
  - Socio-demographic LC of the residential population

Actor orientation

- Formal and intermediary actors
  - Municipalities
  - Housing companies and real estate owners
  - Retail trade and restaurants etc.
  - Neighbourhood based organisations e.g.
    - Youth work, child care and institutions for the aged
    - Churches, welfare NGOs
- Dwellers
  - As users of housing stock
  - As users of public space and infrastructure

Instruments of Demand-driven Life-cycle Management (DLM)

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	What is? **Information and Analysis**	*What shall be?* **Participatory Decision Making**	*What to do?* **Operative Neighbourhood Development**
Goals			
Methods, Instruments, Products	by • Monitoring • Survey of motives for residential mobility (if required)	e.g. by • Scenarios • Vision Development • Planning-workshop • Scoring Method	e.g. by • Contracts, Agree-ments on Objectives • Participative Application of Funds • Neighbourhood Improvement Districts • Neighbourhood Branding • Tenant Communication
Participants	• Municipality • Housing Companies	• Municipality • Housing Companies • Residents, Owners • Organisations in Neighbourhood	

>> Strategic Decisions >>

>> Package of Measures >>

>> Projects in the quarter and long-term covering >>

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Information and Analysis: Pluralisation of Housing Mobility Patterns

- Housing mobility decisions are frequently related to biographic turning points
  - Expanding families, birth of (second) child
  - Professional mobility
- Increasing housing mobility in later life stages
  - Provident best agers (“empty nests”)
  - Moving by reasons like divorce, separation or death of one partner
- Home/building and environmental related reasons

Information & Analysis: Survey of Motives for Moving

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Aims of a survey on residential mobility

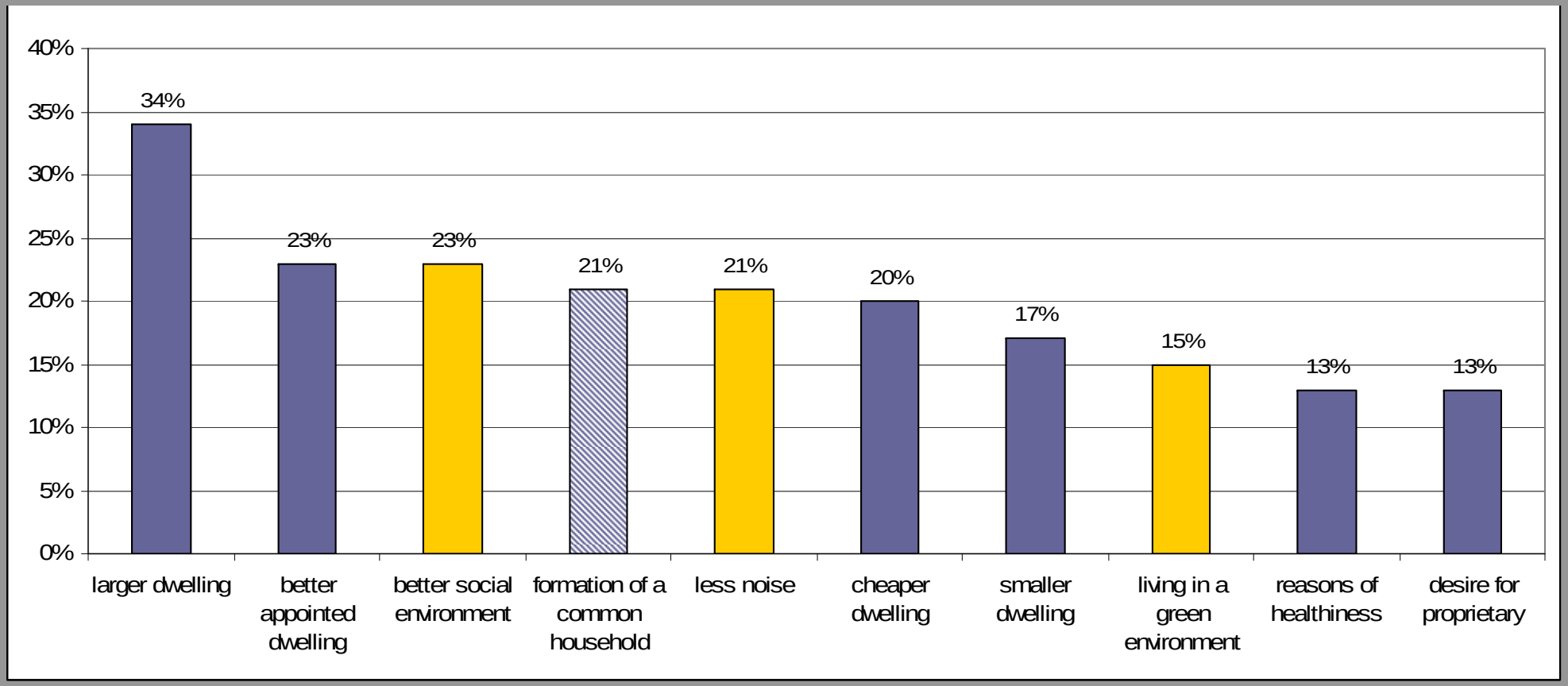
- Analysing the structure of moving events in neighbourhoods that show higher fluctuation than others and are in a late phase of LC
- Identify motives and reasons for moving
  - Households moving away: main reasons (personal, building, environment, social environment)
    - → deficits and weak points of neighbourhoods
  - Households moving in: Expectations to new neighbourhood
    - → demand and requirements, target groups of neighbourhood
- Detect changes in social structure in a neighbourhood

Information & Analysis: Survey of Motives for Moving

- Method
  - Monitoring is prerequisite of moving survey
  - Standardised face-to-face or via mailing questionnaire (after households have moved)
  - Definition of moving groups (movers to and from a selected neighbourhood or city-wide …)
- Topics: Specific reasons for moving, occupancy, socio-demographic data, assessment of image and satisfaction with neighbourhood
- Involved parties:
  - Municipality (evtl. subcontractor social/market research)
  - Housing Companies

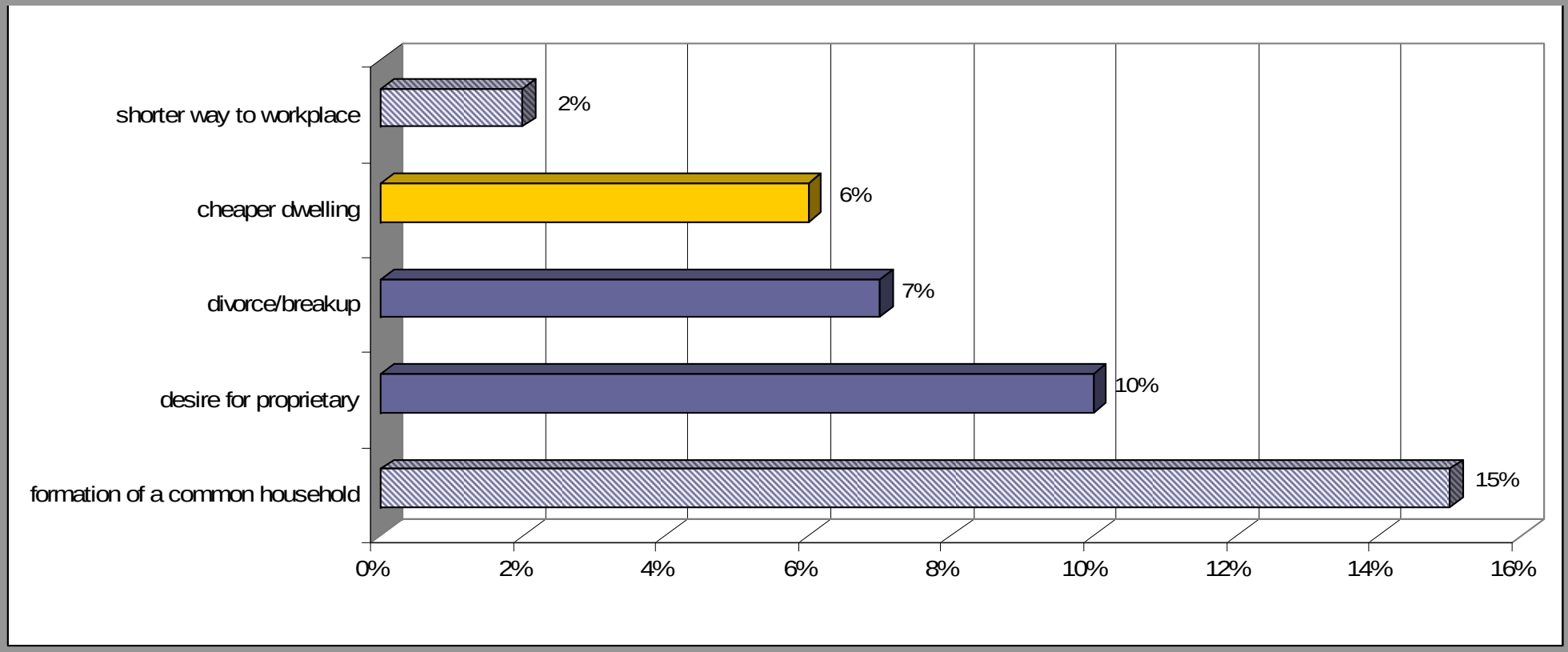
Information & Analysis: Survey of Motives for Moving

- Example for an analysis on moving motives in a Braunschweig neighbourhood

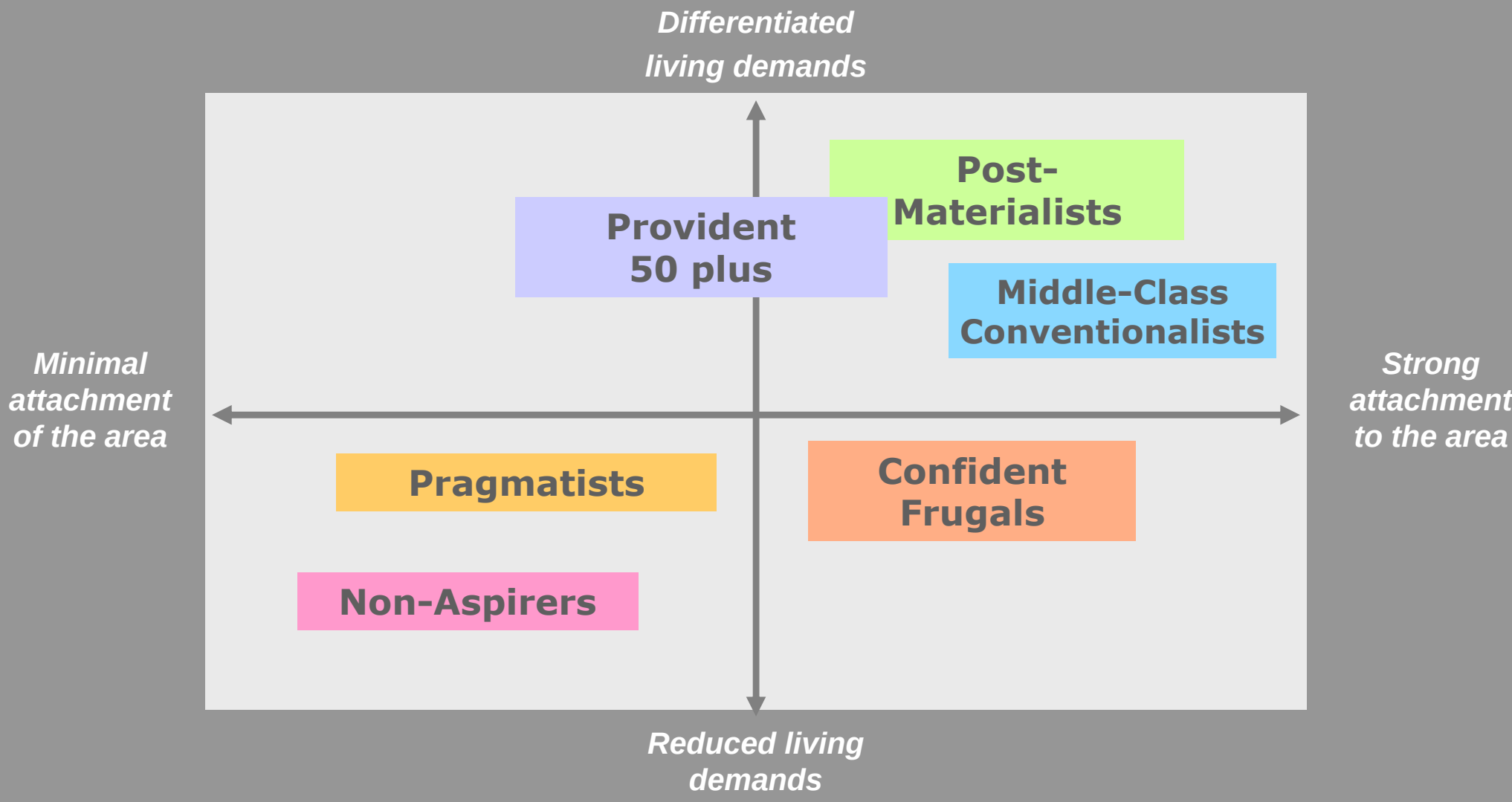


Information & Analysis: Survey of Motives for Moving

- Example for an analysis on moving triggers in a Braunschweig neighbourhood



Information & Analysis: Target Group Positioning Model



Participatory Decision Making: Developing Neighbourhood Vision and Brand

Phase	Goals	Instruments & Methods
1 Analysis	Find out the position of the neighbourhood	SWOT, photo collage, cartoons
Procedure	Investigate historical development (formative elements, today's relevance) ➔ Visualizing gained data by graphics	
2 Strategic Marketing	Development of a general vision/ brand	Branding sessions, workshops
Procedure	On basis of findings gained in phase 1; deducting characteristic data	Drafts of situations, cartoons, brandbook
3 Operational Marketing	Manifestation of general vision	Corporate Identity, brand, claim
Procedure	- Communicative measures (campaigns) - Investment in construction - Services (products)	
4 Realization	Implementation of measures & activities	As planned
5 Evaluation	Measuring success of campaigns & activities	Self-evaluation

Participatory Decision Making
Developing Neighbourhood Vision and Brand

Aim of Neighbourhood Branding:

- First step:
  Analysing the image of the neighbourhood (internal and external perception of a neighbourhood) by
  - SWOT-Analysis, Photo-collages, Cartoons
- Second step:
  Developing a common positive vision by …
  - Participative branding sessions/workshops with residents and actors in the neighbourhood
  - Development of a consensus on “how the quarter should be”

Participatory Decision Making
Neighbourhood Branding – what is it?

- Cooperative instrument for developing a mutual neighbourhood brand and associated measures
- It is more than a marketing tool: the brand is symbolizing identity, that residents perceive as true, trustful and rich in content
- Process supplements planning-constructional strategies in neighbourhood development
- Brings different approaches of city marketing and neighbourhood management together (Examples in large scale housing in the Netherlands, Germany, Austria, Switzerland)

Operative Neighbourhood Development Measures in the Branding process - example

- Example Target Group „Active Families with children“
- Strengthening potentials of neighbourhood via the neighbourhood brand and knowledge of target group demands
  - Free spaces for children
  - Public spaces for leisure in the vicinity
  - Pedestrian and bicycle friendliness
  - Well maintained green areas
  - Well maintained environment around buildings



Examples for Communication measures

- Example for target group „active families with children“
- Communication of qualities of flats, e.g.
  - Family friendly flats and semi-detached houses
  - Good price-performance-ratio for rent and purchase
  - In-house effort is possible
- How? Offers for house hunters:
  - Advice for movers, house/flat exchange
  - Image campaign for media presence at real estate market and information for actual residents



Quelle: Woonbron 2005



Resume

- DLM offers various instruments to manage transition processes in residential areas
- DLM is characterised by a series of steps → Instruments can be selected & adapted according to needs of the specific context
- DLM is based on:
  - Precautionary action, developing existing strengths
  - Adopting a demand view (users)
  - Activating, coordinating and participating of owners
- DLM needs a main actor as „conductor“
  - Municipality or housing company?



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Jutta Deffner

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