



# Results of the CASE STUDY Workshop

Baltic Urban Lab Workshop, March 2<sup>nd</sup>, 2017

## Planning challenge: How to start integrated brownfield planning processes – setting first principles and first steps?

**Task:** *You are starting a large scale urban development process in order to regenerate a brownfield site as a project manager. The process has a variety of stakeholder groups to be involved in order to deliver the project successfully.*

**List 5 most important principles and issues that should be taken into account in order to successfully involve all necessary parties in the planning process.**

### Communication

- Lots of talking needed, about what we are doing, need a common language that you can develop by talking together, to be open and be sure that everyone knows what the others mean, visualisation as part of the language so people can understand
- Make communication strategy or plan

### Process design

- Process must be clear for everyone, show how the process goes, so all understand that it's a long period, and that all agree on the steps
- Existing planning process/practice
- Transparent planning, that everyone knows what's going on

### Target groups

- Put people in the middle and think about how things impact different kinds of people
- Think about who are the different user groups
- Timeframe, any pressing circumstances
- Why/values & needs

### Stakeholders

- Conduct a stakeholder analysis – What are the involved parties?
- Critical mass of demand of the planning idea – citizen, private developer, landowners, politicians
- Define stakeholders (make sure they are from different fields)
- How to sell the project to the stakeholders?
- Who are the stakeholders – their profile?





### **Decision making**

- Early involvement of politicians
- Gaining legitimacy for the idea in a early phase

### **In situ**

- Environmental aspects, value mapping
- Complexity of brownfields – unpredictable
- Limitations
- Any obstacles – legal, financial, environmental

**List 5 concrete tasks or steps that are first on your agenda that you should do first when starting to design the stakeholder involvement and cooperation process:**

### **Commitment**

- What's in it for me? What is the common vision and objective?
- Agree on a process! Everyone understand
- Common vision on what we want in this process and why! Name the aim! Good to make the vision also visual already early on, not only in the end (easier to understand). Both words and in visual form
- Ensure political support

### **Communication**

- Inform politicians about planning future
- common language!
- Communication for finding the common vision
- Predict the most common questions, define answers and decide who answers what.

### **Situation analysis**

- Analyse the different aspects (land ownership, physical structure, risk evaluation and analyse layers of the landscape in brownfield development, social aspects and stakeholders, heritage issues, interest areas etc.)!
- Mapping the needs for new research
- Collaboration of existing data

### **Participation**

- Participation plan, have an idea of where in the process you are and think about participation throughout the process and make it clear for everyone, think about how to reach different people
- Adjust involvement approach to every group





### **Stakeholders**

- Define Stakeholders
- Define partnership model
- Identify stakeholder groups: currently and potentially active in the area

### **Plan the timeline**

## **Planning challenge: How to integrate different targets and interest into common development vision?**

*Task: The development process has started through comprehensive baseline analysis on the brownfield site characteristics, existing plans and strategies and an analysis on the strengths, weaknesses, opportunities and threats concerning the development of the site. Negotiations with developers, land owners and existing businesses and possible future users of the area have started. However, the different stakeholders do not have same opinion on the visions for the development, and there are competing ideas.*

*This is also the situation in the Skoone Bastion area, where the challenge is to find a balance between city planners, heritage protection experts, environmental impact assessors and real estate developers. There have been also conflicting visions how to organise the mobility around the brownfield site.*

*Discuss in the group based on your experiences what are the concrete methods and ways to work towards reaching common understanding between different participants and to build trust in order to develop targets and a vision that is shared by all parties. How to follow the recommendations and actions that the group just did?*

### **List 5 most effective ways & methods to improve the process.**

#### **Internal procedures**

- Commitment and engagement absolutely important so the principles and information stays even when people change – ensure that everyone is sure we are doing this together!

#### **Set norms**

- In Norrköping, quality programme common vision for the municipality and it's signed by municipality and development companies, also available for the general public
- Process and method should be designed for creating common goals and visions among involved stakeholders
- Avoid concrete illustrations and plan in early phase – put more resources into anchoring a common vision and objective of the planning area?





- Instead of heading straight to one common solution - try to establish common values/needs guiding the process – easier to ensure wider support

### **eParticipation**

- The city of Gothenburg has a platform called My City, where the sites are accessible in 3D for several years, now a standard in detailed planning processes – good tool to collect opinions in a more informal way continuously

### **Facilitation**

- to find common goals – different meeting places and scenes for different stakeholders – inefficient to organise large stakeholder meetings
- Develop multiple proposal plan – alternatives to discuss among stakeholders
- How you communicate is key to convince different stakeholders?
- Method to agree – voting!
- Bring the stakeholders together
- More meetings
- Role switching – argue for the opponent

### **Know the area**

- Involve research and experts performing analysis. Important to have solid ground for technical possibilities in the area. Cost-analysis of the development.
- SWOT analysis

### **Stakeholders**

- Explore underlying motivation
- Make sure stakeholder group is adequately represented and diverse, to make all view heard
- Constantly communicate with/update the decision makers
- Discuss roles/responsibilities of stakeholders in the future

**List also 5 concrete recommendations for the city of Tallinn, how they should solve the conflicting issues between different stakeholders and improve the local planning process?**

### **Process development**

- Small steps/sub-objectives to reach great big goal
- Give freedom to choose & frames the process
- neutral facilitator (crisis manager consultants)
- Flexible structure of the plans – development in phases
- Steering group for every bigger project in for example Oulu and Norrköping that has representative from each departments
- Try to engage everyone in every municipal organisation early on
- Smaller groups





- 35 recommendations from the INURDECO shared to Tallinn

#### **Making visible and undestandable**

- Visualizing various ideas can effect how they are perceived
- Are the different stakeholders with conflicting ideas aware of global trends → we need to ensure everyone has same level of knowledge and awareness
- Hire communication expert
- 3D visualisation of different planning alternative
- Stronger general strategy for the city that visions and plans can relate to, to have background

### **Planning challenge: Finding the most effective ways to execute brownfield regeneration**

**Task:** *Despite the conflicting interests between different parties, a common development vision for the brownfield site was found through intensive cooperation. Now it is time to start to think how to turn the vision into concrete actions.*

*Discuss in groups about the concrete ways to work with private actors such as land owners, real-estate developers and businesses, service providers etc. You as the representative of city administration would like to see also the implementation phase be based on constant co-operation and co-creation between different parties to create new urban innovations and attractive urban environment.*

#### **List 5 ways like models or practices to do it in a new way**

##### **Diversity**

- Diversity of developers, for example Norrköping and Inner Harbour with 8 developers, to reach more diverse urban environments –new way of working for Norrköping

##### **Collaboration**

- Oulu will test living lab approaches in Hiukkavaara
- Regular meetings – put developers together
- Joint marketing and communciation
- Open dialogue from the beginning facilitates the implementation
- Effective cross-departmental cooperation within the municipality
- Finding motivation drivers for landowners/developers

##### **Set norms – also new**

- Norrköping agreement for each developer about basic level all need to reach and then for each developers some extra they need to reach,





e.g. bicycle parking or smart solution package delivery – risk that housing becomes more expensive

- Land allocation competitions for example in Turku and Oulu, mixing architecture and technology, innovation competition in Turku Pilot area
- Dare to try things – at least for a restricted time (evaluate)
- Bring in new ideas

### **Process design**

- Make road map – Oulu example – dependencies. Analysis of the timetable – estimate time and resources of each tasks
- Keep human resources incl good spokesman “salesman”

### **Decision making**

- Provide sufficient decision support material and decide on decision points for politicians – to make progress and move forward
- Awareness of regulation and planning conditions – framework for decisions and planning

### **Educate your team**

- Look for similar examples and do site visits. Another municipality with similar issues? Problems? Solution?
- Peer learning and good practices sharing – there are always ready solutions that can be modified and adapted

