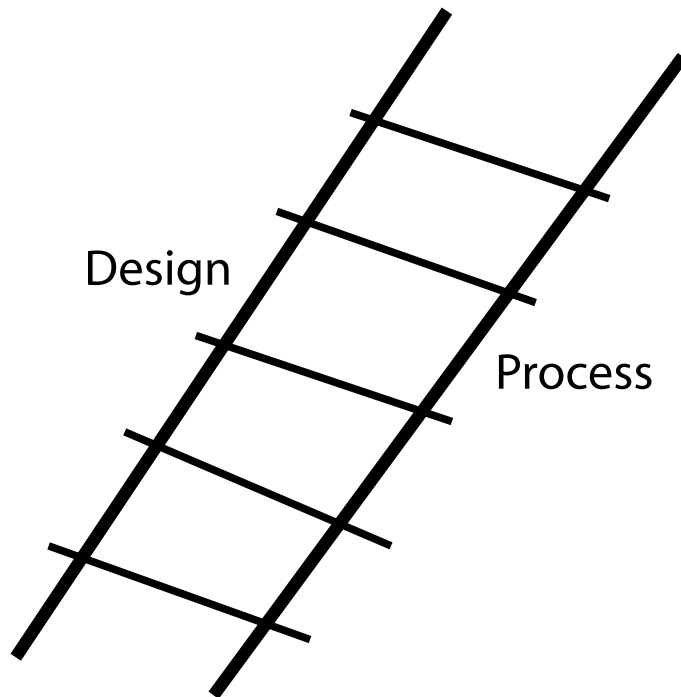


# Integrated Urban Design Management User guide 0.1

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# 1 Introduction - What is the UDM?

Urban Design Management was developed by Tommi Mäkyinen, a partner of Helsinki Zurich Office, et al, in the framework of a research project conducted at the Helsinki University of Technology (now Aalto University). The research question was simple: how to make better (urban/real estate) projects? The research was based on case-studies and within them stakeholder interviews around several urban development projects in Finland among other central European countries. The results of the research have been published internationally in 'Urban Design Management - a guide to good practice' through Taylor and Francis.

Simultaneously Urban Design management has been put in to test by Helsinki Zürich Office in various commissioned projects in Finland and Switzerland. The projects have varied in type and scale and been commissioned both by public and private sector actors.

What is important:

- > The whole is greater than the sum of its parts
- > Together we achieve more
- > A better project means better from the perspective of the clients/stakeholders

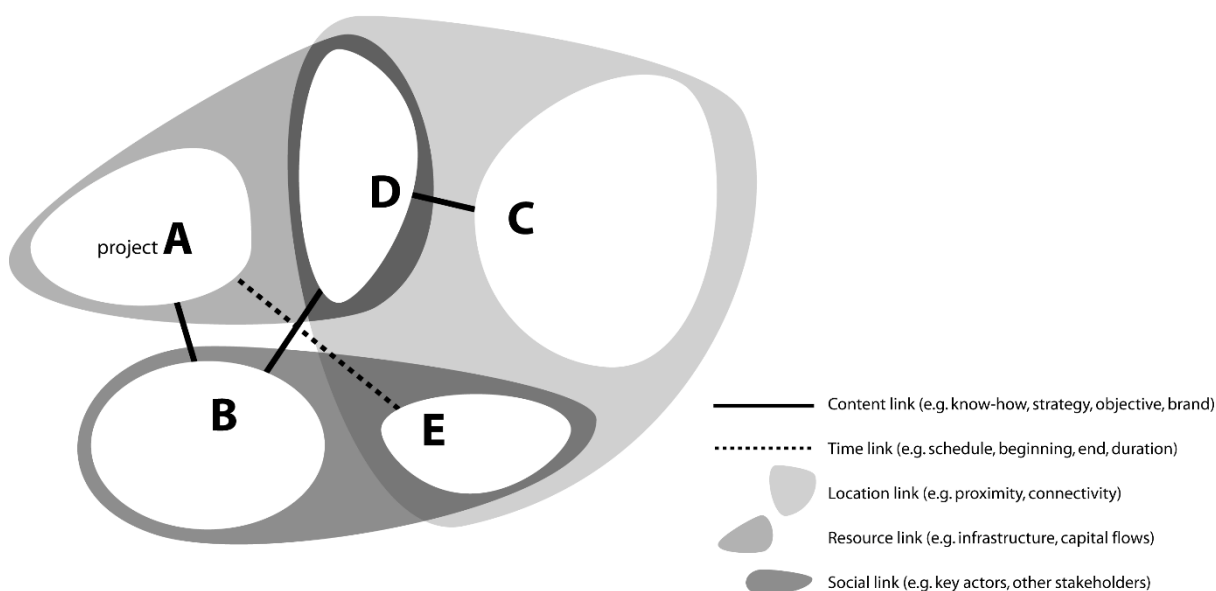


Figure 1 No project situation is an island. The urban environment is developed through (planning, real estate) projects. All projects are part of a network and have multiple links to other projects and their stakeholders.

## 1.1 UDM is an Approach

- > **The approach** is to design a process that delivers **better urban and real-estate development projects**. The 'Urban Design Management' (UDM) is the tool for doing so. It has been developed by analyzing what works and what doesn't work in real-life urban and real-estate project development situations involving a multitude of stakeholders with different interests.
- > **The credo** is that the whole is greater than the sums of its parts. First coined by the philosopher Aristotle, this phrase aptly defines the modern concept of synergy and further in the case of urban development the concept of common good. For anyone who has played

team sports, it echoes the T.E.A.M. acronym: together, everyone achieves more. The challenge is ultimately about getting stakeholders into the same boat and getting them to row in the same direction.

- > **The necessity** arises from the shortcomings of traditional top-down urban planning have been critically observed depending on the cultural context already for some time. The idea of participative / integrative urban planning has been the answer of democratic societies to allow "the public" to have their say about urban planning - this approach has its shortcomings and critics as well. Here it is where the UDM comes in, for a more focused, value-adding and synergetic development.
- > **The concept** of Urban Design Management arises from the role of urban design at the crossroads of spatial production (between Urban planning and architecture, and between city development and real-estate development) and from the core skill of the urban designer in responding to a specific situation in an "urbanistic" sound way. Bringing out the inherent potential and making the most out of a particular project situation, however, requires more than a good urban design(er), it requires a wide understanding of who "the clients" of the project are and an ability to integrate them into value creation – making a better project from the point of view of "the clients".
- > **The client value** is the final goal of the UDM process. Based on disciplines of urban design and design management, the Urban Design Management approach implies that urban design processes can, and should, be better managed both content-wise and process-wise to multiply this value.
- > **The innovation** of the UDM-approach is that it draws its ideas from market research, product development and agile development where the "stakeholders" are understood as "the client" or "clients" to whom value in form of a product is to be created – and hence need to be integrated in to the development processes. In the context of urban development, the "clients"/ stakeholders mean several things: e.g. the city administration, investors, landowners and end-users (= "the public"). The aim is to create value to them through better urban and real-estate projects.

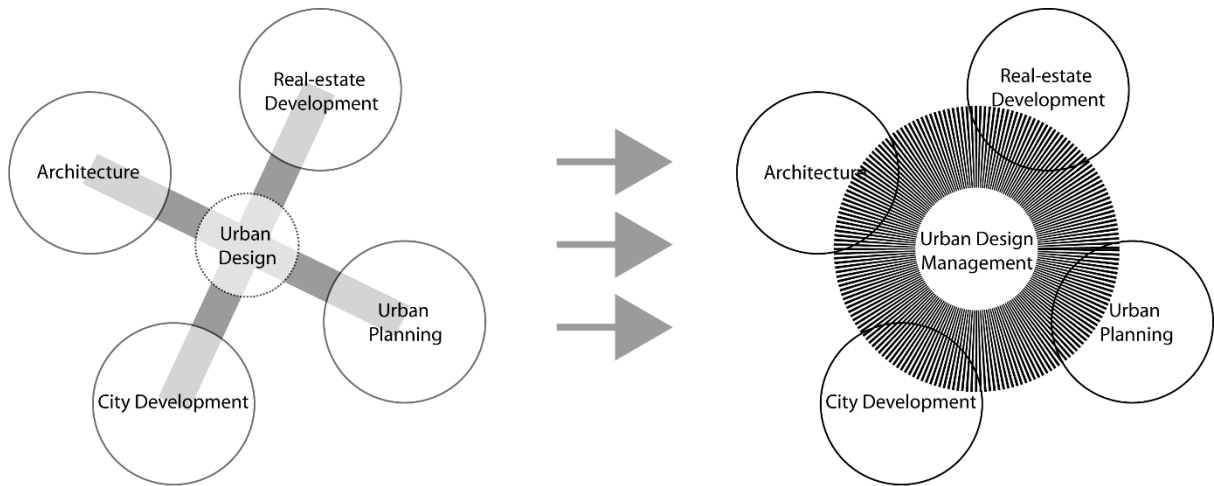


Figure 2 Caption: from Urban Design being at the cross-roads of different established Sectors to filling the gap between them with Urban Design Management - an integrating approach for better urban projects.

Being able to answer these six questions did not only help building the UDM, it will help you build a better project/development by applying the UDM:

- > What is the approach?
- > What is your credo?
- > What is the necessity?
- > What is the concept?
- > What is the client/stakeholder's values?
- > What is the innovation brought in?

## 1.2 UDM is a Way of doing things

- > Urban Design Management is based on an **integrative process** - the integration of stakeholder values happens in a managed workshop process typically divided into four steps: (1) situation-mapping and partnering, (2) vision, (3) schemes and realism and (4) critique and solution.
- > The process takes optimally **around 4 months** to complete, allowing for enough time - 4 weeks - between the workshops. The complete process can take longer depending on the project situation at hand and e.g. the need for more complex or careful preparation in the beginning. Longer intervals between workshops have the risk of losing the dynamic and interest of stakeholders for the process. Shorter intervals – e.g. down to 2 weeks - are possible but allow for less preparation and reflection between the workshops.
- > UDM can be applied **to various scales and in various scenarios**, ranging from object scale to neighborhood and city planning scale. Stakeholder configurations of various complexities can be addressed on different planning scales due to the clear process frame and methodology.

## 1.3 What is the benefit of UDM?

- > Simply put, **the benefit** of the approach is that stakeholder values and expectations can be integrated into the project from the beginning. Design decisions can be made from the perspective of stakeholder value, thus opening up the way to **delivering more value**.

- > At the same time a co-configurative approach promotes the project, making its progress less insecure. Moreover, a transparent way of working **reduces conflict and builds trust** between actors, reaching over the short-term scope of a singular project.
- > The UDM-approach shifts the focus from “participation” as a democratic issue being a goal, to creating value with better projects - and thus better end-results - through managed stakeholder integration.
- > The UDM-**concept** is based on stakeholders and their values and a process which integrates them into the development process in a managed way. A result of the UDM-process is a shared understanding of where we want to go. This common basis is often documented as a shared vision, development strategy and/or a masterplan. The UDM-approach delivers the common basis for developing land, cities and urban projects together.
- > The UDM-approach **offers a clear procedure** and add-ons adapted to existing local regulations regarding urbanization processes, based on international development, experience and testing. It will deliver more sustainable and synergetic solutions, added value to the stakeholders and better acceptance for urban projects.

#### 1.4 Who benefits from UDM?

- > **The UDM-approach is based on the principle of “value”.** Delivering value is the goal of any project. Value is subjective and based on stakeholders’ underlying values. Thus, value is judged by each stakeholder from their own perspective. To be successful a project has to deliver increased value to its direct stakeholders and contain any value loss to indirect stakeholders.
- > **The focus of UDM-approach is on key-stakeholders** (typically: city administration, investors and landowners, interest-groups and end-users), but projects are there to deliver value to all stakeholders. As said, value is subjective and means different things to the stakeholders. Followingly, we can’t deliver value if we don’t know what the stakeholders’ values are. Therefore, the UDM-process integrates stakeholders and their values into the process (stakeholders are identified, analyzed, categorized and integrated in a managed way typically through workshops).



## 2 When to use the UDM

### 2.1 What challenge is this procedure addressing?

#### > Challenge

- > The background of the challenge arises from the shortcomings of current urban development practices (in Romania): lack of a method to integrate stakeholders into urban development and planning processes and lack of instruments enabling key-stakeholders (landowners and administration) to implement the results of urban planning.
- > A specific challenge for urban development is how to then go further after the common basis has been established. The land needs to be prepared (re-parcellation, land-exchange and/or compensation) to be built. The procedure is already existing/documented (*Procedura de urbanizare* as defined in Annex 4 of the Land Use Plan of Sibiu from 2011) but the negotiation and implementation instruments/mechanisms for key-stakeholders (landowners and administration) are still lacking.

#### > Solution

- > In general, the UDM as an approach and method is **independent from the local legislative** situation. It is the add-on instruments that are adapted to the local legislative basis.
- > The whole idea of the UDM-approach is to deliver **specific value to specific stakeholders**. This comes in the form of a better urban project (the vision and the masterplan) and/or more value-adding individual real-estate projects, than a typical zoning plan would.
- > **Stakeholder integration is key**. Within the UDM-framework the integrative urban development process is understood as a learning process, which keeps on bringing new understanding and inputs to the project situation and further to the local urban planning and development discourse.
- > By integrating stakeholders into a value dialogue during the development process, UDM builds trust between the stakeholders, relative consensus project, reduces conflict and therefore increases **security for the investment**.
- > The results of the process can mostly be safeguarded through the correct and smart use of existing legally binding planning instruments and further non-legal documents. In case re-parcellation is needed, the add-on instruments enable stakeholders to achieve a legal basis to do that.

### 2.2 When to use UDM?

UDM is useful for any development project— regardless of location, scale, program or complexity – involving or affecting a multitude of stakeholders. The following list gives criteria to assess the project situation and the benefit of using UDM vs. not using it:

Table 1 Checklist for UDM application

<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is it necessary to clarify the framework for a future development?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is it necessary to clarify the outline of competition brief?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Are multiple landowners involved?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is it a prominent area of town and you need a development vision?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is it a Private Public Partnership envisioned as development scenario?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is there a need for correlation between different stakeholders with widely opposing interests?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is it an area in development, with small scale Zonal Plans being approved without a common development vision?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is the area defined as a development area in the Land Use Plan <sup>1</sup> ?

Recommendation:

If several of the questions are answered positively, you should consider using the Urban Design Management process.

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<sup>1</sup> Applies to Romanian cities with significant areas designated as urbanization areas in their Land Use Plans.

### 3 Who takes part in Urban Design Management?

Everybody can take part in urban design management. Urban design management moves the focus from expert driven, top-down planning to cooperative planning, as a way to better take into account those who in the end are affected most by the planning and development of an area.

#### 3.1 Who initiates and who is involved in an UDM process?

The focus of UDM-approach is on key-stakeholders:

- > city administration - as the owner of land use-planning processes
- > investors – as the actors with the resources to develop projects
- > land-owners – as the ones with access to land
- > interest-groups – as owners of special know-how and as representatives of “public interest”
- > end-users – as the ones directly affected of the project

In general, the initiative for a project can come from any of these parties. Similarly, the initiative to use UDM-approach - as part of the development process - can come from any of the stakeholders.

#### 3.2 What are the minimum roles needed, to start and deploy the UDM?

UDM does not require a big organization. Apart from the stakeholders themselves, an Urban Design Management-process requires an “Urban Design Manager”

The Urban Design Manager is a person (or team) who is usually engaged by the owner or owners of the project (typically the landowner/investor or municipality or both) but is essentially a neutral third party actor (without an interest on the project) with more freedom to act than the projects owner would have. An Urban Design Manager will, as a ‘neutral’ actor, gain overview of the project situation, facilitate the communication, mediate between the different project stakeholders and build up common ground. In addition, the Urban Design Manager serves in an evaluative role when they analyze, assess the issues, and engage in formulating inputs forming the project. Taking a leadership role as the proactive driving force in project development is vitally important for engaging stakeholder representatives, and thus also for the success of the project.

Key stakeholders can be in the role of the Urban Design Manager themselves but as stakeholders themselves they might not be conceived as ‘neutral’ actors by other stakeholders. Therefore, it is desirable for the project owners, to use third parties offering UDM services. If this is not the case, the process can be deployed by any entity involved, with enough credibility and capacity to do so.

Beyond the organizing party and its designated implementation task force, responsible for the entire process, there are three main roles that need to be casted. Their involvement can be based on personal, professional or business interests.

Table 2 Roles and missions during UDM implementation

	Professionals	(Key) Stakeholders	Urban Design Manager
<b>Role</b>	Urban planners, architects, landscape planners, mobility planners, sociologist	Promoter, Local politicians, Landowners, Administration, Stakeholder representatives	Mediator, manager, leader
<b>Mission</b>	Planning, Presentation, Planning Workshops, Recommendations	Decision making, Discussion, Recommendations for further work, Preparing next steps	Preparing meetings and workshops, keeping protocols, documenting interventions and ideas.
<b>Motivation</b>	Involvement based on need for expertise (not interest)	Entities that have an interest on the project	Involvement based on need for expertise (not interest)

### 3.3 Who are project stakeholders?

The term project stakeholder refers to, an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

If we accept that value is the main goal of a project, then the key-question is: ‘value to whom?’. The reality is messy: most urban project development situations are complex in terms of the stakeholders, with the ‘client’ being a representative of several (sometimes conflicting) values, interests and time-perspectives. Project stakeholders are the ‘Client’ of a project – they are parties who may gain or lose as a result.

Integrating the project stakeholders is not about building dream-teams but **about partnering to co-construct** value, while at the same time building the necessary support for the project and reducing conflict.

At the outset of the project it is essential to map out and describe potential project stakeholders and partners. Further it is important to define the relative importance of the stakeholders in order to target key actors.

Not all stakeholders are able (or willing) to commit their time to the development process. This implies that their time must be used efficiently and effectively – especially at the outset of the project.

### 3.4 What expertise is needed?

Putting UDM into practice entails two types of design roles: 1) the ‘design’ and management of the UDM-process that integrates the stakeholder into co-configuring what “value” in the project situation means, and 2) the development of an urban design scheme that delivers that value.

These two roles can be combined in the same actor - Urban Design Manager - (person or team) or they can be divided between the Urban Design Manager taking care of the first design role and an urban designer taking care of the second design role.

The need for further expertise – and experts - depends on the specific project situation and the need of know-how and advice in the process for key stakeholders to arrive to well-informed decisions.

## 4 How to involve stakeholders in the UDM process?

### 4.1 How to identify stakeholders?

Stakeholder integration and values are in the core of the solution. At the outset of the project it is essential to identify and describe potential project stakeholders and partners.

Project stakeholder refers to, an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

Most stakeholders – the client - arise of the project development context (geographical, processual):

- > public sector: several instances of the public sector administration are usually in one way or another involved enabling, controlling or preventing development
- > landowners: owners of the land directly involved in the development natural key stakeholders, but also the owners of neighboring pieces of land are directly or indirectly affected by development
- > investment sector
- > interest-groups: groups of people that seeks to influence development based on a common interest or concern for societal, cultural (or religious), economic or ecological issues. These actors might be informally or professionally and locally, regionally, nationally or even internationally organized.
- > end-users: individuals or groups who might now or in the future live, work or otherwise spend their time in the area affected by the development
- > Further analysis will determine how they are going to be integrated into the process. Easy tools to do so are stakeholder matrix models that allow an evaluation of stakeholders and levels of communication.

### 4.2 How to analyze and group stakeholders?

Partnering starts from understanding what “value” to others might mean. In projects the emphasis is often placed on “problem solving” or the “content”. This makes us overlook the fact that establishing a common working network is a (design) project itself.

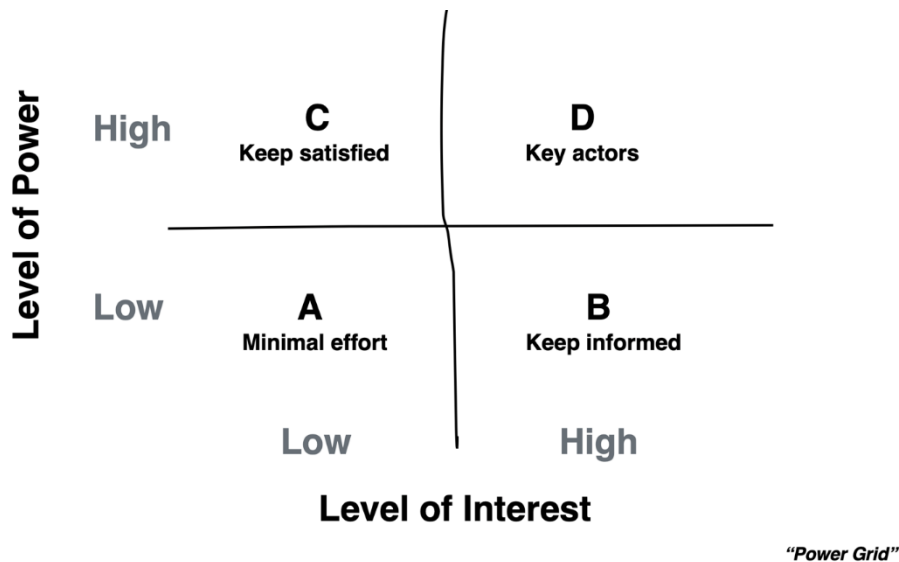


Figure 3 The Power / Interest Grid

Project stakeholders – the “Client” - are a heterogeneous group of actors with different sets of values, levels of interest and influence/power. It is important to define the relative importance of the stakeholders in order to target key actors.

During the stakeholder analysis of a project, the Urban Design Manager documents the interests and motivations of stakeholders in the project

- > Identifies conflicting interests between stakeholders
- > Identifies relationships between stakeholders
- > Determines the level and type of participation required from each stakeholder

In order to analyze the stakeholders, they must first be mapped as indicated earlier. The stakeholder analysis begins with the **Power/Interest Grid**, a simple tool that helps you categorize project stakeholders with increasing power and interest in the project. This tool helps you focus on the key stakeholders who can make or break your project. In turn, this helps you in stakeholder prioritization.

The Power/Interest Grid contains four quadrants divided by two axes: power (high/low) and interest (high/low). Each quadrant gives you an indication of the level of stakeholder management that you’ll have to employ (key actors, keep satisfied, keep informed, minimal effort) and may also influence the type of communication style.

**The following questions can help you identify the interests of stakeholders:**

- > What do stakeholders expect from the project and how do they benefit?
- > Are there any conflicting interests that the stakeholder may have with the project?
- > How committed is the stakeholder to the project? Is he/she willing to commit tangible resources?
- > Are there relationship conflicts between stakeholders that can hinder the project?

By getting answers to these questions, you’ll be able to determine the actual interests of stakeholders and manage them appropriately by using the Power/Interest Grid in stakeholder prioritization. In turn, this will reduce the project negative risk caused by stakeholder mismanagement.

Another useful – and different - way to map stakeholders is the **Stakeholder Onion Diagram**. It is a way of visualizing the relationship of stakeholders to a project (goal). Additional information can be included that shows relationships among stakeholders to each other or to specific “layers” (=onion rings) of the project. The Stakeholder Onion Diagram is useful in that it maps stakeholder’s relationship to the “final product” of the project, rather than based on power, influence, support, or other metrics. It’s useful in that it can help show the importance of stakeholders with little power or influence, but who will be important to the success of the final product.

The onion diagram provides a perspective on the project stakeholders that easily goes ignored. The other way around the risk is that because Onion Diagrams focus on a stakeholder’s relation to the solution, it can sometimes be easy to mistake that relationship to the solution with overall stakeholder importance.

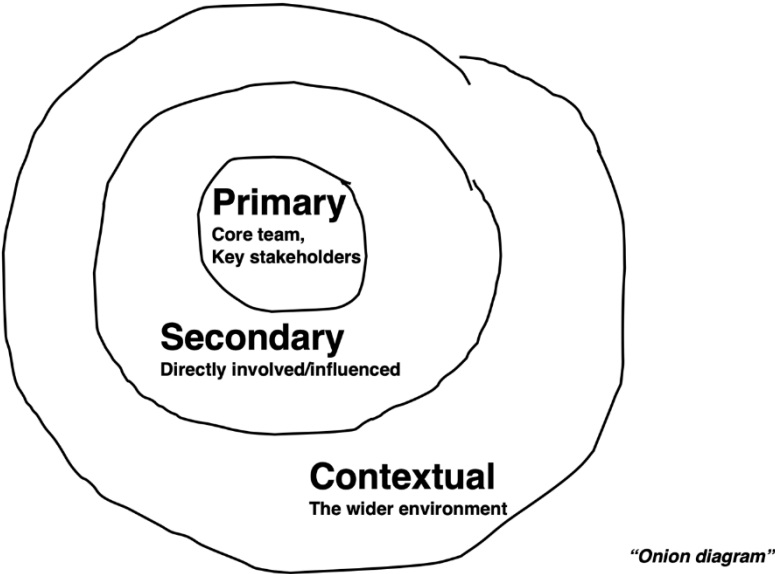


Figure 4 The onion diagram

The two stakeholder analysis tools: the stakeholder power/interest grid and the stakeholder onion diagram complement each other. As with most diagrams created as part of stakeholder analysis, the greatest benefit is frequently the analysis that goes into creating the diagram, rather than the diagram itself.

Stakeholder analysis is the basis of understanding the ‘client’ of the project and the basis for ‘partnering’ for creating ‘value’ together.

**4.3 How to involve stakeholders?**

In the UDM approach a ‘Project’ is a social learning process in which value is created and ‘Value’ is the output of collective efforts of parties contributing to the process of project development.

The UDM-process is based on a series of integrative workshops (typically a row of 4): (1) situation-mapping and partnering, (2) vision, (3) schemes and realism and (4) critique and solution. This kind of iterative workshop series (several workshops with different stakeholders) – offers repeated feedback and iteration of results. It is flexible in terms of availability of stakeholders.

This is the main frame for the stakeholder integration, as it allows time for reflection, iteration and learning. But it does not exclude other ways of involving stakeholders such as singular Intensive Block Workshops which offer the chance to intensively work together and achieve a faster result.

A good process is part of the client value which consists of two interrelated elements: process value and product value. Process value is about good experience during the process: ethics, communication, partnering, exchange of knowledge and trustworthiness. The product value is learned and understood through the process.

Each stakeholder has different priorities. A project situation offers potential to combine resources in a mutually value-adding manner. It is the job of the Urban Design Manager to seek out, pursue and realize whatever potential there might possibly be to add value to a project. Overview of steps and tools for a successful UDM-process



## 5 The four stages of Urban Design Management

The UDM-process is typically based on a series of integrative workshops in order to engage the stakeholders dialogue about the project. Typically, these workshops follow a sequence of four iterations or stages:

- I. Situation mapping and partnering
- II. Vision and conceptualization
- III. Scheme design and Realism
- IV. Critique and solution

This basic four-staged framework is flexible, it can be varied depending on the specific situation. It is important to emphasize that depending on the specific project situation, the surrounding planning framework, on the key stakeholders' interests, different tasks driving the process would be summarized under these four main steps. As an example, drafting a solution can have different outcomes depending on the goals: drafting the urban design guidelines and competition brief for a future urban design competition in the production phase or drafting the masterplan as a concept for the future Zoning Plano to be developed under the production phase.

The four stages can be separated during the process into several workshops and work stages. They can be covered also by using one intensive block workshop approach, if time and availability of stakeholders is very limited.

The iterative process offers optimal refining options with several workshops and feedback sessions. As a disadvantage it is a longer process and requires more organizational input.

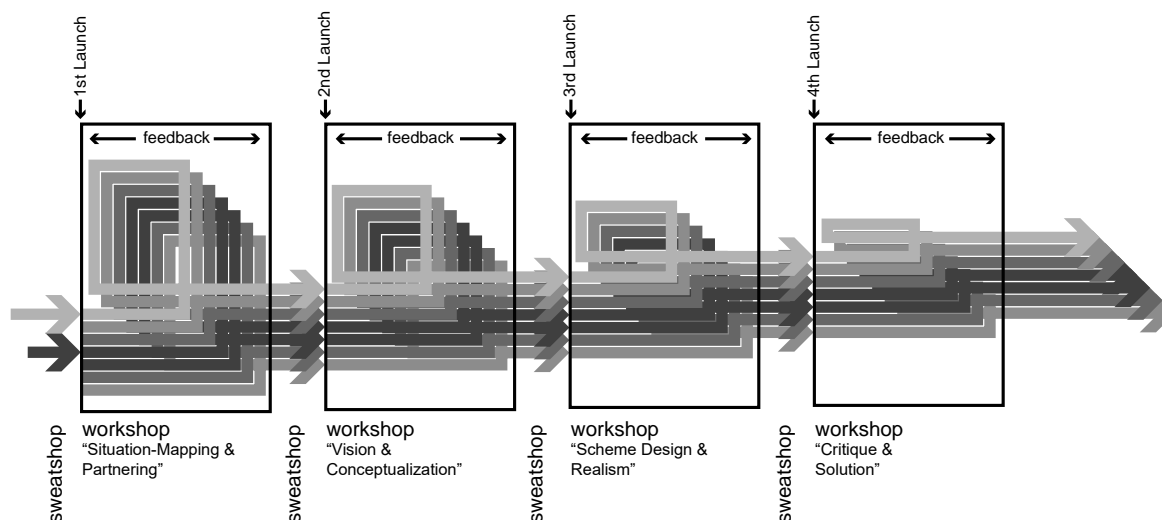


Figure 5 The basic four stages of an UDM-process: (1) situation-mapping and partnering, (2) common vision, (3) alternatives and realism and (4) critique and solution. Before each integrative workshop there is a preparation (or “sweatshop”) phase where inputs for the workshop are developed.

### 5.1 Step I: Situation mapping and partnering

The first step is about understanding the situation around the project, getting stakeholders involved and discussing values in order to establish shared values.

The project Situation and the Stakeholders must be pro-actively mapped and analyzed. All this is the job of the Urban Design Manager the project owner or other key stakeholder may take part in the

mapping and analysis. After the analysis the Stakeholders will have to be contacted and invited to join the dialogue. This is the job of the Urban Design Manager – through first discussions he/she will gain more insight of the situation, stakeholders<sup>[08]</sup>..

In real life, not all stakeholders are able (or willing) to commit their time to the development process. This implies that their time must be used efficiently and effectively – especially at the outset of the project.

The first contact is important. Ideally all key stakeholders are contacted directly by the Urban Design Manager and engaged in an introductory and exploratory discussion about the project situation. Depending on the amount or type of stakeholders involved this might not be feasible or even possible. In such cases starting a conversation through (mass) emails, conventional letters or via social media are all possibilities.

In the first workshop where several key stakeholders meet each other for the first time to discuss the project, the discussion should avoid talking about solutions and not begin with particular interests. Instead, the focus should be on underlying, core values of the stakeholders to elevate and open up the discussion. Key factor is the establishment of “shared values”. Understanding what others value and why is a crucial basis for collaboration. Even if there might be a lot of seemingly conflicting interests at the outset, there is almost always something “shared” – this has to be found out. Common objectives and values drive greater co-operation and reduce conflict.

The first step is not about solutions but asking the right questions. The discussion could consist of the following components: The End-users (for whom are we doing this and what do they value?), values (what kind of value should we be creating?) and interests (what are the interests of the key stakeholders?).

There is a tendency to undervalue the importance of the start for the success and rush towards action and – usually – solutions. The beginning is where most opportunities are lost, or potential is found. In the initial stage the key actors build the foundation of future success (or failure).

## 5.2 Step II: Vision and conceptualization

The second step is about looking into the future, setting goals and formulating a vision.

In the second stakeholder workshop, the discussion should be based on an analysis of the outcomes of the first step. A useful way to open discussion is to look what others, elsewhere are doing. Based on the analysis of the Urban Design Manager can select and prepare benchmark-examples touching relevant themes to feed the discussion (positive benchmarks serve better than examples with negative connotation). If benchmarks are well chosen, this will stimulate the discussion about “future” – a discussion which can be for example done as a scenario-exercise where stakeholders are guided to discuss possible future scenarios.

## 5.3 Step III: Scheme design and Realism

The third step is about getting concrete and realistic with alternative proposals and discussing them.

As always, the inputs produced for the step should again be clearly based on the outcomes of the previous steps – it is always good to recapitulate and remind participating stakeholders about what has already been discussed and what has been taken out of it for this step.

In this third step it is important to concretize and visualize alternatives proposals and show the project constraints (e.g. regulatory, economic). Often, almost inevitably, this work will show conflicting interests and possibly polarize discussion but also allow for re-evaluating interests based on the what is shown and what is discussed.

Several alternative proposals/schemes/scenarios are prepared for the workshop. As the discussion will be based on the representation of the proposals, the synthesizing and visualizing power of the designer plays an important role. What is not “visualized” in the representations is simply not there. It is important to justify the alternatives by relating them to the values and interests uncovered in the previous steps. Further it is good to help the discussion by giving criteria for the evaluation of the alternatives and even making a rough first assessment of their differing qualities.

The outcome should be a shared understanding of qualities that should go (and what should not go) into the synthesis in the next step.

#### 5.4 Step IV: Critique and solution

The fourth step is about formulating a synthesis, critically discussing and preparing it for the future steps of project development.

For the fourth (and usually the final) workshop the outcomes of all previous steps are synthesized into a ‘best’ solution. During the workshop this ‘best’ solution is then critically discussed. Is it already the ‘best’ solution? How could it be made ‘even better’? the discussion should focus on the chosen solution and its improvement in relation to the value attributes established in the previous steps.

Making sure that the necessary support is there for the solution is high on the agenda as the UDM-process is about to end and the solution will be moving on to the next steps of project development. Therefore, it is crucial to explore and agree on the ways to ensure ‘value-delivery’ in the future phases and realization.

#### 5.5 In general: focus on people and interactions

The basic process model described above needs to be customized according to each project situation and developed into a document that serves as a ‘Road map’ for the project development process.

The advantage of UDM lies in the possibility to develop a common concept, debate it commonly and make a common decision over the solution concept and the following steps to be taken. Of course, not everybody relevant for the area will take part in the common solution drafting process and not every commonly decided solution will have the support of all parties up to the end of the process. To minimize such risks, it is important to prepare the process, communicate everything loud and clearly, and make results available long term for consultation.

Throughout the chain of activities, the focus of the UDM-process is on people, communication and interactions, and not on fixed methods and procedures. Likewise, although documenting the whole process is important, working solutions are valued over comprehensive documentation. Similarly, while not undermining the role of legal instruments to manage risks, stakeholder collaboration is emphasized over contract negotiation. Responding to the situation rather than following a pre-fixed plan becomes the underlying principle.

## 5.6 In general: who is doing what

Table 3 Description of the four UDM stages

Stage I-IV	Main Responsible	To do and deliverables
<b>(I) Situation-mapping and partnering</b>	Urban Design Manager	Set up the procedure, identify and invite the Advisory group (stakeholders) and the professionals
	Implementation Taskforce	Define the goal of the entire procedure and of each of its steps.  Prepare all existing framework documents like Zoning Plans, Land Use Plans, Masterplans, Publicly available data on ownership etc.
<b>(II) Common vision</b>	Advisory group, Urban Design Manager	Commonly define a thesis responding to the previously set goal.
	Professionals	Debate the commonly developed solution inside the group or with other stakeholders not involved at this stage yet.  Decide inside the advisory group about the Thesis
<b>(III) Alternatives and realism</b>	Urban Design Manager	Analyze alternative development scenarios
	Professionals	Define a solution and visualize it
	Advisory group	Obtain a preliminary agreement of the relevant stakeholders.
<b>(IV) Critique and solution</b>	Urban Design Manager	Finalize the production of materials and prepare the next steps.
	Advisory Group	Obtain a final agreement for this stage of the UDM
	Professionals	Produce effects by organizing follow up planning as needed: Urban design contest  Urban development contract and Zoning Plan  Architectural competition  Developers Competition

## 5.7 In general: timeframe and variants

Please note: as pointed out earlier the four-staged Urban Design Management procedure is to be understood as a basis framework which needs to be customized depending on the project situation. It can be formed by, include or result in different sub-procedures, depending on the specific case.

Also, sometimes the time is not there for a four-staged workshop taking several weeks and months. Depending on the time-frame available, the recommended four-week rhythm of four workshops,

resulting in a roughly four-month total time can be squeezed into a much shorter time of e.g. two months or even four weeks.

In an extreme situation a variant is to organize the complete UDM-process as one block. The block workshop approach to the process implies one intensive and closed off working session of possibly several days. Prerequisite is high involvement and engagement for a relatively for up to three days. When time is a factor and the result should rather be on the level of a strategic concept or guideline it can be a very efficient method. To get more solid end-results in a compressed timeframe requires good preparation and post-production.

Finding out what is realistic to do and what should be done needs to be assessed before making the decision of the process design and communicated openly, before launching the process, in order to manage the stakeholder's expectations of what can be achieved.

Table 4 Estimated workload for each stage

<b>Basis Keyframe</b>	<b>Advisory group</b>	<b>Urban Design Manager Professionals</b>	<b>Urban Design Manager Implementation Taskforce</b>	<b>Expected timeframe</b>
<b>Preparing</b>	50%	25%	100%	1-2 Months
<b>(I) Situation-mapping and partnering</b>	100%	100%	100%	1 Day WS 1 Week FUP
<b>(II) Common vision</b>	100%	100%	100%	1 Day WS 1 Week FUP
<b>(III) Alternatives and realism</b>	100%	100%	100%	1 Day WS 1 Week FUP
<b>(IV) Critique and solution</b>	100%	100%	100%	1 Day WS 1 Week FUP
<b>Postproduction</b>	0%	100%	50%	1-2 Months
<b>Release</b>	0%	0%	100%	2-3 Days
<b>Total Timeframe:</b>				3,5 – 6,5 Months

Caption: The typical expected timeframe of four stages of an UDM-process and potential division of workload between different roles during the phases. The need of an advisory group and of involving professionals depends on the specific case and resources at hand. Establishing an advisory group is recommended but not necessary.

## 5.8 In general: possible results

The final product depends on the already existing planning stages and urban regulations for the specific area. Involvement of public investment and public ownership can also have a big impact on

the objectives of the UDM process, as public clients are subject to strict tender regulations. As a general guideline, when choosing the objectives of the UDM, it is important to make sure quality is safeguarded. If at a later stage of the quality of the development is ensured by procedures as architectural, developer competition (if the land ownership is public) or urban design competitions, than the UDM results can be more open end. If the follow up will not include such procedures, it is recommended that the UDM results are more detailed and precise, something an urban design study might deliver. Possible outcomes and follow ups of a UDM process can be:

Table 5 UDM products

Expected result after 4 stages	Possible follow up
Terms of reference for the planning stage →	Urban Design or architectural design contest
<p>Note: This is only recommended if the next steps are quality oriented procedures like architectural or urban design competitions. The next planning stage can be a zoning plan, architectural planning, depending on pre-existing development stages.</p>	<p>Added value: Architectural offices will present their designs based on the interests and well understood values of local stakeholders and the local planning framework. An architectural contest can be used if the zoning plan is already approved and valid.</p>
Spatial Development Vision →	Zoning Plan. Developer competition
<p>Note: A development vision defines main elements of the future land use/development and enables a common ground for further detailing. It should deliver clear spatial zoning structures, define main spatial elements to be respected long term (natural elements, infrastructure, building blocks, shading concept and plan, climate mitigation concept)</p>	<p>Added value: The zoning plan will be based on a participatory process, streamlined on all stakeholders’ interests and based on strong, spatially visualized values.</p>
Urban Design Study→	Zoning Plan, Architectural planning, Architectural competition
<p>Note: The urban design study is the most detailed output that can be achieved. It provides a detailed layout of a future zoning plan and urban development up to the level of building blocks, volumes, free areas, green infrastructure, mobility infrastructure, climate change mitigation requirements for constructions and infrastructure as well as surfaces eventually needed.</p>	<p>Added value: Planning steps based on this outcome do not need intense quality securing procedures later. Architectural or urban planning can be contracted based on already detailed and quality-safeguarding urban design study.</p>

**Please note that *the Urban Design Management* procedure is a basis that can be formed by different sub-procedures, depending on the specific case. It offers you a frame matrix in order to form the specifically needed process for a specific site and stakeholder matrix.**

## 6 Helpful questions and checklists for organizing the UDM process

When preparing the Urban Design Management process, it is important to prepare every stage of the process and to document results in a transparent way. This chapter offers some guidelines and recommendations to do so. It also offers a template to prepare a brief description of the process.

### 6.1 Understanding the objectives and scope of work

> **What area is addressed by the procedure and how is it characterized?**

- > Location and size
- > Borders and neighborhoods
- > Land use evolution of the area and existing zoning and building regulations

> **What are the existing planning regulations?**

> **What is the reason for applying the UDM, what are the Impulses for developing the area?**

> **Are there any existing planning documents already approved?**

- Urban Area Development Vision / City Development Concept
- Neighborhood Development Concept
- Zoning Plans
- Sectoral Development Plans (Mobility, Green Infrastructure, Climate Change Mitigation Concept)
- Socio Economic Studies

> **What is the position of the city referring to the respective development?**

> **What further planning steps are formally required to safeguard future investment in the area?**

**Recommendations / To-do's:**

- > Do your “homework” but don’t overdo it: it is good to prepare yourself before contacting key stakeholders by collecting information about the situation around the project from relevant publicly accessible sources. The goal is not to have a “full” understanding (as this is never possible before talking to all key stakeholders) but to understand the context. So yes, do the background research but don’t hesitate to start a dialogue with key stakeholders. Talking to people will give you a fuller picture by posing questions and enable you to get behind the official “truth”.

**6.2 Who are the main stakeholders that need to be included in the process?**

**Examples of stakeholders to be included:**

- Landowners
- Investors and potential investors or developers
- Neighborhood associations
- Directly responsible public servants
- Potential clients of the development
- Key stakeholders with ability to block or promote the process
- Public and regional administration representatives
- Media outlets

> **Who is directly affected by the development and how?**

> **What resources are needed to manage the UDM process?**

> **Who is responsible for the process?**

> **Who is the Urban Design Manager**



> **Who are the organizing partners?**

> **Are landowners the initiators of the process?**

> **Who is financing the process?**

**Important question to consider when mapping the stakeholders:**

- > What is the position of stakeholders to the objective?
- > How important is the objective for the stakeholders?
- > How important are the stakeholders for the project?
- > What are the fears and hope of the stakeholders?
- > How should stakeholders be involved (information, consultation, cooperation)

**Recommendations / To-do's:**

- > Map out the stakeholders: take a map/aerial photo of the project area showing some context and write down all current users, tenants and landowners of the project area. Do the same for the neighboring areas (plots). Think about the political and administrative stakeholders on different levels: district, municipality, state, who potentially have a stake: planning, real estate
- > Categorize stakeholders: Use stakeholder mapping tools (power/interest group; onion mapping) and profile/categorize the key stakeholders.
- > Think of their interest and find out their values: Put yourself in the position of the stakeholder and ask yourself what is important for you. Think further behind the interests and find out what is valuable to the stakeholders and further what are their values (organizations often manifest these on their websites).
- > Keep key-stakeholders happy: in between stages there might be useful to conduct smaller coordination meetings with local administration representatives in order to secure feasibility of the UDM results.

### 6.3 What are potential risks and bottlenecks?

- Natural hazard areas
- Legal and property issues
- Contamination / Brownfields

- Lacking mobility infrastructure (public transport)
  - Lacking infrastructure connection opportunities
  - The development is situated nearby/inside a historical or nearby a natural protection area
  - Stakeholders are not backing up the project
  - Difficulties identifying and contacting landowners
- > **Are strong divergencies between project initiators, administration, landowners to be expected?**

Recommendations / To-do's:

- > Make a short assessment of eventual risks and challenges - and how to manage them - to be addressed during the four stages of the UDM. Reassess the situation after every stage.

#### 6.4 What is the expected result?

- > **What is the expected main deliverable after the UDM process is finalized?**
  - Terms of reference for a Land Use Plan/ Zoning Plan
  - Terms of reference for an architecture/urban planning competition
  - Terms of reference for an investor competition
  - Spatial Development Vision / Guidelines
  - Detailed Urban Design Study
- > **What is the detailed deliverable list that should be available after the 4<sup>th</sup> stage of the UDM?**
  - General layout plan for the site
  - Volumetric visualizations
  - Mass model
  - Preliminary values of main indicators (surfaces, volumes, investment cost indicators)
  - Accessibility measures / Illustration of barrier free concept
  - Illustration of Water management concept/renewable energy concept
  - Illustration of the main challenges to be addressed by the UDM
  - Draft of preliminary agreement between relevant stakeholders
  - Recommendations for the next planning and implementation steps

Timeline for implementation

> **What are the main chances/challenges to be addressed?**

Examples:

- > Stakeholder interests
- > Land ownership and land exchange
- > Mobility aspects
- > Environmental protection
- > Climate change mitigation measures
- > Renewable energy
- > Water management
- > Heritage and existing buildings
- > Public space and integration of natural elements
- > Multiple-stage development due to investment structure
- > Air quality
- > Walkability and social inclusion
- > Contribution to local/regional/national strategic development goals and Agenda 2030

Recommendations / To-do's:

- > Walls have memory: use flip boards or like take notes during the workshops to make visible what is being drawn out of the discussion. It works as a journal of the discussion. If possible, aim to make conclusions or draw decisions out of the discussion and document them. After the workshop, as part of the internal de-briefing – write the notes open. In the next workshop show what has been discussed and what has been taken out of it for the next steps. This allows people (even those who didn't joint earlier) to build up and reflect upon what has been discussed before.
- > Make a final report: document all stages of the Urban Design Management process via workshop journals, collect them into a single document together with material which has been shown/produced in the workshops and make it available to participants.
- > Collect feedback from all participants to improve the process. This can be done formally, informally, bilateral or in a group – it is a tactical decision which the urban design manager takes depending on the mood of the group and individual stakeholders.
- > Manage expectations: from the beginning on make a brief description of the main deliverable, the main topics to be touched and the level of detail expected.



## 6.5 Process organization

- > **What time is needed for preparing the process?**
- > Contract the process organization responsible
- > Contract planners and needed experts

- > Contact the advisory group and representatives of civic society
- > Preparing the working materials (Timeline, Objectives, Existing planning documents, History of the area etc)
- > Securing spaces for workshops
- > Budgeting for external moderators, professionals etc. (also: print, model building, publication)
- > Postproduction, reporting, releasing products, PR
  
- > **What are the main risks for respecting the timeline?**

- > **Is there any deadline for achieving the UDM results?**

- > **What is the general timeframe?**

**Recommendations / To-do's:**

- > Plan and play the process through: Make a UDM timeline including the 4 main stages and considering the questions mentioned beforehand. Define the goals and deliverables of the UDM and use their delivery as keyframe, taking into consideration paragraphs 5.1 and 5.2
- > Manage the time and be realistic: this goes for the whole process as well as for individual workshops.

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Legal Recommendations for Urbanization and Land Exchange Procedures

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