

Methodology for the Comparative Analysis of Sustainable Evaluation of LUDA

Deliverable 5

Author:

USAL: Prof. Steve Curwell, Jemma Turner

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LEIBNIZ INSTITUTE OF ECOLOGICAL AND REGIONAL DEVELOPMENT, DRESDEN

Contributors:

SBE:

Mark Deakin

DIT:

Prof. John Ratcliffe, Dr. Lorcan Sirr, Julie Gannon

IOER:

Prof. Dr. Bernhard Müller, Dr. Carlos Smaniotto Costa, Christiane Westphal, Patrycja Bielawska-Roepke, Leander Küttner

SUT:

Prof. Maros Finka, Ingrid Belcakova

DGGS:

Prof. Dr. Jürgen Breuste, Aleksanda Kolpak

UNIFI:

Prof. Vincenzo Bentivegna, Prof. Marta Berni

ULHT:

Diogo Mateus

SMASH:

Giles Verpraet

IPAA:

Nathalie Bonnevide

CEC:

Gerry Baker

External contributor:

Joe Ravetz, CURE, University of Manchester

List of Contents:

1	Introduction	4
2	Prioritisation of assessment methods and techniques	5
3	Issues that drive the rehabilitation process	7
4.	Preliminary Methodology	13
5	Experiences of case-study cities regarding the application of methods and techniques in the rehabilitation process	18
6	Detailed descriptions of methods and techniques	26
7	Conclusions and Next Steps	33
8	Bibliography	35
Annex 1:	Research community's expertise of methods and techniques: Expert pool and partner responsible for reporting	38
Annex 2:	Assessment Methods and Techniques applied to relevant issues that drive the rehabilitation issues (derived from the LUDA cases)	41
Annex 3:	Structured interview format for gauging the experiences of methods and techniques applied in LUDA cases	43

List of tables:

Table 1:	Categorisation of assessment methods and techniques	6
Table 2:	Identification of key issues that drive the rehabilitation process (derived from the six LUDA cases)	8
Table 3:	Most common problems derived from LUDA cases	12
Table 4:	List of possible stakeholders and methods / techniques involved in the situation analysis phase	15
Table 5:	List of possible stakeholders and methods / techniques involved in the programme formulation phase	16
Table 6:	List of possible stakeholders and methods / techniques involved in the implementation phase	17
Table 6:	List of possible stakeholders and methods / techniques involved in the monitoring phase	18
Table 7:	Level of experience and knowledge of methods and techniques applied in LUDA cases	20
Table 8:	Quantified results of interviews with the case-study cities	24
Table 9:	Scope of assessment methods and techniques derived from detailed descriptions	29

List of figures:

Figure 1	Preliminary LUDA Methodology	14
Figure 2	LUDA Framework	27

1 Introduction

The main aim of this report is to carry out a comparative analysis of the sustainable evaluation of LUDA. This can be achieved by forming an overview of the procedures applied in planning and redevelopment and deriving good practice from the case-study cities. A scoping assessment of the listed methods and techniques developed from detailed descriptions will provide the basis for a decision support matrix. This matrix will help the cities decide which methods and techniques are most suitable for addressing the situation in their LUDA. The overarching facet of the report will be the LUDA methodology which will present the key components of the rehabilitation process, together with the methods and techniques that can be applied at the different stages of the process.

Summary of the work carried out for Deliverable 5:

- Categorisation of the master list of assessment methods and techniques in terms of their prioritisation to the cities
- Issues that drive the rehabilitation process derived from LUDA cases
- Preliminary methodology in order to identify the methods and techniques that can be used at different stages of the process
- Experiences of the case-study cities as to the application of methods and techniques in LUDA
- Detailed descriptions of methods and techniques using a pro-forma layout

Besides this introduction the report contains 6 chapters.

Chapter 2 (Prioritisation of assessment methods and techniques) categorises the listed assessment methods and techniques in terms of their perceived relevance to the cities.

Chapter 3 (Issues that drive the rehabilitation process) identifies the key issues that drive the rehabilitation process derived from LUDA cases which may need to be assessed or evaluated.

Chapter 4 (Preliminary methodology) highlights the main elements of the CoSGOP approach that lie within the overall rehabilitation process and identifies the methods and techniques that can be employed at the different stages.

Chapter 5 (Experiences of the case-study cities regarding the application of methods and techniques in the rehabilitation process) seeks to identify good practice and gauge the level of experience in the application of methods and techniques across the case-study cities.

Chapter 6 (Detailed descriptions of methods and techniques) provides the consolidated results of the pro-forma of assessment methods and techniques in order to carry out a scoping exercise which is easily accessible by the cities.

Chapter 7 (Conclusions and next steps) will identify the next steps to be taken forward in the next iteration, including the exploration of planning procedures across the LUDA cases; emphasis on two or three methods which will be promoted to the cities; and the creation of an inventory database to be implemented into the Compendium.

2 Prioritisation of assessment methods and techniques

The categorisation of the master list of assessment methods and techniques (see Annex 1 and 2) in terms of their level of prioritisation was carried out in order to concentrate on those methods and techniques that will be of most use to the cities. A number of consultation exercises have taken place with the research partners, including a working group at the 4th project workshop in Valenciennes that considered which methods and techniques can be used to address the important issues that drive the rehabilitation process derived from the LUDA cases (see 3.2). As is shown in Annex 2, the methods and techniques are ordered in relation to the number of partners who responded to each method. This signifies a certain level of knowledge about the methods and techniques, with those that feature highly, such as ecological footprint and EIA suggesting a greater knowledge and those highlighted in red with no or few respondents, such as System Dynamic Approach, implying a lower level of knowledge.

The same could be said for the second consultation exercise which asked the research partners to specify which methods and techniques they have experience of and which they have knowledge of (see Annex 1). The main purpose of this exercise was better understand the content of the expert pool in providing expertise on methods and techniques where required; as well as deciding which partners would be responsible for detailed descriptions of the methods and techniques (see Chapter 6). However, as with the drivers exercise it was also important for ascertaining the research communities' level of knowledge and use of the listed methods and therefore their justification for being put forward to the cities. Those methods and techniques which specified no experience from any of the research partners were considered to be set aside. It should be pointed out that the methods and techniques in this category are not being eliminated. They are simply been put to the background in favour of the other methods and techniques which have more relevance to the LUDA agenda. They may be brought to the forefront if the case arises but for now detailed descriptions will not be provided for these methods and techniques.

The two exercises were used as the basis for deciding the prioritisation of the methods according to the classification depicted in table 1. It is clear that those methods and techniques that are classed as 'regularly used' are mainly generic and well-established, while the remaining methods and techniques are not regularly used and are predominantly of an experimental nature with little or no practical application in cities. This does not necessarily mean that these remaining methods are less significant and should be discarded, in fact many of these methods have been evaluated and categorised into those that should be put forward to the cities and those that could be used to address certain problems. It is important that also these methods and techniques are described in more detail and given some weight as they may be useful for the cities in addressing issues relevant to LUDA.

Table 1: Categorisation of assessment methods and techniques

Regularly used	
Brainstorming sessions	Prospective workshops
Community Impact Evaluation (CIA)	Risk Assessment Method(s)
Cost Benefit Analysis	Scenario Development
Ecological footprint	Spider Analysis
Economic Impact Assessment	Strategic Environmental Assessment
Environmental Impact Assessment	Survey questionnaires
Life Cycle Analysis	SWOT analysis
Multi-Criteria Analysis	Visioning
Prospective Process through Scenarios	
Put forward to be considered by the cities	
Analysis of Interconnected Decision Areas (AIDA)	Horizon Scanning
Analytic Hierarchy Process (AHP)	Integrated Sustainable Cities Assessment Method (ISCAM)
Availability of Public, Near-residential Green Spaces	Project Impact Assessment
Cluster Evaluation	Quality of Life Capital Approach
Competence Trees	Regime Analysis
Concordance Analysis	Strategic Conversations
Cross Impact Analysis	Sustainability Appraisal
Environmental Impact Model (ENVI)	Wind tunnel testing
Used to address certain problems at a specific point in the process	
Flag Model	Social Cost-Benefit Analysis
MASTER (Managing Speeds of Traffic on European Roads)	Social Impact Assessment
Semantic Differential	
Set aside	
ASSIPAC (Assessing the Sustainability of Societal Initiatives and Proposed Agendas for Change)	Indicator Impact Model (INDI)
Contingent Valuation Method	Meta Regression Analysis
BRE Environmental Management Toolkits	SPARTACUS (System for Planning and Research in Towns and Cities for Urban Sustainability)
Hedonic Analysis	System Dynamic Approach

3 Issues that drive the rehabilitation process

As represented in Deliverable 4 (Preliminary overview over requirements regarding tools and methods derived from LUDA cases), 'drivers for change' have too broad a scope in terms of addressing the wider sustainability agenda, for effective application in LUDA. They are points of course or unforeseen occurrences that invoke positive change and can have consequences up to a global scale. While it is important to recognise the main, generic drivers identified as technical; ecological; social and politico-economic ('the Regeneration Imperative'), it is important to focus on the relevant issues that drive the rehabilitation process in Large Urban Distressed Areas.

Therefore, issues that drive the rehabilitation process need to be more specific to the LUDA agenda. They are seen as *positive actions* for tackling urban distress problems in cities and urban areas. Each should not be restricted to addressing an individual problem, but rather each issue can contribute to tackling a whole manner of problems, either directly or indirectly. For example, urban design is explicitly responsible for improving the quality of the built environment, but with the right measures it can also make valuable contributions to reduce crime and anti-social behaviour in certain urban areas.

The scope of impacts associated with the change will rarely be felt beyond that of the city level, while the stakeholders involved in enforcing the change will be elected representatives, planners and other local government officials who all have a vested interest in improving the quality of life of their area.

3.1 Identification of issues that drive the rehabilitation process derived from LUDA cases

In order to obtain a more accurate representation of the issues that drive the rehabilitation process it is necessary to consult with the six case-study cities. A list of possible issues that are seen as influential for regeneration was put together jointly by COMFI, UNIFI and USAL. As part of the consultation exercise the cities were asked to state which of the listed issues were responsible for driving forward the process of rehabilitation in their respective LUDA. In order to reduce bias, the cities also had the opportunity to report on any other issues that are important in their LUDA. As it can be seen in table 2, Bratislava and Edinburgh have identified most of the issues as being important for driving forward the rehabilitation process in their LUDA. Bratislava in particular, has been identified as having the most wide-ranging and acute problems of the six cities which is possibly the reason for the large number of relevant issues.

Education is only identified by Edinburgh as being an issue that drives the rehabilitation process in their LUDA. Although in the long-run in the education of children may benefit the local community by providing better future prospects, at the present time the education of adults is much more likely to bring about positive change. In the Edinburgh LUDA they have a successful lifelong learning scheme which has been successful in bringing useful skills and education to the unemployed adult population. In hindsight it may have been better to use the phraseology of 'lifelong learning' instead of education as this can have enormous impact on bringing people back to work.

It is debatable whether or not the negative aspects of crime and lack of public participation illustrated in the table can be identified as issues that drive the rehabilitation process. It may get to the stage when these issues are so acute that they force the relevant stakeholders to

take action. However, it is much better to think of the drivers as those issues that provide positive actions to reduce those problems. So instead of *lack of* public participation, it would be public participation itself which drives forward positive change, and instead of crime it could be 'crime prevention'.

Table 2: Identification of key issues that drive the rehabilitation process (derived from the six LUDA cases)

Issues	Cities					
	Bratislava	Dresden	Edinburgh	Florence	Lisbon	Valenciennes
Redevelopment of the cities						
Urban design quality						
Land use planning						
Housing						
Transportation						
Formulation of large developments:						
Property market-led						
Co-operatives						
Community based						
Public-private partnerships						
Economic activities						
Access to finance						
Access to employment						
Social aspects						
Crime						
Education						
Environment						
Technology						
<i>Image (appraisal)</i>						
<i>Flood protection</i>						
<i>(lack of) Public participation</i>						

Key: *Other issues*; **Key issues**

3.1.1. Key issues that drive the rehabilitation process in LUDA

The key issues, identified in bold in table 2, are those issues that affect five or more of the cities and therefore can be seen as having the most impact in terms of bringing about positive change in LUDAs. The key issues that drive the rehabilitation process are described as follows:

a) Quality urban design

The quality of urban life is significantly affected by urban design by offering ease of movement, aesthetic quality of buildings and open spaces including good landscaping, lighting and street furniture. Urban design also gives the opportunity to make better use of available land by developing brownfield sites and providing solutions for high density, mixed use sustainable living with good access to services and an efficient public transport system.

Apart from the more obvious physical transformation of urban areas, quality urban design can often contribute to social well-being of an area by introducing measures that offer a safe,

clean environment. Crime and anti-social behaviour can be greatly reduced through greater permeability and buildings that face onto the street, which offer natural surveillance; more escape options for potential victims; as well as reducing the likelihood of vandalism and graffiti. Good urban design can also be responsible for cleaning up the streets by deterring litter and providing an environment in which the local population can have pride and a sense of responsibility for. By ensuring a cleaner environment and good quality homes with up-to-date appliances, urban design can also significantly improve the health of local residents.

Effective urban design can transform the image of an area by improving the quality of the built environment and reducing crime and anti-social behaviour. This may have a systematic affect on attracting people into the area, especially of higher income groups, promoting inward investment (as many deprived areas are in a good location) and raising house prices, which in turn may create better job opportunities, increase household income and help alleviate poverty. The key to achieving this level of improvement will be to integrate a mix of tenures and income groups into the area.

b) Transportation

An efficient multi-modal transport system which takes emphasis away from the car is crucial to the functioning of urban areas. Priority should be given to pedestrians, cyclists and public transport users as a way of reducing congestion and improving environmental quality, safety and public health. The key to this main aim is to provide an easily accessible, cost-effective public transport system which will encourage people to leave their cars at home. As in quality urban design, a permeable layout would provide a quicker way of getting from A to B for buses, pedestrians and cyclists. In contrast, indirect routes will send people back to their cars for even the shortest of journeys.

Care should be taken not to site major roads in such a way that they dissect towns and neighbourhoods or create barriers between the urban area and the city centre. Attention should be paid to giving pedestrians and cyclists ease of access across these major roads where they have already been put into place.

An efficient transport system and ease of movement for pedestrians and cyclists should provide good connections to other neighbouring districts and provide a clear structure of accessible routes within the neighbourhood itself. This will improve the quality of life in the area by creating better access to employment, education, retail and health services. Improved transport links may also encourage businesses to locate in the area and so increase inward investment.

c) Public-private partnerships

There is an emerging consensus in Europe that a partnership approach is needed to push forward the process of rehabilitation in urban areas. Public-private partnerships (PPPs) are seen as the most effective way of dealing with the multidimensional and complex nature of urban problems, through the implementation of co-ordinated strategies involving a wide range of stakeholders. PPPs not only offer a longer-term, more strategic, integrated approach to regeneration, they can also provide the impetus for additional funding from the private sector to support that from National and European funding programmes (see point e). Local authorities tend to go for the maximum leverage of private funding so that the investment is brought to the area. Indeed, it is often the case that private funding makes up over three quarters of the overall investment in the redevelopment programme / project.

However, it should be pointed out that local residents and community organisations need to be included as equal partners in order to integrate both a 'top-down' and 'bottom-up' approach to regeneration and to ensure their needs are fully taken into account.

d) Economic activities

Economic activities are a vital part of the process of urban rehabilitation. It is evident that in the last 30 years many European countries have experienced severe population decline and a loss of employment as a result of the relocation of manufacturing and readjustment of other economic structures. In order to compensate for this decline, efforts must be made to integrate supply and demand processes into economic regeneration. The demand side will be determined by the city's ability to retain local expenditure and to attract inward investment. This can be achieved through effective promotional activities as well as efforts to adapt to the new service-orientated economy, such as attracting business and science parks into the area. On the supply side investment must be made to improve the infrastructure including the building of new roads and networks. Land must be developed and made available to those existing industries who wish to expand or relocate, as well as for those new industries who wish to locate in the area.

These types of activities will bring inward investment into the area, and in doing so, create opportunities for local employment, not only in running the business but also during the construction phase of development. Economic activities can also provide the financial impetus for the overall physical regeneration of the area.

e) Access to finance

Access to finance is very influential for all manner of regeneration activities covering physical, social and economic parameters. Finance obtained by the local authority responsible for the area can be in the form of private investment (see point c) as well as National and European funding programmes, such as ERDF. These programmes are often reliant on having some kind of public-private partnership already in place. Although funding programmes are mainly focused on physical regeneration, more programmes have recently started to integrate social and economic improvements into their remits. This has been increasingly evident in England with programmes such as New Deal for Communities and Neighbourhood Renewal Fund focusing on community regeneration, specifically targeting jobs, health, housing, crime and education.

f) Social aspects

Social aspects form a very broad theme and consist of a number of elements that lie within social inclusion and community cohesion / capacity. As crime (prevention) and education are treated separately to social aspects in this study, it is clear that the fundamentals of social welfare and integration concerned with health, income, equality and community involvement are key factors.

A change in the economic structure is not the only factor responsible for the social problems we face today. Other factors related to the out-movement of people to the suburbs and the breakdown of family and community structures also have to be considered. These factors have been responsible for marginalising communities into those people that have the means to leave a deprived urban area and those that do not. Race equality has recently emerged as being a test to community cohesion with ethnic minorities constantly being seen as a threat to peoples' way of life, in particular to gaining employment. In fact it is often the case that

these new groups can bring new resources and opportunities to an area. Diversity of ethnic, social and religious backgrounds should be actively encouraged and accepted in an urban area if community cohesion is to be successful.

It is evident that steps have to be made by the local population, either individually or collectively through community groups, to participate in the decision-making process, thus alleviating any doubts about unfairness, bringing different communities together and promoting self fulfilment.

3.1.2. Correlation with most common problems

Comparisons can be made between the most common problems, identified as part of the cross-analysis of the case-study cities in Deliverable 4 (see table 3), and the key issues that drive the rehabilitation process identified in this section. The most common problems derived from the LUDA cases are mostly confined to economic aspects and urban structure with environmental aspects having the least number of common problems. Parallels can be drawn with the identification of the key issues where urban design quality and transportation can be classed under urban structure, and economic activities, access to finance and public-private partnerships can be related to economic aspects.

Social aspects, identified as a key issue, has fewer common problems, is the only issue not to follow this line of analysis. However, to a large extent social aspects are governed by the economic stability of an area, particularly in terms of employment opportunities.

3.2. *Assessment methods and techniques applied to relevant issues that drive the rehabilitation process*

A consultation exercise was carried out with the research group at the 4th project workshop in Valenciennes (23-24th April 2004) in order to ascertain which methods and techniques are best used to address the important issues that drive the rehabilitation process. The most important issues are those that affect four or more of the case-study cities which, on top of the key issues can be identified as: land use, housing, access to employment and environment. Access to employment has not been included in the analysis because at the time of the consultation Valenciennes had failed to identify their relevant issues. The results of the exercise can be viewed in Annex 2.

The analysis demonstrates a particular emphasis on those methods and techniques that address physical aspects associated with land use, environment and urban design. In parallel, methods and techniques which are useful for addressing social and economic aspects feature lower down in priority. It is clear that there is either a lack of these types of methods in general terms; or the master list we have selected does not fully represent the sustainable regeneration agenda. Either way, more efforts need to be put into finding out whether or not methods and techniques that address social and economic concerns actually exist outside the master list. This is especially the case for methods that represent economic issues as this is considered to be the most problematic area across the six partner cities, as well as being influential for driving forward the process of rehabilitation.

The two issues related to public-private partnerships and access to finance did not feature prominently in the analysis. This is because methods and techniques do not specifically address these issues; rather they are needed to apply the methods.

Table 3: Most common problems derived from LUDA cases

Economic aspects: • Local commercial activity • Endogenous dynamic of economy • Dependency from outside investment • Investment (private and public sector) • Fluctuation of enterprises (in/out migration) • Demand of retail goods and services • Supply of retail goods and services • Land values / rental values • Range of local employment opportunities
Ecological aspects: • Emissions from local industry / households / traffic • Pollution of soil
Social aspects: • Level of income • Level of poverty • Level of social transfers • Costs of housing relative to revenue
Urban aspects: • Image / Perception from outside • Image / Perception from inside • Townscape / urban structure • Residential quality • Condition of buildings – Scope of renovation • Condition of buildings – Sanitary installations • Quantity and quality of social-cultural infrastructure • Quantity and quality of technical infrastructure

Source: Deliverable 4: Preliminary Overview over Requirements Regarding Tools and Methods Derived from LUDA Cases (Chapter 4, p.14)

The results of this analysis has contributed towards the categorisation of methods and techniques into those that are regularly used, should be set aside, etc, as shown in Chapter 2. In Annex 2 the methods and techniques are depicted in order of the number of responses, so giving an idea of how widely known they are in the research community. In particular it was important to establish which methods and techniques have little or no credence in the research group (highlighted in red) and so exhibiting the possibility of being set aside from the master list.

4. Preliminary Methodology

4.1 Foundation of the Methodology

The preliminary methodology was put together in terms of the main stages of the standard reporting format. As it is illustrated in Figure 1, the CoSGOP elements of diagnosis stakeholder analysis, problems and potentials, goals and alternatives, improvement programme, impact assessment, project implementation and monitoring and adjustment, are embedded within the methodology. It is important to highlight these elements as the CoSGOP approach forms the strategic and operational framework of the project in terms of the planning and redevelopment processes that lie within the LUDA cases. As in Chapter 5 of Deliverable 4, which drew parallels between the five evaluation steps and the CoSGOP elements, similar comparisons can be made with the main stages in the methodology. The most involved stage in terms of assessment and decision-making is Programme Formulation. This includes the CoSGOP elements of: Goals and Alternatives; Improvement Programme; and Impact Assessment which can be directly related to the evaluation steps of Visioning and Predicting.

As part of the methodology it is important to identify the possible methods and techniques to be employed as well as who is responsible for the analysis or involved in the decision making process. So far the possible methods / techniques and stakeholders have been provided for the main stages (see section 4.2). However, closer inspection at the element level will be required to identify who and what is employed towards making a decision about the strategy and operational aspect of the plan, project or programme. For example, Horizon or environmental scanning can be used to ascertain the driving forces for change in the Diagnosis stage.

4.2 Descriptions of stages and elements within the process

4.2.1 Situation Analysis

The diagnosis of the LUDA is an initial step to identify and monitor emerging issues and signals of change in the external environment. These drivers and issues can be developed through the use of the 'horizon' or 'environmental' scanning technique which involves the systematic review of literature and other modes of communication. This is backed up with the collection of background data concerned with the LUDA such as cartography, photos, etc, as well as information concerning the actual plan or programme, such as list of possible partners, funding resources, etc. Data collection tools and some generic visioning techniques are employed at this stage. Procedural methods, such as strategic environmental assessment may also start at this stage in conjunction with the rehabilitation process. Similar methods and techniques can be employed in the diagnosis and situation analysis stages.

The information associated with the diagnosis phase contributes towards the **decision** concerning the focus of rehabilitation aligned with the sustainable development objectives and the major actors to be involved in delivering the programme.

Situation analysis also involves a **stakeholder analysis** and is carrying out a resource assessment of the programme or project. A decision is made as to the major actors that will be involved in the rehabilitation process in terms of their interests, goals and relationships in the LUDA. The information collected in the diagnosis phase related to legal framework, fun-

Elements

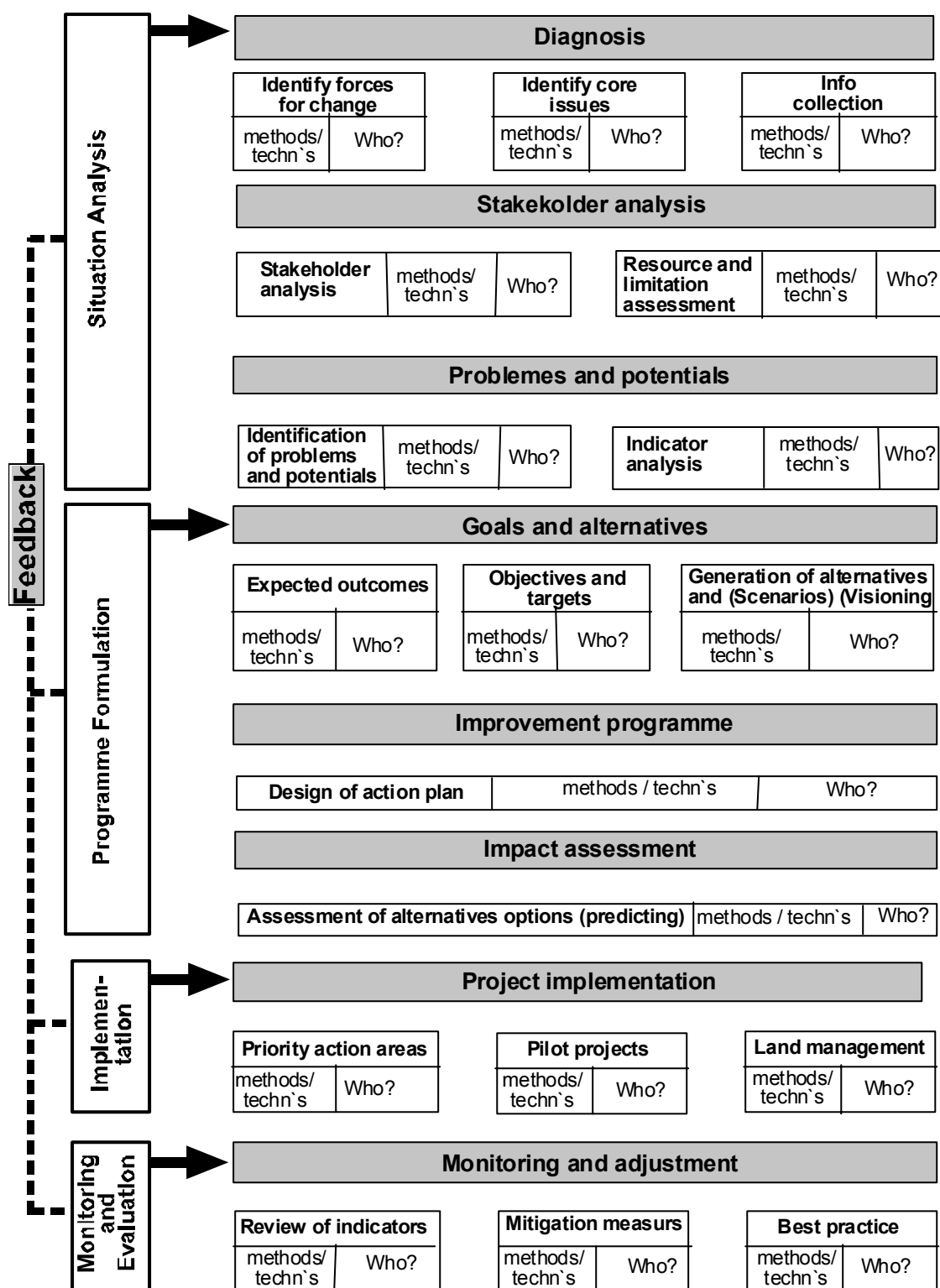


Figure 1: Preliminary LUDA Methodology

ding resources (in terms of national, European programs), past and present programmes as well as structural condition of the area will contribute to the framework for cooperation for the LUDA. A resource assessment can be carried out more or less simultaneously in order to assess the project's needs and limitations in terms of capital, manpower, time span, etc.

The core issues identified in the diagnosis stage will form the basis for the identification of **problems and the potentials** and the deeper analysis of indicators for the quality of life as a way of monitoring the future effects of change. These two elements form a reciprocal relationship: problems and potentials will be used as the basis for a sub-set of issues integrated in the developed indicator set; the core indicators will be used as part of a SWOT analysis in order to identify the problems and potentials of the LUDA.

Table 4: List of possible stakeholders and methods / techniques involved in the situation analysis phase

Stakeholders	
Elected representatives	Research institutions and technical centres
City administrators	Non-government agencies
Government agencies	Town planners
Regional authorities	Citizens
Local authorities	
Methods / Techniques	
Analysis of interconnected decision areas (AIDA)	Risk Assessment Method(s)
Analytic Hierarchy Process (AHP)	Semantic Differential
Availability of Public, Near-residential green spaces	Spider analysis
Brainstorming sessions	Strategic conversations
Cluster evaluation	Strategic Environmental Assessment*
Concordance analysis	Survey questionnaires
Cross impact analysis	Sustainability Appraisal*
Horizon scanning	SWOT analysis
Prospective Process Through Scenarios*	Life cycle analysis

4.2.2 Programme Formulation

The programme formulation phase is the most involved stage of the rehabilitation process in terms of **assessment** and devising an **action plan** for (re)development.

Goals and Alternatives

Once the problems and potentials of the LUDA have been defined, the expected outcomes of the project or programme and the associated objectives and targets can be developed and assessed. The objectives must be based on what is considered to be achievable in terms of the expected outcomes of the project or programme. The alternatives to the planned actions of the plan or programme are devised through the use of **visioning** techniques associated with developing scenarios. Usually three or four scenarios are generated for each alternative future, against which policy options can be tested and consequences identified. This approach is important for deciding how the objectives can be attained in terms of medium to long-term planning goals.

Improvement programme

Once the alternatives and scenarios have been generated a decision can be made on the design of the action plan. The action plan will involve a series of projects and sub-projects which will include both physical developments and socio-economic measures set to improve the quality of life in the LUDA.

Impact Assessment

After the design of the action plan it is then the responsibility of key actors to evaluate and compare the potential environmental and socio-economic impacts of the alternatives options using **predicting** methods and techniques associated with impact assessment. The objectives will be used as a benchmark against which the performance of alternatives under consideration will be appraised. Once the alternative options have been successfully evaluated and any modifications made, it will then be possible to implement the programme.

Table 5: List of possible stakeholders and methods / techniques involved in the programme formulation phase

Stakeholders	
Elected representatives	Property development companies
City administrators	Building and infrastructure owners
Government agencies	Banks and other financial backers
Regional authorities	Consultants
Local authorities	Urban designers
Research institutions and technical centres	Town planners
Non-government agencies	Development control officers
	Citizens
Methods / Techniques	
<i>Visioning methods and techniques (Foresight)</i>	<i>Predicting methods and techniques (impact assessment)</i>
Cluster evaluation	Community Impact Evaluation (CIE)
Competence trees	Cost Benefit Analysis
Cross impact analysis	Economic Impact Assessment
Horizon scanning	Environmental Impact Assessment (EIA)
Prospective Process Through Scenarios*	Integrated Sustainable Cities Assessment Method (ISCAM)
Prospective workshops	Quality of Life Capital Approach
Scenario development	MASTER (Managing Speeds of Traffic on European Roads)
Strategic conversations	Project Impact Assessment
Survey questionnaires	Social Cost-benefit Analysis (SCBA)
Visioning	Social Impact Assessment
Wind tunnel testing	
<i>Used in both visioning and predicting (Multi-criteria analysis)</i>	
Analysis of Interconnected Decision Areas (AIDA)	Multi-criteria analysis
Analytic Hierarchy Process (AHP)	Regime Analysis
Concordance Analysis	Spider analysis
Flag Model	
<i>Procedural methods (can be applied in all stages)</i>	
Strategic Environmental Assessment	Sustainability Appraisal

4.2.3 Implementation

Project implementation

After the design of the action plan and the assessment of alternative options it will be possible to devise priority action areas based on socio-economic and environmental goals. Prioritisation of pilot projects will be carried out by the stakeholders who will also decide on the organisation of responsibilities to implement the chosen projects. The feedback of the results of the implementation, coupled with the ongoing process of strategic impact assessment, will determine the longer-term success of the individual projects and the overall programme.

In terms of socio-economic related projects, impacts are less likely to be felt in the short-term so it is more likely that community based initiatives will be employed at the outset to encourage social inclusion and local governance.

Physical redevelopment projects should rely on good land management in terms of securing tenure for residents, sustainable land use, resource management, utilisation of types and densities, and producing a safe and efficient transport and utilities infrastructure. The employment of performance indicators and effective public participation are essential to ensure sustainable land management.

Table 6: List of possible stakeholders and methods / techniques involved in the implementation phase

Stakeholders	
Elected representatives	Building and infrastructure owners
City administrators	Town planners
Government agencies	Consultants
Regional authorities	Development control officers
Local authorities	Transport and utility service providers
Research institutions and technical centres	Facilities managers
Non-government agencies	Insurers
Property developers	Citizens
Methods / Techniques	
Analysis of interconnected decision areas (AIDA)	Risk Assessment Method(s)
Analytic Hierarchy Process (AHP)	Strategic Environmental Assessment*
Brainstorming sessions	Sustainability Appraisal*
Concordance analysis	SWOT analysis
Regime Analysis	

4.2.4 Monitoring and Evaluation

Monitoring and adjustment

Monitoring requires the review of indicators benchmarked against the baseline data collected during the diagnosis and analysis stages. Consultants and practitioners may want to rely on practiced methods and techniques developed specifically to monitor indicators associated with impacts or they may rely on using their own reviewing procedures. The diamond set of indicators developed by IOER in the LUDA project may help with this process. Mitigation measures may have to be put into place if there are any unforeseen detrimental effects.

Some mitigation measures may impose additional social or economic costs therefore re-evaluation of the proposals may be required.

Re-evaluation will take place after the actors involved in the programme are sufficiently satisfied with the short to medium-term progress of the programme. In terms of LUDA, it is important to transfer valuable knowledge and experience of the regeneration process to other cities in terms of best practice and lessons learnt, i.e. *What lessons have been learnt? What works well? What would be done differently?*

Table 7: List of possible stakeholders and methods / techniques involved in the monitoring phase

Stakeholders	
Elected representatives	Research institutions and technical centres
City administrators	Non-government agencies
Government agencies	Consultants
Regional authorities	Transport and utility service providers
Local authorities	Facilities managers
	Citizens
Methods / Techniques	
Analysis of interconnected decision areas (AIDA)	Risk Assessment Method(s)
Availability of Public, Near-residential Green Spaces	Semantic Differential
Analytic Hierarchy Process (AHP)	Strategic Environmental Assessment*
Brainstorming sessions	Sustainability Appraisal*
Regime Analysis	SWOT analysis

5 Experiences of case-study cities regarding the application of methods and techniques in the rehabilitation process

5.1 Method of analysis

It is important to contribute towards good practice in the application of methods and techniques, and compare the procedures used in the sustainable evaluation of LUDA across the six case-study cities. This can be achieved through determining the level of experience and knowledge of the listed methods and techniques and describing certain methods and techniques which the technicians have applied in the rehabilitation process.

It was decided at the workshop in Valenciennes that the best way to obtain this information from the case-study cities would be for the associate research partner to carry out an interview with the technician(s) in the city. This was put into place in order to bridge the gap between city and research, so providing on-hand support if required.

The technician(s) in the cities were asked to specify their level of experience and knowledge of the listed methods and techniques. The results of this survey are illustrated in table 8. The research partner then asked the technician(s) to report on the experience of three methods and techniques which they feel are most important for addressing the LUDA agenda using a structured interview format (Annex 3). The criteria in this format mainly relates to that in the LUDA framework (see figure 2) but other questions were asked in terms of its implementation (strategic/operational); financial resources; type of data used; and a SWOT

analysis of its use. The results of these interviews on the reported methods have been quantified in the form of table 9. The criteria relating to strategy / objectives and SWOT analysis haven't been included in the table as they are more descriptive but may be carried forward into future work.

5.2 *Comparative analysis of the six case-study cities as to their experiences of methods and techniques applied in the rehabilitation process*

5.2.1 Level of experience and knowledge of the listed methods and techniques across the six case-study cities

In terms of table 8 it's interesting to see that Dresden and Valenciennes have very limited knowledge and experience, while the remaining cities, particularly Bratislava, have quite a vast experience of the listed methods and techniques. This emphasises the different procedures for carrying out sustainable evaluation in the different cities and European countries in general. In particular, German cities like Dresden are much more likely to have to adhere to defined procedures relating to national building law and administration, rather than practice methods and techniques set in the European/Global agenda. In contrast, local practitioners in the UK, Portugal, Slovakia and Italy are not restricted by national jurisdictions and can practice methods and techniques freely in the context of planning and rehabilitation.

Craigmillar (Edinburgh) has decided to appraise the policy, plans, programme and project in question using the standard requirements of Multi-criteria based assessment put forward by the Office of the Deputy Prime Minister¹. These are based on national policy requirements but unlike Dresden and Valenciennes, these include many methods and techniques that are already widely practised in European planning such as Cost-benefit Analysis. There are methods and techniques, such as performance criteria matrix, which haven't been included in table 8, but which will be explored in further detail as part of the evaluation of planning procedures and methods relating to national policy requirements in the case-study cities, for Deliverable 6.

Valenciennes is in a similar situation to Dresden in the sense that they rely solely on procedures and methods defined at national policy level. However, Valenciennes has gone a stage further by trying to identify the methods and techniques they use that are equivalent to the ones in the master list. These equivalent tools have not been represented in table 8 but will be considered in the next iteration of work when a wider comparative analysis of the six case-study cities will take place.

Both Lisbon and Edinburgh regularly use the 'Visioning' technique in their evaluations but have failed even to acknowledge the Prospective Process through Scenarios method which is a more rounded process structure for analysing future alternative scenarios. As demonstrated in Table 9 (Chapter 6), it has a wide scope of analysis, covering a number of different issues and scales, so therefore would prove useful for the cities. Of the six cities, only Bratislava uses the Prospective Process through Scenarios method regularly within the rehabilitation process. Bratislava is also the only city to practice Strategic Environmental Assessment on a regular basis, with Lisbon using the method occasionally. This is despite

¹ DTLR multi-criteria analysis manual,
http://www.odpm.gov.uk/stellent/groups/odpm_about/documents/pdf/odpm_about_pdf_608524.pdf

the European Directive stating that it must be implemented in all European Member States by this summer 2004.

Bratislava has the most extensive experience of methods and techniques across the six case-study cities. Not only do they practice the more generic methods and techniques, they also show a willingness to use and get to know methods which are not so widely practised by technicians in cities, such as the Prospective Process through Scenarios method. This may be because their research partner, SUT, has an extensive knowledge and expertise of methods and techniques, especially associated with impact assessment methods. Bratislava has been able to benefit from the close relationship that exists between the city and research partner and use this new found knowledge to tackle the extensive range of problems that exist in the LUDA.

Those listed methods and techniques that do not feature at all across the case-study cities, both in terms of experience and knowledge, include: Flag model; Horizon Scanning; MASTER; Regime analysis; Wind Tunnel testing.

This does not necessarily mean these methods and techniques should be excluded from the master list, quite the opposite in fact. This implies a lack of knowledge of these methods and techniques rather than a disregard for them. It is true to say that Flag model and Regime analysis are more complex multi-criteria methods which may need further explanation from the research community. However, it less clear why more cities are not using the Horizon Scanning and Wind Tunnel testing techniques, especially Bratislava as they regularly use the Prospective Process through Scenarios method, which incorporates these techniques within its process. This implies that the city either doesn't have an extensive enough knowledge of the method or they have chosen to limit its scope.

Table 8: Level of experience and knowledge of methods and techniques applied in LUDA cases

Methods/Techniques	Dresden	Valenciennes	Florence	Edinburgh	Lisbon	Bratislava
Analysis of Interconnected Decision Areas (AIDA)						
Analytic Hierarchy Process (AHP)						
Availability of Public, Near-residential Green Spaces						
Brainstorming sessions						
Cluster Evaluation.						
Community Impact Evaluation (CIE).						
Competence Trees*						
Concordance Analysis						
Cost Benefit Analysis (CBA)						
Cross impact analysis						
Ecological footprint						

Methods/Techniques	Dresden	Valenciennes	Florence	Edinburgh	Lisbon	Bratislava
Economic impact Assessment						
Environmental Impact Assessment (EIA)						
Environmental Impact Model (ENVI) NEW						
Flag Model						
Horizon Scanning						
Integrated Sustainable Cities Assessment Method (ISCAM)						
Life Cycle Analysis (LCA)						
MASTER (Managing Speeds of Traffic on European Roads)						
Multi-Criteria Analysis (MCA)						
Project Impact Assessment						
Prospective Process Through Scenarios						
Prospective workshops						
Quality of Life Capital Approach						
Regime Analysis						
Risk Assessment Method(s)						
Scenario Development						
Semantic Differential						
Social Cost-benefit Analysis (SCBA)						
Social impact assessment (SIA)						
Spider Analysis						
Strategic Conversations						
Strategic Environmental Assessment (SEA)						
Survey Questionnaires						
Sustainability Appraisal						
SWOT analysis						
Visioning						
Wind tunnel testing						

Key:

Use regularly



Use occasionally



Aware of

In summary the cities can be split into two distinct groups in terms of their experience of the application of methods and techniques:

- a) Dresden (Germany) and Valenciennes (France) rely solely on the application of methods and procedures defined at national policy level. The methods and techniques in the list they have specified as using are very generic and can be used in any given situation, and
- b) Edinburgh (UK), Florence (Italy), Lisbon (Portugal) who have an adequate knowledge and experience of the listed methods and techniques, mainly concerned with well-established methods, such as Cost-Benefit analysis, Project Impact Assessment, etc. These cities may also use methods and techniques that are not in the master list but closer inspection, especially of Lisbon and Florence, will help determine whether or not these have been defined at national policy level or if it there is simply a problem with disparities in terminology. Bratislava can also be considered in this group but the city stands apart from the others in terms of the vast experience and knowledge of the listed methods and techniques. The experiences of evaluation in Bratislava should be used as a benchmark against which the other cities should follow.

In terms of group a) there is also a question of whether Dresden and Valenciennes do actually have a very limited experience of the listed methods and techniques or whether it is a case of external consultants using the methods and not the technicians in the municipality. While the technicians in the cities may be tied into using defined procedures set at national policy level, consultants, who are often employed by the city to carry out evaluations, may not be impeded by such restrictions. In light of this, a serious consideration will be whether these two cities have the capability to implement the methods and techniques that will be put forward in the inventory database and the Compendium. These issues will need to be addressed in the next iteration of work.

5.2.2 Towards good practice in the application of methods and techniques across the six case-study cities

The results in table 9 give a preliminary idea of what may constitute good practice across the six case-study cities. This can be first achieved in terms of examining those methods and techniques that the technicians recommend for addressing the LUDA agenda. Dresden and Valenciennes are slightly different in the sense that they are restricted by the methods and techniques they can put forward.

The criteria that has scored the methods and techniques (highlighted in bold) relates to that in the LUDA Framework (Figure 2), as well where they have been applied (strategic and operational). This criterion gives an indication of the scope of the methods and techniques covered in analysis. The remaining criteria related to finance and data have been included in table 9 simply for information purposes.

Those methods and techniques which score highly generally give an indication of generic and well-established, with a wider scope of analysis covering all scales and issues. For instance, in Dresden both workshops and SWOT have higher scores emphasising their ability to be used in all manner of situations. Brainstorming session on the other hand, which has been put forward by Florence, is an example of a generic technique that does not score so highly. This is because the city is reporting on the technique in a given situation. While ordinarily one would expect this technique to cover a wide range of issues, in relation to this

particular application, it was used only to address the urban situation and involved a smaller cross-section of stakeholders.

It is clear from the reports that some cities, principally Bratislava and Edinburgh, are keen to demonstrate that the methods and techniques they practise in the city are carried in sequence and therefore should be considered together rather than separately. This is illustrated in table 9, whereby the methods put forward by Bratislava have all been applied in plans and programmes and the other criteria relating to stakeholders and scale of assessment are very closely related. Interestingly, Scenario Development is carried out within the Predicting step along with SEA, despite being ordinarily linked to the Visioning step. In the report the technicians in Bratislava made it clear that the methods aren't just applied in sequence, they are also practised in conjunction and support of other methods and techniques. For instance, scenario Development is supported by brainstorming sessions, and SEA is used in conjunction with Multi-criteria analysis and Analytic Hierarchy Process. With this in mind, Bratislava may be one of the cities capable of providing good practice in the future.

Environmental Impact Assessment has been put forward by Florence but in general the cities have recommended the more generic techniques (e.g. Brainstorming session) and wide scoping methods (e.g. Prospective Process through Scenarios) have been put forward by the cities. This gives some indication as to the priority of the cities in terms of choosing flexible methods that address a wide-range of issues and can be used in any given situation. While it is good to use methods and techniques such as these, which can be applied in all manner of situations, it is also important to practice methods and techniques which can be used to address certain issues, lending to a more precise assessment.

Unfortunately gaps do still exist in the table both in terms of the full report from the city of Valenciennes, and within the reports of Lisbon (scale of assessment) and Bratislava (issues). This may be a result of lack of understanding of the task at hand, problems of translations or insufficient knowledge. There may be an opportunity to carry out a more detailed analysis of the application of methods and techniques in the case-study cities which will form part of an interim report. The research procedure may be reviewed in light of the reports received from the cities so far.

Table 9: Quantified results of interviews with the case-study cities

Case-study city	Methods and techniques										Financ e		Data											Scale of assessment									Totals
		Strategic		Operation al		Evaluation step									Stakeholders					Issues				Space					Time				
		Policies	Plans	Programmes	Projects	Diagnosis	Visioning	Predicting	Implementing	Monitoring	Public	Private	Qualitative	Quantitative	Civic service	Private enterprise	Planning	Operational	Citizens	Economic	Environmental	Social	Urban	City	District	Neighbourhood	Estate	Building	Short (<5 yrs)	Medium (5--20y)	Long (> 20yrs)		
Dresden	Monitoring system	X	X							X		X	X	X					X	X	X	X	X	X							X	11	
	SWOT analysis		X	X	X	X	X				X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	21	
	Workshop	X	X	X	X	X	X				X	X	X		X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	22	
Edinburgh	Visioning		X			X	X				X	X	X		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X		18	
	Scenario Building		X			X	X				X	X	X		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X		18	
	Cost-Benefit Analysis			X	X			X	X	X	X	X		X	X	X	X		X	X	X	X		X	X	X	X	X	X	X		19	
Florence	Brainstorming session		X		X	X	X	X			X			X		X						X	X	X	X	X	X	X	X	X		15	
	Cost-Benefit Analysis				X			X	X		X	X		X		X						X	X	X	X	X	X	X	X	X		13	
	Environmental Impact Assessment	x	x		X			X	X	X	X	X	X		X		X				X		X	X	X	X	X	X	X	X		16	

25

6 Detailed descriptions of methods and techniques

Although short descriptions of the methods and techniques are supplied as part of Deliverable 4, this is not enough for the cities to fully understand the workings of each method. More detailed descriptions of the methods and techniques are required using a pro-forma layout.

6.1 Knowledge and expertise of methods and techniques by the research community

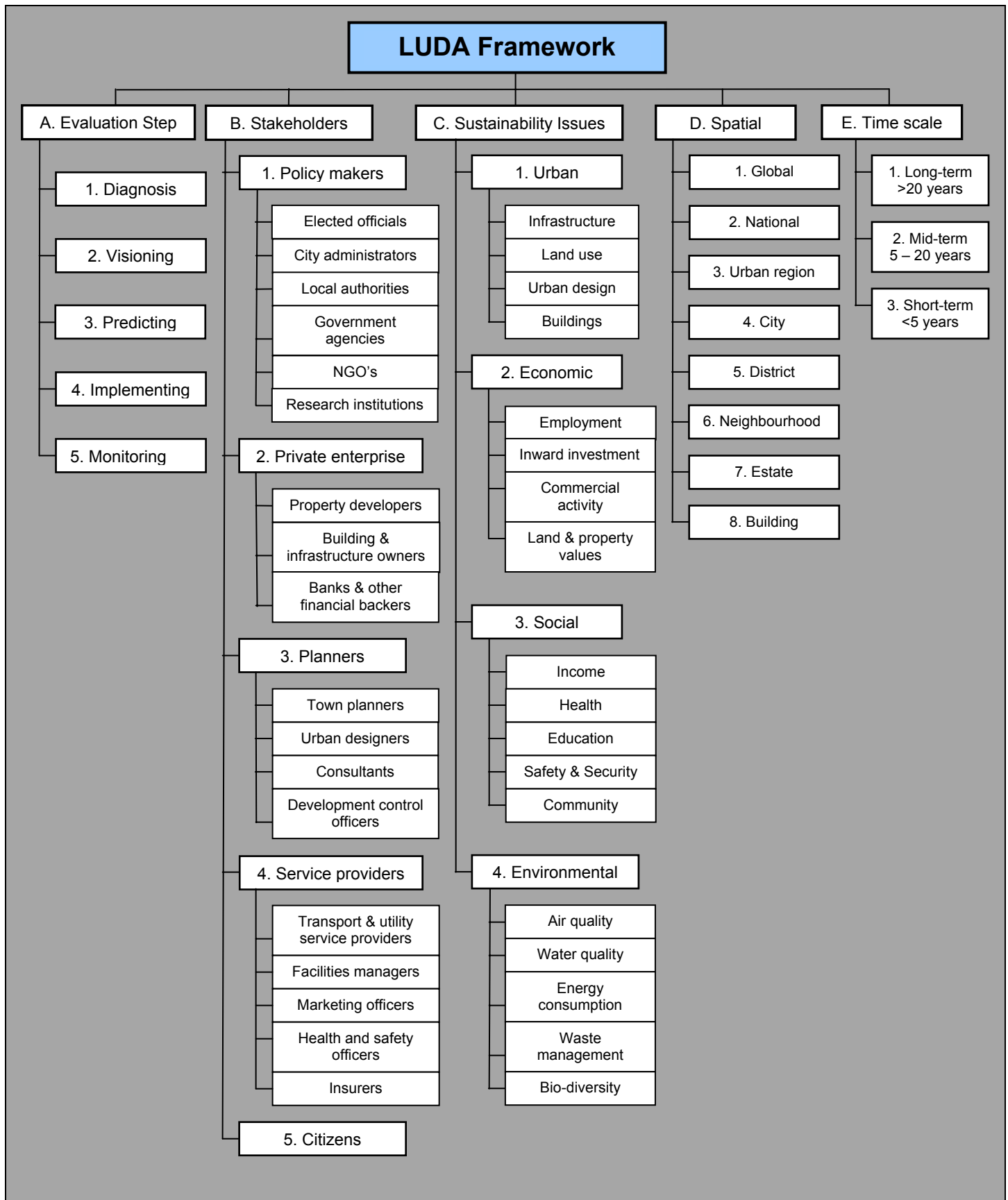
The research partners were asked to specify which of the methods and techniques in the master list they have knowledge of and which they have had experience of using. This consultation exercise, of which the results can be found in Annex 1, highlighted the different levels of expertise across the research partners. While DIT and SUT both exhibit a vast expertise in methods and techniques, other partners are not so experienced in sustainable evaluation. The partners with the least expertise tended only to have experience of using only generic techniques, such as survey questionnaires and SWOT analysis. The research partners with experience rather than just knowledge were chosen to complete the pro-forma as they will be better equipped to report on those methods and techniques. Despite the different levels of expertise among the research partners, it was still possible to distribute the methods and techniques in a way that no one partner had to complete more than five descriptions.

6.2 Pro-forma and the LUDA Framework

The pro-forma of assessment methods and techniques and the associated LUDA Framework were adapted from the work of the BEQUEST project². As it is demonstrated in the LUDA Framework in Figure 2, 'Development Activity' has been replaced by 'Evaluation Step', which is in-keeping with the work that has already been developed as part of work package 2 (D4). A stakeholder classification has also added to the framework, as forming roles within the individual case-study cities has been influential for the project. As part of the pro-forma it is important to establish who is responsible for both applying the method / technique and those stakeholders involved in the consultation / decision-making process. The Sustainability issues have been adapted so that they are now more in line with LUDA agenda, with more focus on local regeneration issues rather than issues concerned with the wider sustainability agenda. The criteria relating to the scale of assessment (D and E) have stayed the same as in the BEQUEST project but obviously there will be more focus on methods and techniques applied at the local to city scale.

² www.research.scpm.salford.ac.uk/bqextra

Figure 2: LUDA Framework



The criteria in the LUDA Framework relate to sections 3 to 6 in the pro-forma (see Annex 4 for template). The reporters can use the criteria and sub-criteria in the LUDA Framework as a guide for determining the answers to these particular questions.

The LUDA Framework relates to a lot of the analysis and work that has been carried out so far as part of Work package 2. In particular, the criteria in the framework associated with the evaluation steps, sustainability issues and scale of assessment, have been used in Deliverable 4 to categorise the assessment methods and techniques in terms of their ability to address this criteria.

The criteria in the LUDA Framework has also been used as the foundation of the standard reporting format (D7/D11) which was developed by USAL as a way of co-ordinating the datasets from WP2, WP3 and WP5. It is particularly important to determine the timescale and spatial extent of the rehabilitation programme in the case-study cities and the reference cities.

6.3 Detailed descriptions of assessment methods and techniques

The draft detailed descriptions of assessment methods and techniques can be found in Annex 4. Once these have been checked over by the other research partners who have knowledge / expertise of each of the methods, these will be integrated into the inventory database (Deliverable 6) and the overall LUDA Toolkit to be disseminated via the intranet / internet.

Table 10 consolidates the findings of the descriptions in relation to the criteria in the LUDA Framework (Figure 2). This table is important for representing the scope of the assessment methods and techniques so that the representatives in the cities can make on-hand judgements about which method or technique is most suitable for addressing the situation in their LUDA. This will sit inside the Compendium so that cities will have the best possible access to this piece of information.

This matrix is similar to table 9 which consolidates the results of the interviews of the case-study cities as to their experiences of methods and techniques. However, while the descriptions in table 9 have been applied to actual situations in the LUDA cases, the criteria relating to table 10 is based on a general description of the methods and techniques supplied by the research community. Also, for the general descriptions, more emphasis has been placed on the criteria in the LUDA Framework, rather than on other factors relating to where the method or technique has been applied (strategic / operational).

By adding up the scores relating to the criteria it may be possible to make assumptions about the scope of the methods and techniques. For instance, a higher score may represent more generic techniques, such as SWOT analysis, which can be used in all manner of situations; but it may also indicate that these methods are best equipped to address the LUDA situation as they cover a wider scope of analysis.

Table 10: Scope of assessment methods and techniques derived from detailed descriptions

Criteria – LUDA Framework (A-E)	Evaluation step					Stakeholders					Issues				Spatial scale								Time-scale			
Methods / Techniques / Sub-criteria	Diagnosis	Visioning	Predicting	Implementing	Monitoring	Policy makers	Private enterprise	Planners	Service Providers	Citizens	Urban	Economic	Social	Environmental	Global	National	Urban region	City	District	Neighbourhood	Estate	Building	Long-term >20 years	Mid-term 5-20 yrs	Short-term <5 years	TOTAL
Analysis of Interconnected Decision Areas (AIDA)	X	X				X	X	X			X	X	X	X		X	X	X	X	X				X	X	16
Analytic Hierarchy Process (AHP)	X	X	X	X	X	X	X	X		X		X	X	X		X	X	X	X	X	X	X		X	X	21
Availability of Public, Near-residential Green Spaces	X					X		X			X			X				X	X	X	X			X	X	11
Brainstorming sessions*																										
Cluster Evaluation	X				X	X		X			X		X		X	X	X	X	X					X	X	13
Community Impact Evaluation (CIE).	X		X					X		X	X	X	X	X					X	X	X	X		X	X	14
Competence Trees	X	X				X	X						X				X	X	X	X					X	10
Concordance Analysis			X			X		X			X		X		X	X	X	X	X	X	X	X		X	X	15
Cost Benefit Analysis	X	X	X	X	X	X		X		X	X	X		X			X	X	X	X	X	X	X	X	X	20
Cross impact analysis			X			X		X			X	X	X	X		X	X	X	X	X			X	X		14
Ecological footprint																										
Economic impact Assessment				X	X	X	X			X	X	X		X				X	X	X	X		X	X		14
Environmental Impact Assessment (EIA)	X		X			X		X			X			X					X	X				X		9
Environmental Impact Model (ENVI) NEW			X			X	X	X	X	X	X		X	X				X	X	X	X		X	X		15
Flag Model																										
Horizon Scanning*	X					X		X		X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	18
Integrated Sustainable Cities Assessment Method (ISCAM)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	25

Missing descriptions

Methods / Techniques / Sub-criteria	Diagnosis	Visioning	Predicting	Implementing	Monitoring	Policy makers	Private enterprise	Planners	Service providers	Citizens	Urban	Economic	Social	Environmental	Global	National	Urban region	City	District	Neighbourhood	Estate	Building	Long-term >20 years	Mid-term 5-20 yrs	Short-term <5 years	TOTAL
Life Cycle Analysis (LCA)	X		X		X	X		X		X				X							X		X	X	X	11
MASTER (Managing Speeds of Traffic on European Roads)			X			X		X	X	X	X		X	X		X	X	X	X	X			X	X	X	16
Multi-Criteria Analysis (MCA)																										
Project Impact Assessment		X		X		X		X						X						X	X		X	X		9
Prospective Process Through Scenarios*	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Prospective workshops*	X	X	X	X		X	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	20
Quality of Life Capital Approach			X		X	X	X	X	X	X	X	X	X	X		X	X	X	X	X				X	X	18
Regime Analysis																										
Risk Assessment Method(s)	X	X				X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	20
Scenario Development*		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	21
Semantic Differential		X				X		X		X	X							X	X	X	X		X	X		11
Social Cost-benefit Analysis (SCBA)																										
Social impact assessment (SIA)			X			X	X	X		X			X					X	X	X	X		X	X		12
Spider Analysis																										
Strategic Conversations*	X	X				X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	20
Strategic Environmental Assessment (SEA) / Strategic Impact Assessment (SIA)			X			X	X	X		X	X			X		X	X	X	X	X	X			X	X	15
Survey Questionnaires*	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X			X	22
Sustainability Appraisal			X			X		X			X	X	X	X		X	X						X	X		11
SWOT analysis*	X	X	X	X	X	X	X	X			X	X	X	X			X	X	X	X	X			X	X	19
Visioning*		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	21
Wind tunnel testing*		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	21
TOTALS	17	16	17	9	10	30	18	29	9	19	25	18	22	24	12	19	22	26	27	28	23	14	20	29	22	

*Futures methods and techniques

6.3.1 Summary findings

It is clear from the findings illustrated in table 10 that a direct comparison can be drawn between those methods and techniques which score highly and those that have lower scores. Those that score highly (18-24) have a wider scope of analysis which is generally associated with the group of Futures methods and techniques which rely on the participation of several stakeholders; are not restricted by the issues they represent; and cover all scales of assessment. While many of these methods and techniques can only really be applied within the Visioning step, some techniques can be useful in many or all the evaluation steps. These generic techniques, such as SWOT analysis and survey questionnaires, can also be used separately and in support of other methods. At the forefront of the Futures methodology is the Prospective Process through Scenarios method which incorporates many of the techniques highlighted* in table 10 within its process. This method has the second widest scope of any of the listed methods and techniques in the table, relying on active participation to come to subjective judgements on future alternative scenarios. The method with the widest scope is the Integrated Sustainable Cities Assessment Method (ISCAM) which is not so widely publicised but could make a valuable contribution to the cities. It is a complex method with the prototype covering a strict range of issues and scales, i.e. focusing on the urban environment, while the qualitative strand is more in line with the Futures Methodology with a more participative, flexible approach. Cost-benefit analysis is the only non-futures method / technique not to fall within this grouping. CBA is a popular method for assisting in decision-making as it both analyses a range of development options and evaluates the impacts of the proposal in question. It therefore has a wide scope of analysis, covering all evaluation steps and a broad range of issues.

The other group of methods, which have lower scores (9-17), can be usually be attributed to methods and techniques that address a particular problem. Impact assessment methods usually belong to this category as they are implemented in order to assess the causal effects of an action or set of actions. These methods tend to rely on objective and evidence-based assessment, so they therefore have a limited scope of analysis associated with particular issues, time-scales and spatial scales, as well as employing a restricted group of stakeholders with a particular expertise. For instance, both project impact assessment and environmental impact assessment are employed to assess environmental concerns and are only usually implemented at the project scale, i.e. estate to neighbourhood. At the same time social impact assessment is restricted to assessing social effects at the project scale, while Life-cycle analysis is only useful for addressing environmental considerations at the building level. Although sustainability appraisal (SA) covers all issues, it is also a targeted, empirical-based assessment which is restricted by its decision-making processes. Strategic environmental assessment (SEA) is similar to SA but covers a wider scale of assessment from project level up to global, as well as employing a wider range of stakeholders; although it is restricted to just environmental considerations.

Although some methods and techniques have not yet been described using the pro-forma, observations can still be made as to the values of the criteria in relation to the methods and techniques. A clear pattern arises when the number of hits is scored in relation to each criterion. As expected the most popular evaluation steps are Diagnosis; Visioning; Predicting as these are the most intensive phases of assessment. Policy makers and Planners are

most likely to be involved in applying the method and in the consultation process. Citizens only really feature prominently in participative methods and techniques such as in the Futures group. As with the results in Annex 2 (methods applied to issues that drive the rehabilitation process), methods and techniques are much more likely to consider urban and environmental issues. There are much fewer methods that address economic concerns, despite this being the most problematic area across the six case-study cities. The scale of assessment of the methods and techniques is most likely to be felt at the neighbourhood to city scale, with the prominent time-scale being medium-term (5-20 years). This is not surprising considering that LUDA's are usually measured at the district scale and most researchers specified the timescale of the methods as being either short to medium or medium to long.

7 Conclusions and Next Steps

7.1 Summary of key outcomes

- **Categorisation of assessment methods and techniques.** The master list of assessment methods and techniques has been categorised according to their prioritisation to the cities. It is evident that while some methods are already being regularly used by the cities; others are not so well-established but still have plenty to offer to the cities in terms of addressing certain problems and should be promoted in the project. In total 8 methods / techniques have been set aside but not eliminated from LUDA.
- **Issues that drive the rehabilitation process.** These are derived from the LUDA cases as the cities will have first-hand experience of those issues that have been influential for driving forward the process of rehabilitation in their LUDA. The key issues, i.e. those that affect five or more cities have been identified as: quality urban design, transportation, public-private partnerships, economic activities, access to finance and social aspects. Direct comparisons have been made between the key issues that drive the rehabilitation process and the most common problems (identified in D4) with economic and urban aspects holding prominence. It is important to evaluate whether or not it is possible to evaluate these issues using the methods and techniques in the master list. A consultation exercise with the research partners found that there is a distinct lack of methods and techniques to address economic aspects.
- **Preliminary Methodology.** This was put together in response to the stages in the standard reporting format and the elements derived from the CoSGOP approach. The Methodology is particularly important for providing a step-by-step approach to identifying those methods and techniques that could be used at different stages of the process and the stakeholders that can support the decision-making process.
- **Experiences of the case-study cities as to the application of methods and techniques.** It was first important to identify which methods and techniques the case-study cities have experience of using in the rehabilitation process; but also to ascertain where the methods are being applied; what issues are they addressing; and at what scales they are being assessed. The latter will eventually contribute towards determining good practice across the case-study cities as to the application of methods and techniques in the rehabilitation process. The results so far show a leaning towards generic methods and techniques, including many of the Futures techniques, as they offer a flexible, participative approach with a wider scope of analysis. Dresden and Valenciennes are almost set apart from the other cities as they rely on the use of procedures set at the national policy or city level rather than the listed methods and techniques. This is something that will be further explored in the next iteration of work.
- **Detailed descriptions of methods and techniques.** A consolidated table quantifies the reports of the methods and techniques in relation to the pro-forma and the LUDA Framework. This emphasises the wide scope of analysis associated with the Futures methods and techniques which have a more flexible approach. In contrast impact assessment methods are shown to be more restricted in scope, as they tend to rely on objective, evidence based assessment to address certain problems in the LUDA.

7.2 *Next Steps / Objectives*

- *To identify and compare procedures implemented in planning and rehabilitation across the six case-study cities*

The experiences of the case-study cities as to the application of methods and techniques has highlighted the possibility that many cities use planning procedures related to national policy guidance rather than rely on methods and techniques set in the European/Global context. It is therefore important to identify and compare these procedures across the six case-study cities and assess whether these can transferable to other cities.

- *To gain best practice from the reference cities as to the application of assessment methods and techniques in the rehabilitation process*

The reference cities are at a later stage in the rehabilitation process than the case-study cities and so they are more likely to be able to offer best practice in the application of assessment methods and techniques. The experiences of the reference cities, including the recommendation of certain methods and techniques, will be derived from the information gathered as part of WP3.

- *To bring two or three methods to the forefront of the sustainable evaluation of LUDA*

It is imperative that two or three methods are singled out for best addressing the LUDA problem in the cities. According to the European Directive **Strategic Environmental Assessment** (SEA) must be implemented in all European Member States by this summer. Therefore it is imperative that SEA is promoted to the cities in a coherent way. **Prospective Process through Scenarios** is a rounded Futures method which considers the creation and examination of alternative scenarios. Its wide scope and flexible approach means that it will be easily transferable to the cities.

- *To refine the methodology in terms of the practical experience of LUDA in the case-study cities*

At the moment the methodology relies on preconceptions about the shape of the rehabilitation process based on desktop research rather than practical experience in the cities. Therefore, as part of D6, efforts will be made to ground the methodology in line with more empirical-based evidence from the case-study cities.

- *To provide an inventory database of sustainable urban development, assessments, tools and methods to be disseminated via the intranet / internet*

The inventory database will consist of much of the information referred to in the above objectives as well some of the work carried out for Deliverable 5, in particular the detailed descriptions of the methods and techniques. A draft inventory database is likely to be delivered by the 7th project workshop in Salzburg and much of this will be disseminated in a comprehensible way via the compendium.

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Life cycle assessment: <http://www.gdrc.org/uem/lca/lca-define.html>

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Annex 1: Research community's expertise of methods and techniques: Expert pool and partner responsible for reporting

Methods/Techniques	Experience	Knowledge	Reporter
Analysis of Interconnected Decision Areas (AIDA)	IOER	UNIFI	IOER
Analytic Hierarchy Process (AHP)	SUT	NAPIER; SUT; SMASH; UNIFI	SUT
ASSIPAC (Assessing the Sustainability of Societal Initiatives and Proposed Agendas for Change)		NAPIER	?
Availability of Public, Near-residential Green Spaces	DGGS, IOER	DGGS, IOER	IOER
Brainstorming sessions	DGGS; DIT; IOER; SMASH; UNIFI; USAL	DGGS; DIT; IOER; NAPIER; ISMASH; UNIFI; USAL	DGGS
BRE Environmental Management Toolkits		DGGS; DIT; USAL	?
Cluster Evaluation.	SUT; ULHT	SUT	ULHT
Community Impact Evaluation (CIE).	NAPIER; SMASH; SUT	DGGS; NAPIER; SMASH; SUT; USAL	NAPIER
Competence Trees*	DIT; IOER; SUT	DIT; IOER; SMASH; SUT	DIT
Concordance Analysis	ULHT		ULHT
Contingent Valuation Method (CVM)		DGGS; NAPIER	?
Cost Benefit Analysis	DIT; NAPIER; IOER; SUT; ULHT	DIT; NAPIER; SMASH; SUT; UNIFI; USAL	NAPIER
Cross impact analysis	DIT; SUT; ULHT	DIT; SUT; UNIFI	ULHT
Ecological footprint	NAPIER; IOER; SUT; USAL	DGGS; DIT; NAPIER; SUT	IOER
Economic impact Assessment	DGGS; NAPIER; SMASH; SUT	DGGS; DIT; NAPIER; SMASH; SUT	SMASH
Environmental Impact Assessment (EIA)	SMASH; SUT; ULHT	DGGS; DIT; NAPIER; SMASH; SUT; ULHT; USAL	SMASH

Methods/Techniques	Experience	Knowledge	Reporter
Environmental Impact Model (ENVI) NEW	SUT	NAPIER; SUT	SUT
Flag Model		DGGS; NAPIER	?
Hedonic Analysis		NAPIER	?
Horizon Scanning	DIT	DIT	DIT
Integrated Sustainable Cities Assessment Method (ISCAM)	SUT	SUT	SUT
Indicator Impact Model (INDI) NEW		SUT	?
Life Cycle Analysis (LCA)	IOER; USAL	DIT; NAPIER; SMASH; SUT; USAL	USAL
MASTER (Managing Speeds of Traffic on European Roads)		USAL	?
Meta Regression Analysis (MRA)			?
Multi-Criteria Analysis (MCA)	NAPIER; SUT; ULHT	DGGS; NAPIER; SUT; USAL	NAPIER
Project Impact Assessment	SMASH; SUT	SMASH; SUT	SMASH
Prospective Process Through Scenarios	DGGS; DIT; SUT	DGGS; DIT; SUT; ULHT; USAL	DIT
Prospective workshops	DGGS; DIT; SUT; ULHT	DGGS; DIT; SUT; USAL	DIT
Quality of Life Capital Approach		SMASH; USAL	?
Regime Analysis	UNIFI	UNIFI	UNIFI
Risk Assessment Method(s)	IOER; SUT; USAL	DGGS; SUT; ULHT; UNIFI	IOER
Scenario Development	DGGS; DIT; IOER; SUT; USAL	DGGS; DIT; SMASH; SUT; ULHT; USAL	DIT
Semantic Differential	SUT	USAL	SUT
Social impact assessment (SIA)	SUT	SMASH; SUT; USAL	SUT
Social Cost-benefit Analysis (SCBA)	NAPIER	NAPIER; SUT	NAPIER

Methods/Techniques	Experience	Knowledge	Reporter
Social impact assessment (SIA)	SUT	SMASH; SUT; USAL	SUT
SPARTACUS (System for Planning and Research in Towns and Cities for Urban Sustainability)		NAPIER; USAL	?
Spider Analysis	DGGS; IOER; NAPIER; UNIFI	DGGS; NAPIER; UNIFI; USAL	UNIFI
Strategic Conversations	DIT; SMASH	DIT; SMASH	DIT
Strategic Environmental Assessment (SEA) / Strategic Impact Assessment (SIA)	SUT	DIT; SUT; ULHT; USAL	SUT
Survey Questionnaires	DGGS; DIT; IOER; SMASH; SUT; ULHT; USAL	DGGS; DIT; IOER; SMASH; SUT	DGGS
Sustainability Appraisal	SUT	DIT; IOER; SUT; USAL	SUT
SWOT analysis	DGGS; DIT; IOER; NAPIER; SMASH; SUT; ULHT; UNIFI; USAL	DGGS; DIT; IOER; NAPIER; SMASH; SUT; ULHT; UNIFI; USAL	DGGS
System Dynamic Approach	SMASH	SMASH	SMASH
Visioning	DIT; NAPIER; SUT; USAL	DGGS; DIT; NAPIER; SUT; USAL	DIT
Wind tunnel testing	DIT	DIT; SUT; USAL	DIT

Consider setting aside due to lack of knowledge / experience across research community

Annex 2: Assessment Methods and Techniques applied to relevant issues that drive the rehabilitation issues (derived from the LUDA cases)

Methods / Techniques Issues	Urban design	Land use	Housing	Transport/ mobility	Economic activities	Public-private partnerships	Access to finance	Social aspects	Environment	No. of respondents
Ecological footprint	4	4	1	1	1	1		2	5	7
Environmental Impact Assessment (EIA)	4	7	3	3	2	2		3	7	7
Prospective Process Through Scenarios	7	5	5	5	4	4	4	4	7	7
SWOT Analysis	5	5	5	5	5	5	5	5	5	7
Cost Benefit Analysis	2	5	3	3	4	2	1	1	4	6
Scenario Development	5	3	2	3	3	3	2	4	4	6
Analytic Hierarchy Process (AHP)	1	3	2	3	2	1	2	2	2	5
Brainstorming sessions	5	5	3	3	1	4	3	5	5	5
Survey Questionnaires	4	2	5	4	3	2	2	5	3	5
Availability of Public, Near-residential Green Spaces	4	4	3	1	1			3	4	4
Community Impact Evaluation (CIE)	2	2		2	2	1		1	3	4
Prospective workshops	2	3	3	2	2	1	1	2	4	4
Spider Analysis	2	4	2	3	2	1	1	3	3	4
Visioning	3	4	4	4	4	2	2	4	4	4
ASSIPAC (Assessing the Sustainability of Societal Initiatives and Proposed Agendas for Change)	1	3		2		1		2	2	3
BRE Environmental Management Toolkits	2	2	2	2	2	1	1	2	2	3
Cluster Evaluation	1	1		1	1	1	1	2		3
Cross impact analysis	2	3	2	3	1	1		2	2	3
Economic impact Assessment	1	2	1	2	3		1	2	2	3
Life Cycle Analysis	3	3	2	1		1	1	1	2	3
Multi-Criteria Analysis (MCA)	2	2	2	2	1	1		2	2	3
Risk Assessment Method(s)	2	3	1	1	1			1	1	3
Strategic Environmental Assessment (SEA) / Strategic Impact Assessment (SIA)	2	2	1	1	2	1		1	2	3
Sustainability Appraisal	2	1	1	1	1	1	1	2	3	3
Competence Trees*					1	2	1	1		2
Contingent Valuation Method (CVM)		2	1	1	1		1		1	2
Flag Model	1	2						1	2	2
Regime Analysis					2	2	1	1	1	2

Methods / Techniques Issues	Urban design	Land use	Housing	Transport/ mobility	Economic activities	Public-private partnerships	Access to finance	Social aspects	Environment	No. of respondents
Social Impact Assessment (SIA)	1	1	1					1	1	2
SPARTACUS (System for Planning and Research in Towns and Cities for Urban Sustainability)	1	1	1	1	1			2	2	2
Strategic Conversations	2	2	2	2	2	1	1	2	2	2
Wind Tunnel Testing	2	2	2	2	2	2	2	2	2	2
Analysis of Interconnected Decision Areas (AIDA)	1			1		1				1
Concordance Analysis					1				1	1
Environmental Impact Model (ENVI) NEW	1	1		1		1		1	1	1
Hedonic Analysis	1	1	1	1						1
Horizon Scanning	1	1	1	1	1			1	1	1
Integrated Sustainable Cities Assessment Method (ISCAM)	1	1						1	1	1
MASTER (Managing Speeds of Traffic on European Roads)				1					1	1
Meta Regression Analysis (MRA)								1		1
Project Impact Assessment	1	1	1	1				1	1	1
Quality of Life Capital Approach	1	1			1	1		1		1
Semantic Differential		1	1							1
Social Cost-Benefit Analysis	1	1			1			1		1
Indicator Impact Model (INDI) NEW										0
System Dynamic Approach										0
Number of hits	83	96	65	70	61	47	34	78	95	

Set aside

Annex 3: Structured interview format for gauging the experiences of methods and techniques applied in LUDA cases

Questions / Requests for information	Criteria	Instructions	Commentary
What is your experience of methods and techniques applied in the rehabilitation process? Of the methods you have used which do you consider to be the most important for improving the quality of life of LUDA? Where has the method been implemented?	See attached masterlist of assessment methods and techniques a) Strategic - Policies (<i>A general direction that a governmental agency sets to follow, in order to meet its goals and objectives before undertaking an action programme</i>) - Plans (<i>the course of action for future development</i>) b) Operational - Programmes (<i>An action, activity, or strategy carried out in response to adopted policy to achieve a specific goal or objective</i>). - Projects (<i>the individual components or elements of an overall programme or scheme</i>).	Please complete the accompanying matrix which asks the respondent(s) to report their level of experience of methods and techniques, in term of: which they have used reguarly; which they have used occasionally; which they know about. Please report on the following questions in accordance with your experience of the application of up to three methods which you feel are most important for addressing the LUDA agenda (one method per set of questions). Please specify whether the method was implemented within policies, plans, programmes or projects. Was the method implemented on strategic grounds in terms of deciding a course of action or was it implemented within the operational course of an overall programme or an individual project? Please also try and include a description of its application in the policy, plan, programme or project. (no more than 300 words)	

At which evaluation step was the method applied?	• Diagnosis (<i>analyse the background situation of the LUDA, in terms of problems and potentials, etc.</i>) • Visioning (<i>develop scenarios and a strategic concept for the improvement of the quality of life in the LUDA</i>) • Predicting (<i>evaluation of alternatives in terms of assessing the potential impacts</i>) • Implementing (<i>look at how the programme will be implemented</i>) • Monitoring (<i>the benchmarking of indicators against the proposal objectives and targets</i>)	These are the evaluation steps that lie within the overall rehabilitation process. It is often a misconception that assessment takes place at one predetermined stage in the rehabilitation process when in fact all forms of analysis can be carried out throughout the process. Please choose one evaluation step where the method has been applied.
What is the strategy, objectives and/or targets of the application of the method?		What were they aiming to achieve from applying the method? What, in particular were the objectives of the assessment? e.g. to gain a better idea of local peoples' future aspirations for the area in which they live. (no more than 150 words).
Where were the financial resources obtained from in relation to applying the method?	a) Public funding- Municipality- Local - Regional, e.g. development authorities- National programmes- European funding, e.g. ERDF b) Private funding- Property developers- Multi-national corporations- Other organisations- Banks	What financial resources were used to apply the method? Were they from private sources, public sources or a combination of the two? Please try and be quite specific.
What type of data was used to apply the method?	a) Qualitative - In-depth interviews - Observation - Literature research, etc. b) Quantitative - Questionnaires - Statistical data - Environmental monitoring	What data collection tools were used to apply the method? For instance, survey questionnaires could be sent out to the local population as a form of public consultation.

What stakeholders were involved in applying the method?	Local authorities; regional authorities; government agencies; city administrators; research institutions; non-government agencies; property development companies; managing building and infrastructure owners; designers - architects, engineers etc; town planners; landscape architects; specialist consultants; development control officers; transport and utility service providers; facilities managers; citizens	Please specify the type of stakeholders involved in both a) applying the method and b) in the decision-making process. The latter will be those stakeholders consulted over issues that arise when carrying out the method. This could be citizens and/or a group of experts in the field.
What sustainable regeneration issues are most relevant to the method?	§ Urban (Condition / vacancy of buildings; Urban design quality; Vacant and underused land; Land contamination; Green spaces; Transport and Utility infrastructure; Social-cultural infrastructure; Image perception) § Economic (Jobs; Employment; Commerce, trade and business development; Inward investment; Small business start-ups; Land and property market) § Social (Income; Education; Health; Security and well-being; Community cohesion; Local Governance; Skills and training; Access to goods and services; Population (i.e. change, density and proportion of minority groups)) § Environmental (Bio-diversity; Water and air quality; Energy consumption; Waste management)	Please specify what sustainable regeneration issues are involved in the application of the method. Please ask the respondent(s) to be more specific about the range of issues that are covered in the application as shown in the criteria.
What is the spatial dimension of the application?	§ City § District § Neighbourhood, others?	This is the area of application (part of whole city) as well as the area over which impacts and results from proposed change will be felt.
What is the temporal dimension covered by this application?	Short term >5 years; Mid-term 5-20 years; Long-term <20 years	This is the timescale of the applied method as well as the temporal dimension of the impacts associated with the proposed change.

Please provide a SWOT analysis of the method's application	Strengths; Weaknesses; Opportunities; Threats of the application of the method	We are particularly interested in: what difficulties were encountered with applying the method; what benefits did they receive from applying the method; what potentials could be foreseen with the method. (no more than 150 words)	
TECHNICIANS INTERVIEWED	Designers; Engineers; Planners; Others?	It is assumed that the technicians in the municipality will be interviewed as they will have first-hand experience of applying the method(s) and technique(s). Please specify the respondents' name and occupation.	
REFERENCES		Please specify any references that were used to help apply the method (if any).	
DATE		Specify date of interview	

