Introduction

A glass house gardening area situated in the South of Vienna. Size has 40 hectares (400.000 m²) and is cut in two by the by the metro line U6 which runs on a dam (barrier).The area was a gardening area for a long time. Still a lot of properties are used for gardening (especially green house growing). Some of the owners have sold to building companies, some do not want to sell and some try to speculate. The place is perfectly accessible with 2 metro stations nearby. There would be place for approx. 5.000 to 6.000 apartments. The problems related to this area are related to the following questions:

- How can the area be developed not having all the properties in one hand. How can this one ownership realized or how can the area be developed without having all the realties in one hand ?
- A school campus of approx. 25.000 m² is needed. Where could such a campus be located and realized financed ? (properties for school buildings have to be provided by the developers).
- How to deal with the traffic? All the crossings close to the area are already jammed with cars in the peak hours. Can the two metro stations within this area suffice for efficient connection to and from this area?
- Which functions besides living are applicable there?
- How to organize the developing process?

On the bases of the earlier experiences with the involvement of international expertise in the framework of the Interreg IIIc Operation MILUnet, it was considered useful to invite the International Intervision Institute (II-I) the not for profit successor of the MILUnet project to organize an Implementation Lab for this glasshouse area, addressing the questions as mentioned above.

Organisation of a Implementation Lab

Workshop format

A Implementation Lab (3 days workshop) consists of a reference seminar (day 1), study visit (day 1), Implementation Lab(oratory) (day 2) and policy recommendation meeting (day 3).
In its efforts, the Implementation Lab format will serve the following aims:

- Increase awareness of the consequences (both positive and negative) of the concentration and/or mix of activities, or: multifunctional and intensive uses of space (urban land, water and green areas)
- Examine the extent to which such concentrated land use interventions contribute to social quality as well as the economic value and the quality and climate robustness of the physical structure of areas
- Consider appropriate containment strategies for cities using multifunctional and intensive land use mechanisms to preserve open space, nature, valuable landscape and water systems, while balancing regional development

Each Implementation Lab workshop is the result of carefully co-ordinated efforts between the host organisation and the International Institute Intervision.(III) .

Implementation Lab (IL)

Core of the three days workshop is the Implementation Lab.
The IL is an interactive session in which stakeholders of the host partner will work together on the spot with the III partners and experts. To maximize interactivity, the IL's are typically organised as open panel discussions involving planners from the host city/region. The Implementation Lab is meant to give momentum to a local/regional project, by implementing concepts like Multifunctional and Intensive Landuse (MILU) into practice. The Implementation Lab is a 'Laboratory' or 'Pressure Cooker'. All partners work together with the host partner on one or two local and / or regional cases, for which the host partner is responsible. The 'real problem' situation will seduce the III partners to produce the best of their knowledge relevant to the case under study. The need to help solve a practice problem will tap off the maximum of the partnerships know how. The case area(s) are located in the region of the host partner that will go through a (re)development process with special opportunities for fro instance MILU solutions.

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Main purpose of a III Implementation Lab is to investigate as a group, both new and persistent urban/regional problems as they relate to land use. It is the intention that each workshop leaves both participants and hosts with new insights as well as shared and learned experiences. It is highly desirable that each workshop provides the host useful and practical suggestions on dealing with the problem case(s) discussed.

The main goal is to go a step forward in the process of realisation and come to recommendations for the case area(s). This includes spatial solutions, environmental risk management concepts, architectural ideas, solutions for social problems and crime prevention, process organisation, financing and policy strategies.

Cases

The host organisation identifies one or two problem sites and assembles detailed information on them for the attendees to deliberate over. In addition, a third site can be presented as a case study to demonstrate an innovative approach. Supporting presentations can be made by host officials to inform participants to the full about the idiosyncrasies of the cases under study. In addition to that, selected participants as arranged by the programme organisers can present also input for the deliberations by means of cases that are of interest; this is based on their own experiences.

Focus of an IL

III partners represent a wide variety of fields including urban and regional planning, architecture, ecology, landscape planning, aerial survey, urbanism, environmental management, construction, water management, risk and safety management, traffic and transport engineering, economics, social, community and health sciences, systems analysis, and law as well as public policy and administration.

The focus is however on the integration of sectoral policies and specialised expert know how, emphasising cross-cutting issues:

- Governance (effective planning and implementation, finance, regulations partnerships, etc.)
- Technology (systems management, construction technologies, architectural concepts, etc.)
- People and environment (participation, quality of life, risks, resource use, etc.)
- Spatial quality and identity of place

Five issues of concern

While selecting one ore two projects for consideration, the host city or institution identifies issues related to five issues of common concern. Manifesting themselves differently in each site, these five types of issues provide the means to both orient participants to the preferred nature of debate, as well as be a basis for organising meeting's panel discussions.

The six issues considered are:

- **Quality and identity:** Does the project area have its own identity, socially functionally and visually? How can this be enhanced ? How can a livinggreen life style be supported ? Are there local aspiration that we can built on?
- **Critical Mass:** Does each site have enough development , infrastructure and resident population to maintain a coherent community or support a desired mix of amenities with sufficient carrying capacity
- **Connectivity:** What link does each site have with its surrounding natural and man made environment ? Can these connection be enhanced ?
- **Human scale:** Do the existing developments relate in scale and proportion to diverse human scale activities such as walking, biking, congregation, social interaction? Do de scale and relationships of public spaces support and attract their use?

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- **Promotion and marketing:** How are existing uses promoted ? How effective are these efforts and what types of promotion would be useful, necessary of possible to improve a better sense of place ?
- **Process Architecture:** In developing a spatial development strategy, when should stakeholders be involved and how? What are the various interests and interdependencies between stakeholders? How do we handle opposing interests? How do we organise an effective planning and implementation process?

Preparation and procedure of an Implementation Lab

An IL is organised according to the following scheme

PRE–MEETING PREPARATIONS:
- Identification of problem sites by host organisation.
- Identification of key areas of concern
- Preparation of dossiers with background material for each site
- Distribution of background material to registered attendees several weeks prior to arrival

PROCEDURE OF AN IMPLEMENTATION LAB:
- Site visits to establish context.
- Plenary sessions (including invited speakers).
- Working sessions to formulate concrete suggestions for the case study areas, as well as observations on how to develop (regional) policies.
- Concluding plenary session.

To avoid misunderstanding: an IL forms the core of a workshop.

Work method

The IL's working sessions are conducted by dividing attendees into teams depending on the number of attendees, to distribute professional expertise as evenly as possible. There will be moderators for each team. Experts are available as resource persons. They come from the host organisation, and are familiar with each project. There role is to help maintain focus as well as to facilitate concise compilation of issues and concerns.
Issues and concerns identified for each project are placed within the six areas of concern, mentioned before. Discussions and observations are conducted in an open panel discussion format. Each moderators objective is to have their project's comprehensive lists of concerns categorised halfway the IL.

Finally, the deliberations will focus on simplifying the various comments produced by each team. The process is organised in such way that it is ensured that all participants will understand and agree with the ideas generated for the case study projects.
To wrap up the work done, theme co-ordinators and the hosts deliver summary comments in plenary.

Reporting

The host organisation produces a report, the content of which is in agreement with the III. this report highlights the results of the Implementation Lab. The host organisation disseminates the report in its region. It is recommended to organise a press conference is to present the results.

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