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DOSSIER

**IL GOVERNO DELLA CITTÀ
NELLA CONTEMPORANEITÀ.
LA CITTÀ COME MOTORE DI
SVILUPPO**

A CURA DI

**FRANCESCO SBETTI
FRANCESCO ROSSI
MICHELE TALIA
CLAUDIA TRILLO**

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Edizioni

In occasione del XXVIII Congresso dell'INU tenutosi a Salerno dal 24 al 26 ottobre 2013, al fine di arricchire la discussione nella costruzione delle tesi congressuali, l'INU ha inteso favorire la più ampia partecipazione al dibattito non soltanto di tutti i soci dell'Istituto, ma anche di professionisti, funzionari pubblici e studiosi impegnati nel campo del governo del territorio.

Grazie al successo dell'iniziativa, sono pervenuti più di 150 contributi, il dibattito ha avuto modo di arricchirsi capaci di confrontarsi con il documento congressuale da parte di una vasta platea, anche esterna al mondo INU.

I testi sono stati soggetti a valutazione anonima da parte di un Comitato scientifico nominato dal direttivo dell'INU. Il comitato, composto da Francesco Rossi, Francesco Sbetti, Michele Talia e Claudia Trillo ha valutato la congruenza di massima del contributo con i temi congressuali. segnalando ai coordinatori delle Commissioni, I Sessione "La rigenerazione urbana come resilienza" Coordinata da Patrizia Gabellini con 79 paper , II Sessione "Quale forma di piano e i nuovi compiti della pianificazione coordinata da Carlo Alberto Barbieri con 52 paper, III Sessione, Le risorse per il governo del territorio, la città pubblica e il welfare urbano coordinata da Stefano Stanghellini con 21 paper, l'ammissibilità del contributo alla discussione congressuale e la sua conseguente pubblicazione. Con grande interesse si è rispettato l'impegno della pubblicazione. Un fattore comune appare caratterizzare i contributi pervenuti: il riconoscimento del continuo mutamento della disciplina urbanistica e delle sue norme al fine di offrire strumenti capaci di interpretare la realtà e programmarne in tempo reale le trasformazioni. Molte le analisi, le proposte, le questioni sviluppate dagli autori. Approcci diversi, ma tutti finalizzati a declinare in modo approfondito le tesi congressuali.

Übersetzer

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Anlässlich des XXVIII Kongress Inu in Salerno bis 26 statt 24. Oktober 2013, um die Diskussion über den Aufbau der Arbeit Konferenz der INU bereichern soll eine möglichst breite Beteiligung an der Diskussion nicht nur von allen Mitgliedern zu fördern Institute, sondern auch für Fachleute, Beamte und Akademiker in diesem Bereich beteiligt von der Gebietsregierung. Durch den Erfolg der Initiative und erhielt mehr als 150 Einsendungen hat die Debatte hatten die Gelegenheit, sich zu bereichern in der Lage, sich mit dem Konferenzdokument von einem breiten Publikum, auch außerhalb der Welt INU.

Die Texte waren Gegenstand anonyme Bewertung durch einen wissenschaftlichen Ausschuss ernannt vom Lenkungs INU. Der Ausschuss, von Francis Rossi, Francesco Sbetti besteht, Michael und Claudia Talia Trillo hat die Konsistenz des Höchstbeitrags mit bewertet Konferenzthemen. Berichterstattung an die Koordinatoren des Komitees, Session "Die Regeneration Stadtwiderstandsfähigkeit als "von Patrizia Gabellini mit 79 Papiere, Session II Coordinated "Welche Art von Plan und die neuen Aufgaben der Planung von Carlo koordiniert Alberto Barbieri mit 52 Papiere, Session III, Ressourcen für die Gebietsregierung, der Stadt öffentliche Wohlfahrt und Stadt von Stefano Stanghellini mit 21 Papiere koordiniert, Anspruchs Beitrag zur Diskussion über die Konferenz und ihre anschließende Veröffentlichung.

Mit großem Interesse wurde das Engagement der Veröffentlichung erfüllt. Ein gemeinsamer Faktor erscheint zur Charakterisierung der eingegangenen Beiträge, die Anerkennung der sich ständig verändernden die Planungsvorschriften und ihre Regeln, um Werkzeuge interpretieren kann, bieten Realität und Programm in Echtzeittransformationen. Viele Analysen, Vorschläge, Fragen, die von den Autoren entwickelt. Verschiedene Ansätze, aber alle sollen sinken Tiefenarbeit Konferenz.

Municipal Facility Management – a “life cycle orientation” approach of planned actions

ALEXANDER REDLEIN AND CHRISTIAN HUMHAL, MICHAEL GETZNER, GERLINDE GUTHEIL-KNOPP-KIRCHWALD

Introduction and background

Nowadays communities are facing a lot of new challenges. New planning methods have to cover zoning and building codes as well as financial and organizational aspects. Current methods do not cover several of these topics. If two aspects (see listed below) from the field of facility management are already involved in an early stage of the planning process, the effectiveness of the planning results will be significantly increased:

- Life cycle orientation (including investment and operation costs as well as the revenues of the planned actions)
- Process optimization of the municipal organization (to safeguard the implementation of the strategic plans)

The mix of a strategy development (by means of a master plan) including the immediate evaluation of the monetary impact of the planned actions is the main innovation of this approach. This abstract presents results of a case study accomplished in a municipality in Lower Austria.

Methodology

Based on several case studies in municipalities (including the revision of many operating planning techniques) and the shortcomings of traditional planning methods, an enlarged planning methodology was defined. This theoretical methodology was applied in a case study to prove its efficiency and effectiveness.

This enlarged methodology consists of the following steps:

The basis for the later master plan includes the analysis of the local development perspective, the preliminary planning documents and urban renewal projects. At the same time the mission statement is going to be developed, basically through interviews, discussions and workshops with departments and interested citizens of the municipality. They implement the strategic goals, so called lead

projects, which are hereinafter defined and localized. In addition, the infrastructural requirements of these lead projects are determined and their costs and revenues are estimated.

For example: new settlement areas require inter alia following infrastructure:

- Technical infrastructure (e.g. streets, water supply, wastewater management etc.)
- Social infrastructure (e.g. kindergartens, schools etc.)

The calculation includes investments to construct the infrastructure and operational costs (e.g. personnel, outsourced service provision etc.) as well as financing costs.

Income is mainly provided by the following areas:

- Additional population (and also additional revenue from the financial compensation – Finanzausgleich)
- Tax revenues (including indirect and secondary tax revenues)
- Fees (prospective contributions) for the use of municipal infrastructure

Business areas can be dealt with similarly, only that they generate additionally workplaces and even more municipal taxes. In relation to this project two areas are choosed by the local planner. Several scenarios are analysed (e.g. with single-family homes, townhouses and multi-family dwellings as well as areas for green and road spaces). The revenue and expenditure of the scenarios are calculated as accurately as possible over twenty years. The municipality can then choose the most appropriate scenario.

The result is a new spatial master plan, which includes the developments, commercial (business), housing and infrastructure, management tasks and a monetary evaluation of these planned actions. As the last step, the organization of the municipality is going to be optimized. Therefore the real estate and facility management process landscape is defined and the processes for the community are going to be optimized.

Conclusion

The initial findings show, especially regarding on this life cycle orientation approach, that the advantages and disadvantages of regional sensible development efforts must also be weighed in monetary terms. Follow-up costs usually make a multiple of investment costs. An early estimation of the expected costs and benefits helps a lot for optimizations. Also it must be considered that the level of spending on infrastructure (technical development) depends on e.g. cable length, length of roads, topographical,

geological facts. But these costs (for e.g. investments/maintenance) could be shared with future investors/operators, too.

Especially the balance of residents and jobs is important (the "mix of use" is very important, also in a fiscal point of view). Compact constructions are normally fiscally advantageous, higher building densities "allow" generous greens and open spaces. Not to forget, also not creditable measures (such as social peace, etc.) should be analyzed. This means all measures should be considered in the long-term budget balance and the total budget of the municipality should always be balanced.

Additionally enough jobs in the community are very important for the fiscal balance. Residential developments should be accompanied by the establishment of companies (balance of homes and offices). But business locations with the lowest tax revenue (little jobs, low wages) are often those with the highest infrastructure requirements. Otherwise social infrastructure (e.g.

kindergarten or schools, which make up the majority of the costs) can be financed through municipal tax revenue from businesses, but this may vary in specific cases (e.g. existing excess capacity) far from the average rates. Joint federal taxes (Finanzausgleich) are still the main source of income of a municipality.

So municipal facility management complements the master plan by monetary impacts as well as the optimization of organizational structures and processes (see Bohn, 2008). Buildings, properties and operations must be viewed holistically (see Lochman, 1998). The successful finish of this project required well-organized discussion threads and continuous process control. The implementation of this masterplan with all its planned developments needs clear decisions and actions and of course the support from higher levels (e.g. federal government, promotions from the European Union etc.) today and in the future.

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