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Preventive Development of Urban Neighbourhoods: Demand-Oriented Life-Cycle Management

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1 ABSTRACT

Cities are changing. They grow through new development projects; shrink when residents move away or their neighbourhood's age. In the past these processes ran their course without problems: established neighbourhoods were filled with new users and functions. Today, under the circumstances of demographic and structural changes such areas face social, economic and ecological problems through fluctuation, under-utilization and vacancies of buildings. In many European cities, post-war settlements of the 1950s to the early 1970s form a large part of the urban housing stock. Buildings as well as technical and social infrastructures are reaching the end of a maintenance cycle. Many housing estates no longer match contemporary housing needs and have been losing attractiveness to important groups of residents.

In our contribution, a life-cycle management of urban neighbourhoods of the 1950s-1970s is suggested as an innovative approach to design transition strategies for urban neigbourhoods, taking into account the complex interplay of life-cycles of buildings and infrastructures with those of urban residents. With the demand-oriented life-cycle management, municipalities get an array of tools and instruments, which helps them to weigh revitalising respectively renewing urban neighbourhoods against new developments at the city's edge.

The core questions of the research project have been: How does the population structure change over the course of a life-cycle? How do socio-demographical developments and the life-cycle of buildings interact within a neighbourhood? What are the indicators to observe a timely change for a preventive development? How can neighbourhoods from the 1950s to 1970s be adapted to the needs of new groups of residents? What requirements for instruments to tackle a demand-oriented neighbourhood renewal can be deduced from these changes and developments?

Several sub-studies during the project's duration have been carried out: We developed indicators that can be used to monitor changes in inner-city neighbourhoods over the course of use-cycles. With qualitative social science methods we analysed the demand for inner-city housing and identified target groups in Kiel and Göttingen. In a socio-empirical study in two neighbourhoods of Braunschweig we examined the motivation behind both, intra-city and city-suburb migration, looking in particular for target groups potentially interested in housing development areas from the 1950s to the 1970s.

The integrative approach of life-cycle management links planning, economic (monitoring approaches) and communicative tools (e.g. participation and neighbourhood marketing). It could serve municipalities as a tool for analysis, communication and management by including actors such as housing companies, tenants and investors. With this set of tools, windows of oportunity and pathways for renovating, modernizing and further improvement of existing housing and urban neighbourhoods stock can be identified and clearly articulated. The development of these tools, and the first steps in their implementation are undertaken in close cooperation with the partnering municipalities.

2 CONCEPTUAL FRAMEWORK

Urban Neighbourhoods of the 1950's to 1970's form a large part of the urban housing stock in many European cities. Taking the German city of Goettingen as an example, almost half of the buildings were built within this period. In particular, urban neighbourhoods of the 1950s and early 1960s offer attractive living conditions in central urban areas. Although confined to a limited typology of construction forms, many of the post-war housing estates provide a good mix of apartment houses and row or bungalow houses surrounded by generous greens spaces.

However, the buildings and infrastructure of these neighbourhoods are reaching the end of a maintenance cycle, becoming less and less attractive. Technical and social infrastructures no longer match the needs of the remaining residents. At the same time, a turnover of the residential population is occurring. The residents of the first generation are ageing and will have to leave their homes in the coming years.

In the past decades a steady growth in household numbers and decrease in household sizes has caused a continuous pressure on urban housing markets, generating a sufficient demand also within the segment of

post-war accomodation. Under the condition of steady development or even decrease of urban population, the situation is changing significantly. On the one hand, urban neighbourhoods of the 1950‘s to 1970‘s are vulnerable to loose important groups of residents, thus being threatened by social erosion and a process of slowly downgrading. On the other hand, a growth in suburbs and exurbs increasingly occurs at the expense of urban neighbourhoods. Hybrid and dispersed settlement structures are causing rising infrastructure expenses and high ecological costs, due to increasing land consumption.

Thus, in many European cities, a transition management of urban neighbourhoods of the 1950s to 1970s becomes a key challenge for a sustainable urban development. Housing estates and infrastructures have to be adapted to changing residential demands and needs, taking the pluralisation of life styles, the ageing of the population, the increasing socio-cultural diversity and the socio-economic vulnerability of increasing segments of the urban population into account.

Transition management of urban neighbourhoods is a complex task, requiring both, investments in buildings and infrastructures as well as strategies to influence the turnover of the residential population. To tackle with this task, municipalities have to co-operate with housing companies, investors, private house owners, tenants and other actors in order to create a common framework for adjusting the activities of the individual actors.

The demand-oriented life-cycle management was developed in the context of the transdisciplinary research project “Demand-oriented Life-cycle Management of Urban Neighbourhood”, funded by the German Federal Ministry of Education and Research (BMBF) within the REFINA-Programme (“Research for the Reduction of Land Consumption and for Sustainable Land Management”). In this research project, ISOE was cooperating with an interdisciplinary research team of urban planners (Hafencity University Hamburg), economists (Georg-August-University, Goettingen) and team ewen (Darmstadt). Within this joint work, the ISOE contribution focused on concept development and operationalisation of the social dimension of the life-cycle concept, the analysis of residential mobility andout from the community developed marketing. The research project was carried out in close cooperation with several partnering municipalities, e.g. Braunschweig, Göttingen and Kiel.

2.1 Life-cycles of urban neighbourhoods

The life-cycle management is an integrative approach for monitoring, analysis and management of transition processes of urban neighbourhoods. The approach provides an analysis and governance tool for municipalities in order to identify priorities of action for urban refurbishment and restoration on neighbourhood scale. It is linking urban planning, fiscal and communicative instruments as well as taking stakeholders from housing industry, proprietary, tenants and investors into account.

The conceptual framework of the research project is based on a life-cycle perspective. Life-cycle concepts are familiar in ecology as well as in economy where a life-cycle perspective has been introduced in the context of facility management. Here they serve to explain development patterns and to inform the management and maintenance of buildings in a long-term perspective (e.g. Pelzeter 2006, Wanninger & Brinsa 2005). In urban geography and spatial research phase models are used to describe and forecast urban developement and suburbanisation (van den Berg et al. 1982, Ottensmann 1975, Lichtenberger 1990, Friedrich 2004).

Life-cycle concepts also have a rich history in demography and urban sociology. The concept of the family life-cycle was introduced by the US-American demographer Glick (1947) to describe different stages in the development of households from their formation to the point of their dissolution. Glick’s model has attracted growing criticism of sociologists and demographers, because of it’s underlying bias towards a traditional model of the nuclear family. As a consequence, more sophisticated concepts of household life-cycles have been suggested, taking the diversification of household forms as well as a varying duration and even a repetition or leave out of certain stages of a household life-cycle into account (Hoehn 1987, Kemper 1985). Despite these conceptual troubles, life-cycle approaches have been broadly applied to residential mobility analysis. Since Rossi’s seminal work “Why Families Move” (1957), the family life-cycle has been used to explain residential mobility decisions, stressing household formation and expansion as important factors of residential mobility (Herlyn 1990). More recently, the influence of life style orientations has also been acknowledged in housing research (Spellerberg 1999; Scheiner & Kasper, 2003).

In our research project we adopt a life-cycle perspective as an integrative conceptual framework which is applied to the level of neighbourhoods. A life-cycle of a neighbourhood is understood as a periodically occurring process of different stages, during which the characteristics of buildings and technical infrastructure as well as the socio-demographic structure of the residential population change (see figure 1).

In a life-cycle of an urban neighbourhoods roughly three different stages or phases can be distinguished:

- The initial phase when the first buildings are constructed and first tenants settle in, followed by
- the growth phase which assumes increasingly more houses being built until the neighbourhood is completed and inhabited.
- In the last phase of demand can fall if there is a sufficient offer in more attractive quarters. The consequences may be relatively decreasing rents and real estate prices, vacancies, lack of investments or a decline of the neighbourhood's image.

According to this view, life-cycles of urban neighbourhoods are a result of overlapping processes at several scales, including the built environment as well as social and technical infrastructures. If we adopt a demand oriented perspective, we have to take the the social dimension of neighbourhoods into consideration. Thus, we argue that life-cycles cannot be defined by technical and constructional parameters alone, but are depending to the way these qualities are perceived, valued and used. From this point of view, the question of how the life-cycle of urban neighbourhoods is affected by the changing needs of residents becomes an issue of major concern.

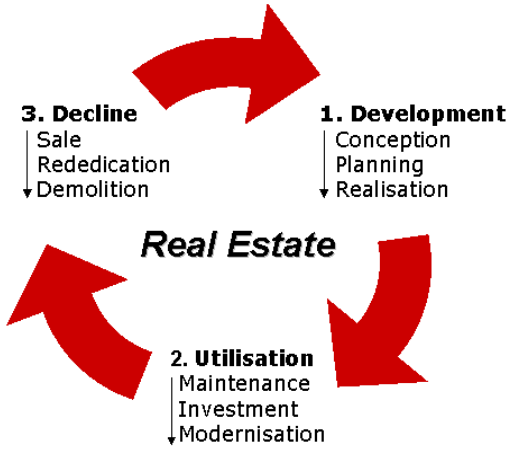

Figure 1: Life-Cycles of Urban Neighbourhoods (Source: NZM-Project Team 2006)

2.2 The life-cycle management approach

The life-cycle management of urban neighbourhoods is designed as an integrative approach for municipalities to monitor, assess, manage and communicate complex transition process of urban neighbourhoods in critical development phases. The management approach has a strong participatory orientation: It is featured to enrol a broad variety of actors, including local authorities, stakeholders from housing companies, residents and tenants, as well as investors, retail trade and service providers.

The overall goal of the approach is directed towards long-term stabilization and improvement of the quality of urban neighbourhoods in order to prevent urban sprawl. The precautionary moment explicitly focusses on preventive action. Critical dynamics in urban neighbourhoods can be identified at an early stage before the neighbourhood slips into a critical status, in order to prevent dynamics of decline – and a corresounding need for costly urban renewal programs (e.g. social integrative developement programs, urban district development). By detecting which structures are in a pre-critical phase of use, areas within the existing urban fabric can be determined for modernization of dwellings and for new investments (urban re-development).

Housing developments, built in the 1950s and 1960s, form a large part of the urban housing stock in Germany and many other European countries. Despite the attractive location of this neighbourhoods in mostly central location, with green public and semi-public spaces and potential good infrastructure in the direct sourounding, they are under the risk of reaching the end of their utilisation phase, as their dwellings and infrastructure became time-worn and outdated, their population ages, and their image fades.

In the research project, the life-cycle management approach was applied to housing developments of the1950s and early 1970s, entering the critical stage of their life-cycle, manifested in ageing of housing stock and inhabitants, and potential downgrading of social infrastructure, local amenities and public (green) space. The partnering cities Göttingen, Kiel and Braunschweig with selected residential areas have been chosen for detailed investigation. Each of the neighbourhoods showed homogenous built structures, and first signs of a regression phase. The neighbourhoods are at risk in losing important groups of residents. As a result, their technical and social infrastructures are no longer adequate to the needs of the remaining residents. This degradation is reflected in a loss of image in these neighbourhoods .

3 UNDERSTANDING DRIVERS FOR SOCIO-DEMOGRAPHIC CHANGE

3.1 Design and method of the empirical inquiry

In order to better understand the expectations, needs and demands of a new generation of residents of 1950s–1970s accommodation, the authors explored the housing mobility decisions of intra urban and suburb to city movers in an empirical inquiry. Drawing on a qualitative methodological design, 73 in-depth interviews were carried out with residents of two German cities, who recently moved to this neighbourhoods. In both cities, an additional group was interviewed: persons who moved from those settlements to a suburban neighbourhood. The sample was selected according to a set of criteria related to gender, age, household size and housing form (home ownership vs. rent). The interviews were carried out in the two German cities, Goettingen and Kiel, situated in the central and northern part of Germany. Both cities are typical representatives of medium sized cities: Kiel counts 232.000 inhabitants, Göttingen around 129.000. Both cities face a steady negative population development. In both cities accommodation of the 1950s-1970s form a considerable share of the urban housing stock.

A main objective of the study was to analyse the motivations and attitudes lying behind the moving decisions towards urban neighbourhoods of the 1950s–1970s. How do the newcomers perceive and evaluate the buildings and housing environments? To what extent are specific qualities of the neighbourhood taken into account? Which are the criteria of the search process and what is the rationale of the mobility decision? To what extent are housing and mobility costs calculated and taken into account?

Drawing on this analysis, a target group model was worked out, identifying different groups that form a potential “next generation” of 1950-1970 urban neighbourhoods’ residents. The model provides a basis for the development of demand-side oriented strategies for a sustainable transition management of urban neighbourhoods.

The target groups are characterised by their demands on housing conditions, their search criteria and preferences as well as their social situation. In the center of this model is the decision for residential location. With this it orients on living as an category of needs and is not a general life-style model. The dimension of orientations is investigated by desires and needs for living. For forming the typology the people’s attitudes and orientations have been considered, but also their social situation. In this way we included factors like household structure, income and phase of life, which are important in the context of residential mobility. The target groups can be related to different stages of live and can be differentiated in their social situation, attitudes and orientations. With this it gets obvious why different groups have varying requirements towards the dwelling and towards the residential area. The segmentation does not claim to represent a general model of urban residential mobility. According to the focus of the investigation, it is strictly limited to those groups that are potential residents for urban neighbourhoods of the 1950s-1970s.

3.2 Identifying potential target groups

The prior residents who originally moved to the examined neighbourhoods when they were new, were mainly young families. This relatively homogenous structure differentiated to a more and more heterogenous residential structure over the time. According to the inquiry undertaken in Kiel and Goettingen, the moving decisions of households in 1950s-1970s neighbourhoods were investigated. The main reasons for households moving or intend to move to 1950s-1970s neighbourhoods are the attractive location, the generally well established transporation services (public transport as well as parking facilities) the advantageous price-performance ratio. The model includes six target groups: Middle-Class Conventionalists, Post-Materialists, Provident 50plus, Confident Frugals, Pragmatists and Non-Aspires.

One can discover that distinction in a comparison between the “Middle-Class Conventionalists” and the “Post-Materialists”: although younger families and couples are represented above-average in both groups their desires and orientations for living distinguish strongly. The “Middle-Class Conventionalists” are status-orientated and desire a high living comfort whereas members of the other target group are unprejudiced individualists with willingness for social engagement. Another target group, the “Provident 50plus” discovers also urban housing and the possibilities of owning a second hand dwelling. These people prioritize the provision for their older age. Their are proactive for their retirement phase and look already for dwellings which enable them to life independent and in close vicinity to medical, social and consumer infrastructure. Aside there are other target groups like the “Non-Aspirers” and the “Confident Frugals”, who cannot be grouped to one special phase of life. Both do have different requirements to dwelling and residential area according to their social situation.

It emerges that the postwar accomodation is still important for households with lower income. Exactly for these housholds the dwellings with a functional ground plan offer an acceptable quality of living on a relative small living space for moderate price. Especially people in problematic social or life situations reward the professional and reliable service of housing companies.

In summary the requirements of the different target groups are manifold. They develop out of various needs in living standard, the living area and the infrastructure in the residential area. For instance, the “Postmaterialists” appreciate terrace houses which were built at the edge of many settlements of the 1960s. They favour them as attractive alternatives to the new built settelements at the edge of the cities. This target group has differentiated requirements to their own dwellings. Whereas the “Conventionalsis” are highly integrated in the social networks of the residential area they with this do have high requirements to the area and its social structure. Other target groups have less requirements to their residential area. It gets obvious at the “Pragmatists”: this group is willing to endure functional deficits or social problems in the area as long as certain minimum requirements like accessability and basic consumption services are fulfilled.

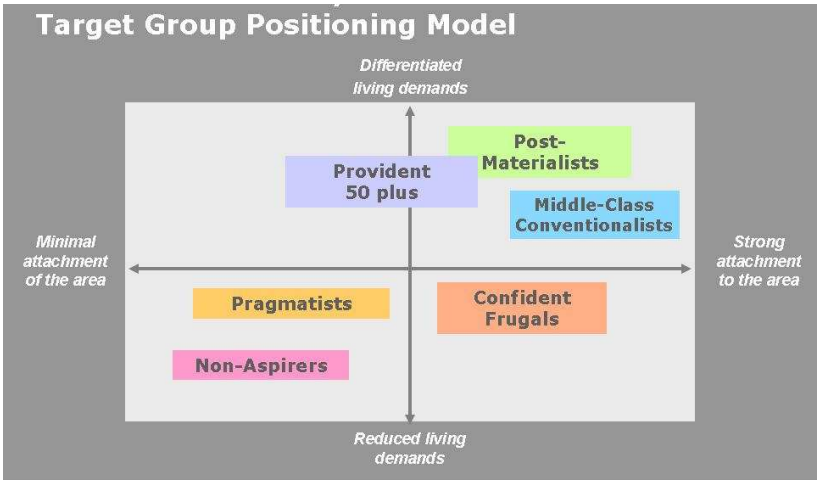

Figure 2: Target group positioning model (Source: own compilation)

The potential “next generation” of residents of urban neighbourhoods of 1950s-1970s has many faces and very specific and partly contradictory demands and needs. Figure 2 is a reminder to this message, mapping the different target groups according to their living demands and the importance of the area.

Obviously”Post-Materialists” are potential actors for urban renewal strategies, if they can be enrolled into transition processes. But also “Middle-Class Conventionalists” and “Provident 50plus” are potential target groups for strategies geared at stabilisation or modest upgrading of urban neighbourhoods of 1950s-1970s. However, one should keep in mind that they have very different demands on their neighbourhood. While “Post-Materialists” accept socio-cultural diversity, “Middle-Class Conventionalists” are more biassed towards social homogeneous neighbourhoods. It is also obvious that families with children are more sensitive towards the possibilities the housing environment offers than households without children.

Facing this rich potential, urban planners as well as politicians should accept the challenge of diversity. The target group model is mapping the demands of potential residential groups, providing orientation for decision makers in order to design provident transition strategies for the life-cycle management of urban neighbourhoods of the 1950s-1970s. Those strategies might vary broadly, according to local conditions and

the specific objectives and interests at stake. They might be directed towards attracting stable and relatively affluent milieus, but they should also be aware to provide housing opportunities for economically less potent groups, like the "Pragmatists" or the "Confident Frugals". Municipalities can not solve the problem of transition management alone. They are called upon to enrol housing companies, investors, private house owners, tenants and other stakeholders in a process of negotiating objectives and scenarios about the development of urban neighbourhoods, thus creating a common framework that is able to align the actions and activites of these different actors.

4 TOOLS AND INSTRUMENTS OF THE DEMAND-ORIENTED LIFE-CYCLE MANAGEMENT

The developed life-cycle management instruments embody a mixture of planning instruments, including monitoring tools, participatory decision-making methods, and strategies for identification and consulting stakeholders, surveys on housing preferences and housing mobility decisions of urban dwellers, strategies for managing and marketing a neighbourhood's image, as well as tenants and residents' communication strategies. These tools and methods enable local authorities to perform structured decision-making and an integrated assessment of options for actions (see figure 3). These are aimed to accelerate structural changes in a specific neighbourhood, so it could better adapt to the changes in residents' needs. One example is addressing the demand of rising living space (in square meters) by offering refurbished from smaller to bigger apartments (make 1 out of 2).

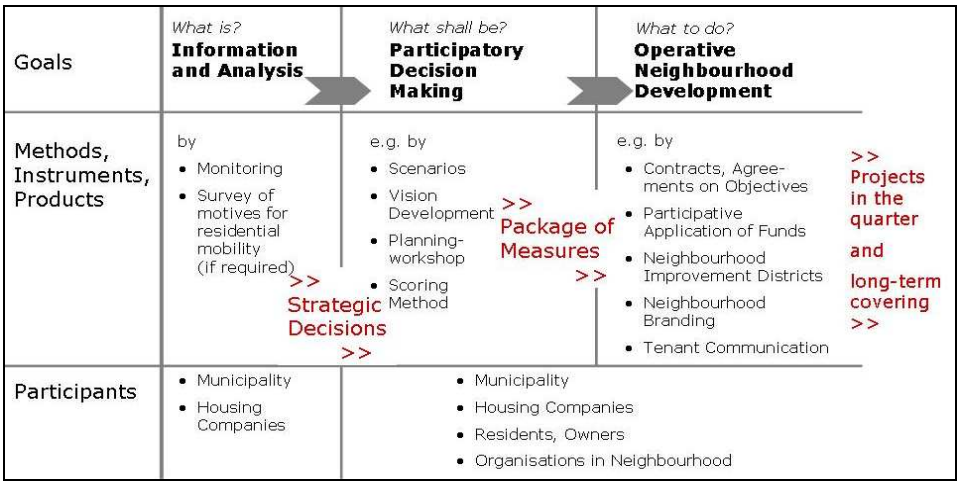

Figure 3: Instruments and tools for three stages of analysing, decision making and operative development of urban neighbourhoods (Source: NZM-Team, 2009)

Various housing needs and wishes are recognized early and relevant stakeholders are included in decision-making processes in the early stages through various forms of dialogue and participation. Once provided with the results of the investigation performed on a particular neighbourhood, the local authorities can embark upon dialogue processes in the form of individual interviews with the owners of housing estates and potential investors. In order to draw the attention of owners and other stakeholders to the matters of neighbourhood's life-cycles, project partners also employ other communication instruments such as round tables, scenario workshops or business games. Finally, drawing on the results of the inquiry that previously analysed the motivations and attitudes lying behind the moving decisions towards urban neighbourhoods of the 1950s-1970s, the qualitative target group model can be used for identifying the needs and demands of different target groups that form a potential "next generation" of 1950s-1970s urban neighbourhoods' residents. An improved image of a neighbourhood is communicated then to these groups by targeted marketing measures.

In the following the role of actors and three selected tools of the three stages of a demand-oriented management are described. Where useful, the chapters are enriched with some examples form the partnering cities or othe model projects.

4.1 Role of actors and stakeholders

Actors and stakeholders of a demand-oriented life-cycle management are the respective municipality, the property owners of dwellings, the dwellers themselves and further actors. Municipalities act as initiators and

coordinators for measures of modernization as well as for activities concerning upgrading and stabilization of a residential area, especially in shrinking or stagnating cities. The property owners of dwellings are an important but heterogenous group. It can consist of municipal housing companies, investors (real estate, hedge and private equity funds) and individual property owners. For all property owners the preservation of their property value obtains priority, the residential area as a whole is seldom in their focus. Whereas local building companies often consider urban and social aspects, (international) investors are not integrated in local strategies of housing politics, and individual property owners are often occupied with the maintenance of their property and prevalent averse to investments. The dwellers are indispensable actors in the demand-oriented life-cycle management. In situations of change the dwellers help to avoid failings with their specific local information, they provide activities for the integration and for the quality of living, and furthermore they coin the image of the residential area and with it its commercial viability. The group of the dwellers is also heterogenous and they all have different interests and ideas concerning the modernization of the buildings. Further important partners for cooperation are professionally involved actors. These contribute to the residential area in schools, churches, associations, in elderly care, in supporting young people, but also in retail shops and restaurants. They are interested in the prosperity of the residential area and therefore worthwhile partners in the development of the area.

4.2 Monitoring to identify need for action

The monitoring of the demand-oriented life-cycle management has the task to identify residential areas which are in a late phase of the life-cycle and therefore showing some need for actions and potentials in the long term. General aim is to observe continuously the development of the areas. This monitoring complements the exitsting statistical analysis in the local authorities. But its additional benefit is primarily the combination of population data and construction information respective to the modernisation status of the building stock. Secondly it makes it possible to observe homogenous areas at a small spatial scale. The results of the monitoring are shared among concerned actors like local administrations and politics, property owners and other actors in the neighbourhood like social institutions or interested private dwellers. It helps to generate a common level of knowledge about status and development of the areas so that the actors can use them in the process of discussion and acclamation. The enforcement of the monitoring will be done by the municipality.

The monitoring is conducted in two steps: First the overall review, and secondly the in-depth small scaled monitoring (Bizer et al. 2010).

In the overall review three basic indicators are displayed for a district to make a preselection for the in-depth analyse. The number of inductors was tried to keep very low in order to achive a realistic effort for the administration to monitri them. The three indicators are:

- the age of built structure (real estate development),
- the proportion of residents aged over 65 (generation change) and
- the proportion of recipients of benefits (socio-economic structure).

In the in-depth small scaled monitoring the number of observed areas is reduced but the depth and detail of the observance is increasing. In the second step of the monitoring 14 indicators are observed in the selected areas for identifying some areas with need for actions and potentials. The indicators can be subsumed to three dimensions of the life-cycle of neighbourhoods:

- the socio-demographic life-cycle of the dwellers: development of population, age structure, household sizes and structures, occupancy;
- the development of demand for dwellings in the residential area: moves from spatial unit to other parts of the city, fluctuatin, recipients of benefits, migration background, vacancies, rental fee development;
- the spatial-structural cycle: modernisation status of buildings, standard of dwellings, public and private spaces, shopping, social and leisure infrastructure in vicinty.

By combining all indicators the current phase of the area can be identified. Data sources are mainly existing statistical data, but also data from housing companies having realestatin the district. In addition data is collected by site inspections. For evaluating the examined indicators relative marginal values are used. The

definition of these values is dependent on spatial and temporal reference values basing on the whole city. For this reason there do not exist universally valid values, except for the topic “structural-spatial cycle”. For interpretation the indicator values are categorised in five stages (average, high, very high, low and very low). The main function of the in-depth small scaled monitoring is to reach a higher rationality for strategic investment and human resources decisions in the whole cities context.

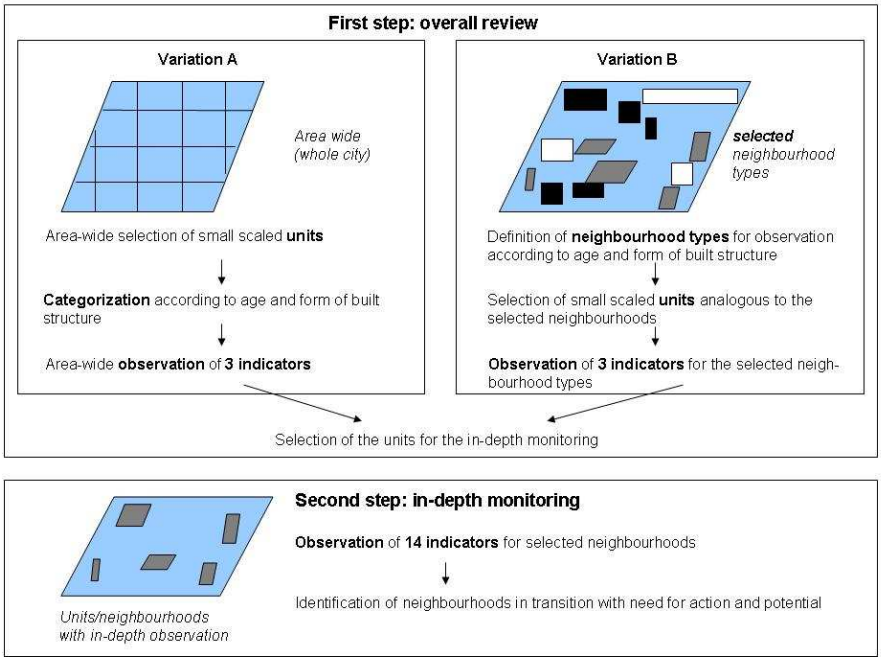

Figure 4: Schematic overview of the monitoring steps and tools (Source: Bizer et al. 2010)

4.3 Surveying motives of residential mobility

A standardised survey of motives of residential mobility gives important insight on moving events and add information to statistical data which is normally available from the municipal registration data. A residential mobility survey in selected neighbourhoods can analyse the motives and reasons of moving households. The data gives insight on the socio-structural composition of moving households. They also deliver indicators for changes in the residential structure of a neighbourhood.

Main objectives of such surveys are to analyse the moving events in residential areas which are in a late phase of the life-cycle and featuring increased rate of fluctuation. Furthermore one can identify the reasons and motives of moving households. The survey also serves to detect shifts of the social structure in a residential area. Such surveys can collect details about moves

- within a city (inside a specific residential area or across the area) as well as
- moves between a city and its outer conurbation area.

Residential mobility surveys are conducted if there is evidence gained in the monitoring that there is a higher fluctuation of residents in specific quarters. The most efficient way to conduct the field work is to mail a paper-pencil questionnaire to households that have registered as movers in the communal administration. Other possibilities are standardised telephone or face-to-face interviews.

Central topics of the survey are motives for moving devided in personal, building related, environmental related and social envrionmental related aspects. The comparison of old and new dwelling situation (standard of dwelling, size, etc.) shows in addition which priority the moving household had to follow. The satisfaction with the dwelling and sourrounding environment canbe measured. Detailed aspects here are the satisfaction with the old and new neighbourhood like possibilities for children and elderly, shopping and leisure infrastructure in the vicinity and social infrastructure. The symbolic dimension can be captured, asking for the neighbourhood and city image. Another category is to ask for the expectations of the new dwellers to their residential location also canbe analysed.

According to several residential mobility surveys conducted during the last years in Germany one can see, that it is mostly motive alliances that can be seen as resons for moving. But the single motives are prioritised different: there are hard and soft reasons – personal motives like a increasing or decreasing household size are strongly connected with the increase or decrease of the flat size or standard. Also the imporrtance of the dwelling sourroundings canbe analysed in more detail.

The results of the survey feeds into advices and recommendations for the municipality and there diffenret depeatrtments, like urban and housing development, landscape planning or social planning. Other adressees are housing companies. As the example of the survey conducted in the city of Braunschweig during the projects time span shows, the interest and cooperation of the housing companies was relevant (Stadt Braunschweig 2010).

4.4 Analysing the image and developing a neighbourhood brand

The marketing of a residential area is enforced by a concept which includes approaches of urban marketing as well as approaches of the urban district development. Marketing in an urban context means to change the identity of a residential area towards a more positive direction (Brandner 2000). This process has to include the perception and image of the area considering design, communication and culture. In urban district development there is the attempt to strengthen the unknown and hidden potentials of an area by internal actions. Both approaches are enforced by cooperative and participative processes which include intensive communication between actors and externals. The marketing of a residential area entails a site-specific branding and measures of marketing which impact the image of the area positively. The increased attractiveness and positive image can affect moves to the area, purchases of dwellings or individual or entrepreneurial engagement in the area. The idea of marketing residential areas derivates from city marketing. There, concepts embracing the whole city, shall influence the perception of the city and with it its image. This occurs by using the elements city identity, city communication and city culture. The idea of a management for a residential area is derivated from the German programme " social integrative city". With this non-investive measures are financed since 1999 to prohibit downward spirals in residential areas.

The targets of marketing for residential areas are a valorisation of the image, the creation of apparent positive qualities and changes, and the preparation and attendance of the operative development of the area. Products are a strategy for communication and marketing. Involved are actors of the local authority, housing industry, commerce and trade. Further are involved: dwellers, agencies of creative industries and public relations. The ideal proceeding for establishing a neighbourhood brand is as shown in figure 3.

Phase	Goals	Instruments & Methods
1 Analysis	Find out the position of the neighbourhood	SWOT, photo collage, cartoons
Procedure	Investigate historical development (formative elements, today's relevance) ➔ Visualizing gained data by graphics	
2 Strategic Marketing	Development of a general vision/ brand	Branding sessions, workshops
Procedure	On basis of findings gained in phase 1; deducting characteristic data	Drafts of situations, cartoons, brandbook
3 Operational Marketing	Manifestation of general vision	Corporate Identity, brand, claim
Procedure	- Communicative measures (campaigns) - Investment in construction - Services (products)	
4 Realization	Implementation of measures & activities	As planned
5 Evaluation	Measuring success of campaigns & activities	Self-evaluation

Figure 3: Phase model of the neighbourhood branding process (derived from Brandner 2000)

To describe the process of neighbourhood branding and marketing the example of Hoogvliet, a district in the city of Rotterdam is decrivbed briefly (Zimmer-Hegman/Fasselt2006): In this district in a row of particiaptory workshops with the residents core values were detected. These values served as a basis for the creation of the brand. The brand carries the central idea of a "total Hoogvliet" (Helemaal Hoogvliet). With this new communicated image, negative alleged ascriptions have been declared in a positive way. This is at the same time advancing identity: people are proud of the specific in their residential area. The shaped brand

is now steering all future plans, investments and formulations of partial targets. One of the partial targets in Hoogvliet are six visions for living. They were developed in order to increase the quality of living. Each vision of living can be seen as a single target because it is oriented to specific target groups. It is the most precise formulation of targets. After this follows directly its operational marketing and the realization. Some of the six visions of living were edificially realized at the end.

5 CONCLUSIONS

The introduction of demand-oriented life-cycle management in urban planning has for one of its benefits the reduction of land consumption. This instrument, by analysing and improving the living conditions in existing urban settlements, encourages residents to stay there. It also takes up the recently emerging phenomenon that especially older residents move back to more central urban settlements. The instrument gives assistance for local authorities and stakeholders to identify neighbourhoods which reach a critical phase of their life-cycle. It gives instruments to further determine where to invest. The experiences in the partnering communities showed also the constraints and further possibilities of the instruments.

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