

COBRAMAN



Manager Coordinating Brownfield
Redevelopment Activities

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Brownfiel SWOT

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1 SWOT – a brief introduction

The SWOT – Analysis is generally considered as an instrument in strategic management and planning as well as the basis for the development of marketing strategies. As these are key issues in brownfield regeneration management, the COBRAMAN team investigated the potential of its application as a standard tool in brownfield regeneration management.

The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s and 1970s. The following definition taken from presentation of Jiřina Bergatt Jackson, IURS- Institut pro udržitelný rozvoj sídel o.s. given during the COBRAMAN training seminar in November 2009 has been applied:

SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

SWOT stands for:

Strengths: attributes of items that are helpful to achieving the objective.

Weaknesses: attributes of the items that are harmful to achieving the objective.

Opportunities: external conditions which are helpful to achieving the objective.

Threats: external conditions, which could do damage to the objective.

For applying the SWOT – analysis method it is prerequisite to start first with defining a desired end state or objective. Further it requires to identify basically the internal and external factors that are favorable and unfavorable to achieving that objective of the business venture or project.

Decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable a different objective must be selected and the process repeated. A careful identification of the individual SWOT items is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs.

2 General aspects for SWOT application

The SWOT is considered to be a valuable tool in brownfield revitalisation processes as it

- cuts through multi facets and multi aspects,
- draws attention to key internal and external issues,
- simplifies communication of complex analytical outcomes,
- can extract and absorb inputs from a wide level of relatively lay stakeholders.

It is particularly helpful in identifying priority areas and activities for development. As it can be used in business on strategic levels as well as for market positioning or market evaluation it covers two main fields of interest in urban regeneration to be dealt with by the brownfield regeneration managers.

The SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. It may be used in pre-crisis planning and preventive crisis management. And it may also be used in creating a recommendation during a viability study.

Following the basic analysis it will be important to draw relevant conclusions enabling to maximize strengths and opportunities. One way of utilizing a SWOT is matching and converting.

- Matching is used to find competitive advantages by matching the strengths to opportunities.
- Converting is to apply conversion strategies to convert threats or weaknesses into strengths or opportunities. (A classic example of conversion strategy in general business is to find new markets or uses).

If the threats or weaknesses cannot be converted they should be minimized or avoided

However, the SWOT analysis is just one method of categorization and has its own weaknesses. It may tend to persuade to compile lists rather than think about what is actually important in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats.

The importance of individual SWOTs will be revealed by the value of the strategies to be generated based on it. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important. But never confuse the SWOT-analysis with strategies to be derived!

This clearly demonstrates that precisely defined, well-targeted measures and their straightforward implementation are key success factors to achieve sustainable effects by a SWOT. This implies prior definition of specific objectives instead of a more generic approach and a strict line in dividing between internal strengths and external opportunities.

3 What is Brownfield specific?

As already mentioned it is of utmost importance to carefully identify individual SWOT items as subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOT. For a brownfield regeneration specific SWOT these items have been categorised into:

- microsite aspects, e.g. current and future use, ecological aspects, financial issues, social and cultural aspects etc.
- macrosite aspects, e.g. neighbourhood uses, infrastructure / transport situation, market situation & competitors etc.
- stakeholder engagement, e.g. owners, investors, citizens in neighbourhood, politicians etc.

These can be summarized as a systematic approach in the following figure 1.

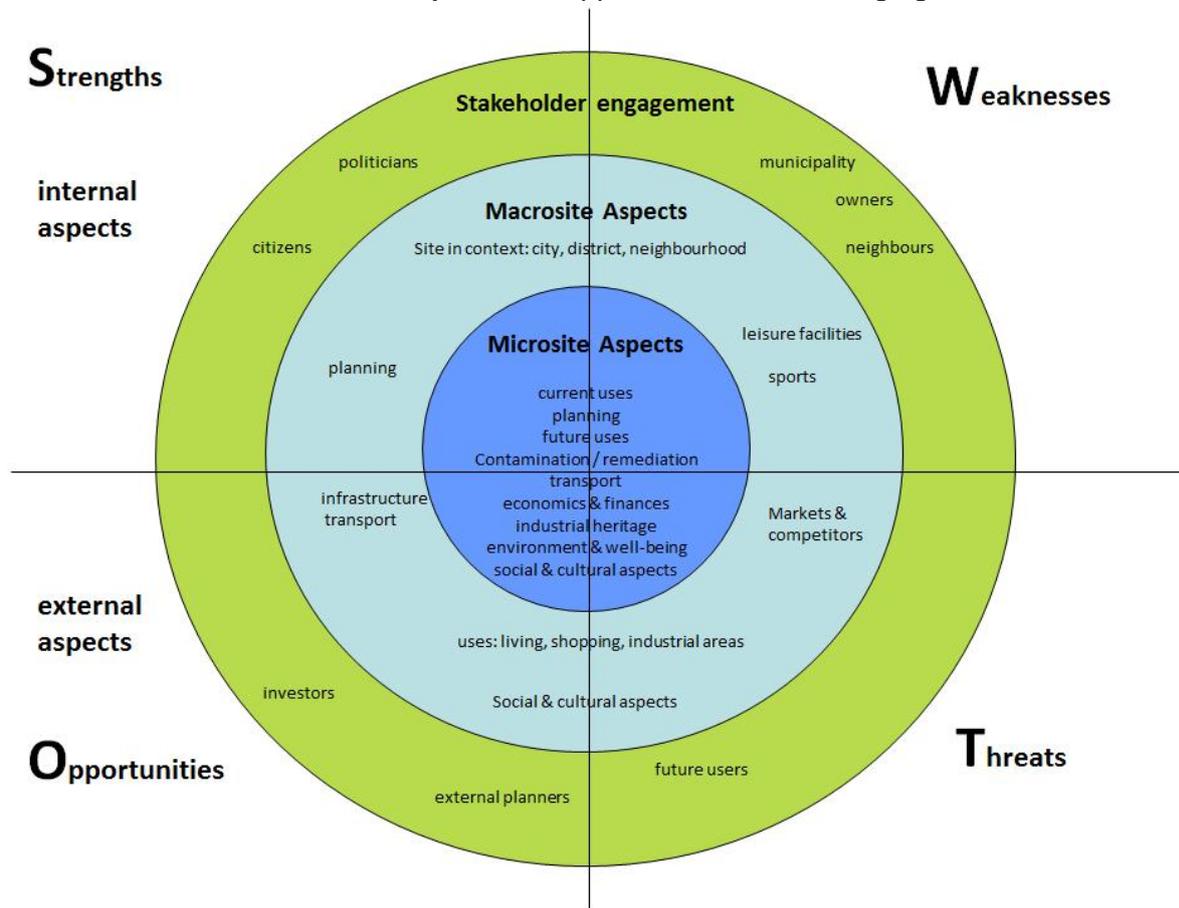


Fig. 1. SWOT systematic approach including external and internal aspects at different scales

This third category “stakeholder engagement” is considered to be the key function driving or blocking development, as their **interests and activities are superimposing and predominating site aspects (micro- and macrosite)**. This is well represented in the windmill principle (2). “The stronger the wind is blowing, the faster the wings are moving”. This might be conveyed to “the strength of the interests and of the voices of certain stakeholders will define the progress in regeneration processes”.

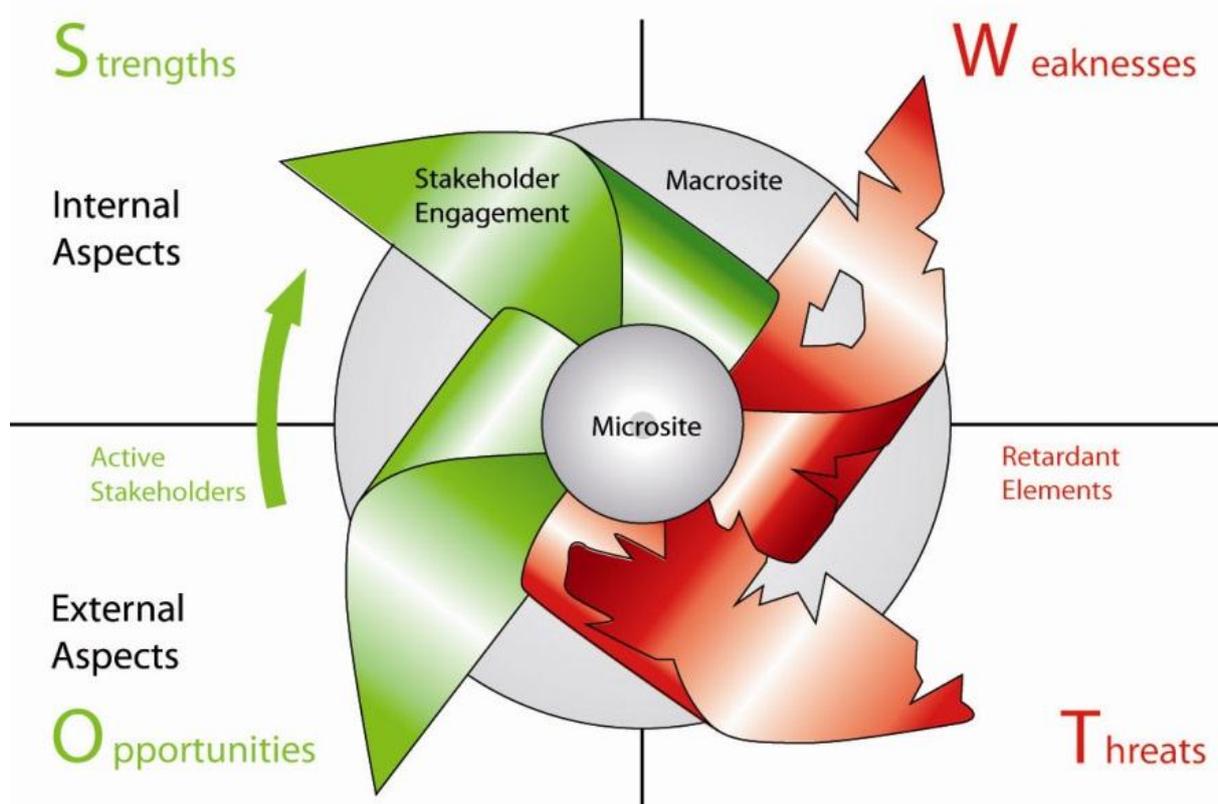


Fig. 2: Windmill principle in brownfield regeneration

Raising awareness of the different stakeholder’s understanding and problem characterisation is also well visualised in the CABERNET “football model” (see <http://www.cabernet.org.uk/index.asp?c=1313>)

For the practical work on setting up a SWOT it is recommendable to work with the following matrixes for each category, for microsite and macrosite aspects as well as for stakeholder engagement issues.

Brownfield-SWOT-Matrix: microsite aspects

microsite aspects	aspect	strengths	weaknesses	chances	risks
	current uses				
	future uses				
	planning				
	industrial heritage				
	transport				
	remediation				
	financial aspects				
	ecological aspects				
	social & cultural aspects				

Brownfield- SWOT-Matrix: macrosite aspects

macrosite aspects area in context	aspect	strengths	weaknesses	chances	risks
	city, district, neighbourhood				
	uses at surround				
	infrastructure / transport				
	plannings at surround				
	industrial heritage				
	realisation				
	markets & competitors				
	remediation				
	ecological aspects				
	sports / leisure				
	social & cultural aspects				

Brownfield-SWOT-Matrix: stakeholder engagement

stakeholder: interests & actions	aspect	strengths	weaknesses	chances	risks
	politicians				
	municipality				
	departments of municipality				
	owners				
	aquirer				
	investors				
	future users				
	external planners				
	neighbours				
	district's citizens				

4 Practical examples from partner's local pilot projects

Subsequently to the training efforts of November 2009 the partners implemented the tool "Brownfield SWOT" at their local pilot projects. The following 3 examples shall illustrate the practical aspects and relevance.

4.1. Stuttgart, Schoch Site

	Aspect	Strengths	Weaknesses	Opportunities	Threads
Microsites aspect	Planning	Existing urban planning, main goal: mixed inner urban quarter	Current buildings not to be re used, poor assesibility of the quater, acting as barrier	Development: pilot area demonstrating best practice, lighthouse project	Concurrent planning, irreconcilability of different uses industry and housing?
	Key position within city department	Good asseebility, interface "FBZentrum" + "FB-Bahnhof"	Negativimage aufgrund Historie.	Öffnung des Quartiers: Wiederherstellung der Verbindung Bahnhof + Zentrum FB (Öffnung Burgenlandstraße	
	Situation of contamination	contamination well known. City already plans a GW remediation, soil remediation as well as long term monitoring	Site highly polluted, complete dig and dump best solution. Appr. 90% sealing of the site	Improving enironmental quality	Integrated time planning; pre-emption right and remediation cannot be precisely predicted, contacting Investors difficult in this situation

	Aspect	Strengths	Weaknesses	Opportunities	Threads
Macrosites aspects, area in context	Own identity of Feuerbach	FB = attractive for housing, trade and industry.		Chandes of development: „entrace to Feuerbach“, new use will be possible for the whole district.	Comcurrent development in other districts, for example Terrot-Areal, Bad Cannstatt.
	Good connection / accesability	public transport + highway	Connection to MIV of Stuttgart Centrum not perfect	Traffic concept: re-location of B295 for reducing negative impact	
	station forecourt as space with potential	planning already existing.	Not attractive location. Barrier tramway and post office, heterogeneous building structure in high traffic surrounding	„return“ of the space to the deistrict: new use will be possible.	Financing of public space?
	Good examples of development in the surrounding	Roser-Areal			Thread of concurrent use to Roser
	Green belt	Building on Tunnelstraße			

		enables closure of gree belt Killesberg – Bahnhofsplatz Killesberg and Feuerbacher Tal für leasure and sports			
	Culture	Community centre, association, close location to Theaterhaus, Schools	in FB: high percentage on inhabitatns with migration background	Broad spectrum of possibilities for urban target group	

	Aspect	Strengths	Weaknesses	Opportunities	Threads
Stakeholder interests and actions	Politics	pre-emption right = strong signal		Positive development gains reputations – targeted contact and support from politicians	Loewe-Idea was accepted by the district council
	Administration	IPG as proactive stimulator, integrated project management	contradicting ideas / visions: provision of “green field“ (AflW) versus integrated development (ASS + AfU)		Pressure to sale the site, main goal to gain a black zero
	Investors and users	Fa. Klumpp = highly interested investor and end user		for remaining area: search for investors with new idea of business segment	Up to now LHS no concrete visions of potential end users
	Neighbours and inhabitants in the area	Supporting the development in accordance to the municipal visions			vendee Loewe = high PR recognition, also on political level, legal pathways are already gone.

4.2. Bydgoszcz, Pilot Site

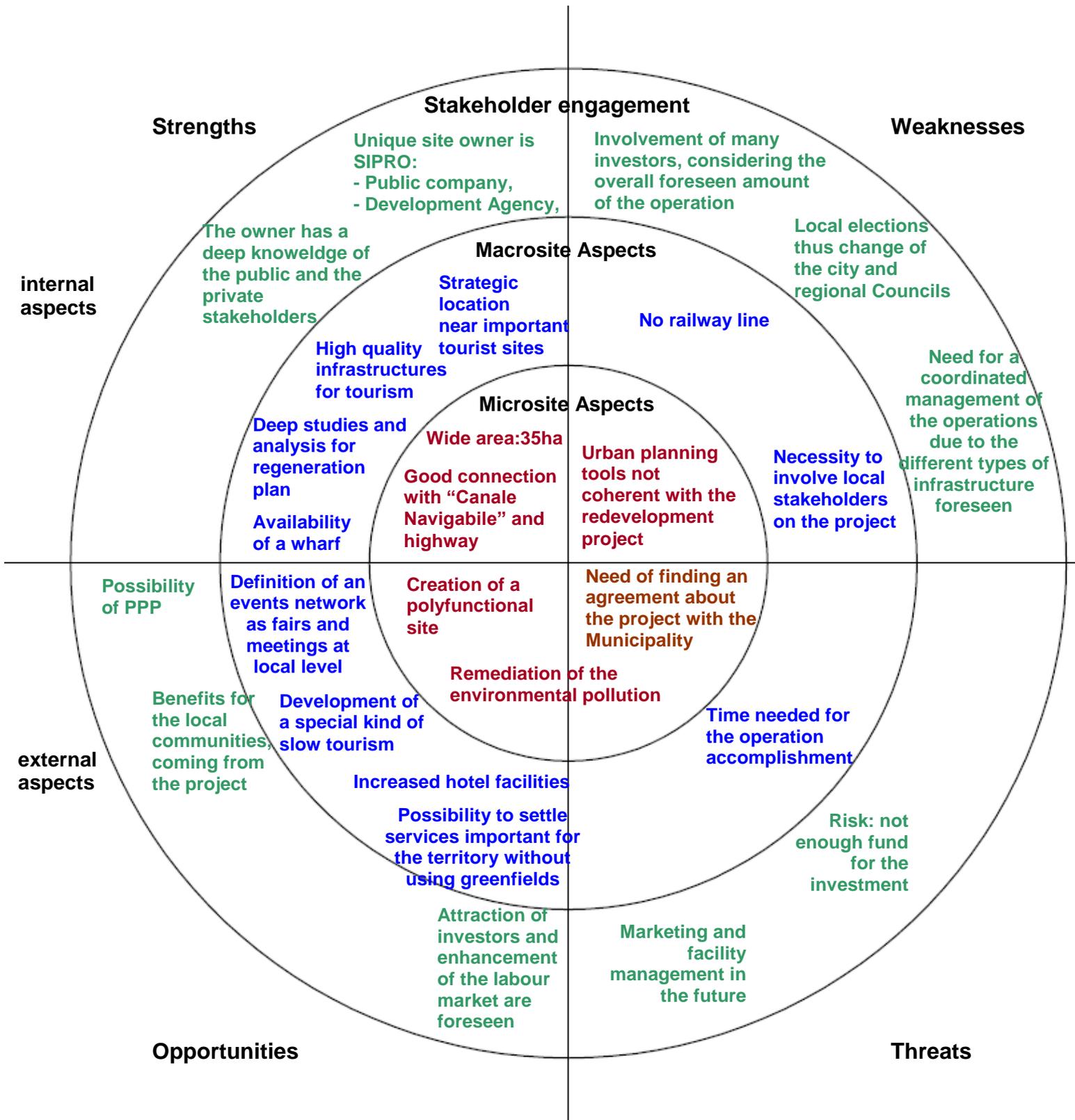
	Aspect	Strengths	Weaknesses	Opportunities	Threads
Microsites aspect	current uses		abandoned site, remains of the old buildings		
	future uses	clear vision for use: recreational		development of the neighbouring green site that belong to the city	
	planning	no obstacles for planned development in the city planning documents		synergy to other EU project	
	accessibility	connection to river walking path	difficult accessibility to the site	enhanced boat access, on the way of the water tram	
	remediation		contamination, site needs remedial activities		migration of contaminants from surrounded sites
	financial aspects	co-financing of investment secured from European funds	difficulty to estimate remedial costs		costs exceeding available budget
	ecological aspects		necessity to cut out some trees due to remedial works	removing of the ecological damage of the ground	
	social aspects	new housing development next to pilot site		changing the image of the site	

	Aspect	Strengths	Weaknesses	Opportunities	Threads
Macrosites aspects, area in	connection	public transport, along the pathway on Brda river banks	bad connection from main street, old gaswork, housing and bank on the way	future realisation of cycling path	
	remediation	neighbouring	existence of		neighbouring

		housing area already remediated	contamination on the old gaswork site		bank site not yet investigated
	ecological aspects	Brda river surroundings			
	sports, leisure	located close to sport facilities, kayaking club, Łuczniczka sport centre, swimming pool etc.			

	Aspect	Strengths	Weaknesses	Opportunities	Threads
Stakeholder interest and actions	politics		small site, not big political interest	successful brownfield development	changes of decision makers
	administration	integrated project management			
	users	central location	day time use	attracting more citizens on the Brda river	
	service providers	big market for recreation area development	small market for remedial works		quality of service
	neighbours	support for the activities			

4.3. SIPRO's pilot site: Comacchio former sugar mill



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