1. Aim of the Report

This case study is trying to see the area management from the viewpoint of sustainability on the urban regeneration project. From the former study, the area management body concerning legal urban renewal projects in Japan are still about 10% but will be increasing and area management will become more a concerning matter (Kinoshita/Binder 2008). There were several studies about area management, such as the definition and classification of the “Area Management” (Asai, et.al, 2002), a case study of the core area of central Tokyo to clarify the challenges (Lee & Kobayashi, 2004), the organizational characteristics (Lee & Kobayashi, 2005). Those were synthesized in the book introducing the idea and some cases (Kobayashi, 2005). It is a popular tendency that most area management bodies in Japan are focusing on commercial and business enhancement, which means economic sustainability rather than social and environmental ones. To compare with Japanese cases, in Switzerland the identity is obviously more important being a main factor for economic, social and environmental sustainability. The conversion of old factory is seen in European urban redevelopment sites, like well known Emscher Park in Ruhr region, Prenzlauer Berg in Berlin, West Gas Fabric Culture Park in Amsterdam, etc. However, the case of complex development by new buildings, in-between uses, and conversion of old buildings in hybrid structure, as seen in this study case, has not been introduced by focusing on identity and sustainability with area management.

In this paper we have tried to research more intensively to make clear the role of identity for the sustainable area management, especially focusing on the case of SulzerAreal in Winterthur, Switzerland, which was formerly a heavy industrial site but now is on the process of a slow development by the management of the urban regeneration scheme. The SulzerAreal regeneration project is managed by the owners. This point is different from Zurich West which is managed by the public sector. Therefore SulzerAreal is relatively good to refer to for Japanese cases which are mostly managed by private sectors.

2. Case Study Method

This paper is aimed to introduce the new information of the case concerning urban regeneration projects in Switzerland. This is a kind of report to introduce the new tendency of urban regeneration as seen in the case of SulzerAreal, not mentioned as the pure research paper but the case study for the report. For the case study, it should be made clear how the case is worth to study. From the previous studies, it was made clear that the area management on the process becomes an important strategy as seen in Zurich West. SulzerAreal in Winterthur is not yet introduced in detail but it may be interesting to consider that the

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Table 1 Research Outline

<table>
<thead>
<tr>
<th>Area</th>
<th>Winterthur</th>
<th>Zurich</th>
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</thead>
<tbody>
<tr>
<td>whom</td>
<td>3 persons, especially several times to Mr. Walter Muhlemann</td>
<td>4 persons, especially several times to Mr. Peter Noser</td>
</tr>
<tr>
<td>interviewed</td>
<td>Sulzer Immobil AG, City Officer, Professional</td>
<td>City Officer, the interview to the director in 2001 &amp; 2007</td>
</tr>
<tr>
<td>Workshop</td>
<td>2008.08.20 at Tokyo with 108 audiences</td>
<td>5 Professionals from Japan, 2 from Switzerland</td>
</tr>
</tbody>
</table>

For the reference the research was conducted also in Zurich.

Also there were several interviews and observation in Japanese cases.

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1* Member・Professor(Chiba University, Graduate School of Horticulture・千葉大学大学院園芸学研究科)
2** Member・Professor(University of Applied Science of Berne, Burgdorf・ベルン応用科学大学)
style of urban renewal project has been changed by time processing from top-down “scrap & build” to collaborative participatory area management. As the report about foreign case, these points may be required: 1) New information effective to refer for city planning in Japan. 2) Unique case for the topic, in this case about “identity and sustainability”, to be discussed. Of course the area management like IBA Emsherpark in Germany, West Gas Fabric in Amsterdam, Bilbao in Spain, etc. had been introduced. Among the cases in Switzerland and EU countries, the case of SulzerAreal is worth to be introduced, because of the reason that the style has changed from “scrap & build” which is often seen in Japanese cases, to the process oriented approach, including in-between use, as previously described. In this transformation here may be a discussion point about identity and sustainability, which may be also effective to refer to for the discussion to reconsider Japanese way of urban renewal project at industry site.

The research method is based on interview, observation and discussion including workshop.

Interviews and observation researches were held several times as shown on Table 1. The workshop was held on 20th August 2008 in Tokyo on the title of “From the cases of Switzerland – Seeking the Environmental Model City” taken part in 5 Japanese professionals and 2 Swiss professionals and 101 audiences. The workshop was held, therefore, not only focusing on SulzerAreal but there are informative points which should be discussed about “identity and sustainability”. Then at first we will try to derive the viewpoints to see the case of SulzerAreal from this workshop.

3. The role of Identity for Sustainable Development from the discussion at the workshop

As it was discussed at the workshop, there are some different points in the municipal system in Switzerland to compare with the Japanese system. The legal zoning (Zonenplan) and district plan (Gestaltungsplan) together with building regulations (Bauordnung) intend to clear the local identity, accompanied by the direct democratic process. If the residents are very keen to be conscious of local environment, the participatory process would be the process to identify the local uniqueness. However, in Japan, the local identity is weak in comparison to Swiss cases of urban regeneration projects. One of the reasons may be the fact that there is not enough citizen participatory process in case of urban renewal projects and other redevelopment projects.

The word “urban regeneration” means wider area management including urban redevelopment projects. In our studies we focus on the areas of brown fields. And also the word “regeneration” has the meaning of sustainability expected connecting to the next generation. The word “redevelopment” is used here as a general redevelopment project which may compose as a part of an urban regeneration project of the area. The word “urban renewal project” is used here likely as a scrap and build, as seen in Japanese legal urban renewal projects.

The relationship of local identity and sustainable development was made clear from previous studies as follows: The identity is created keeping old buildings by renovation or in-between use and also making open space network access to urban natural space, under the time passing process of the area management, which is also the social process of enough communication with stakeholders lead by the manager, which is the characteristic structure in the case of ZurichWest.

“Branding” is a word recently becoming popular in the field of urban regeneration. Branding the image of the area has been used for the strategy to collect people and investment by making a concept of the project. However in case of Japanese redevelopment project, the new image of the area has often been created by a kind of catch copy of another name as copy writers are doing. That’s how it is often seen in legal urban renewal projects. It may be an argument how branding the image of the area could be done. Is it from a new catch copy word naming the area, or a new unique building, or fascinating brand shops, or attractive entertainment activities, or the place itself? Today’s society is criticized as a consumption society by semiotic theory. It may mean that people are coming to the hot spot to consume the copies of signs but will move to another hot spot, which will be newly made, and the hot spots will be always changing one after another. To see the new redevelopment sites in and around Tokyo, it looks that always those areas are influenced by this kind of consumption society. The time length keeping the branding area image fresh and attractive effectively seems not so easy and long in Japan as all over the world. It may be depending on how the branding new image sustained from the local area’s identity. Therefore we would like to discuss on this paper furthermore the relationship of branding and identity together with sustainability from the case of SulzerAreal.

4. Development Concept and Identity on the Development Stage

SulzerAreal in Winterthur is the area where Sulzer had started as the first metal casting foundry in Winterthur in 1834 and developed to a heavy industry factory for turbines and dieselmotors. The location is along the railway in the central part of the town and the area is 26.9ha which is the same as the medieval old town. The regeneration project of the SulzerAreal started in the late 1980’s. Its development period could be classified to these following four stages from the viewpoint of the forming identity with the development concept and method (see next Table 2).
1) 1989-1992: crisis of identity from the scrap & build project

The SulzerAreal in Winterthur has a long process of development behind. Twenty years ago the former heavy industry firm Sulzer proposed a project for the closed working area next to the historic city. This plan is called “Winti Nova” (in Japan, “scrap and build”) with office buildings. But several young architects offered grim resistance when it was presented first to the public in 1989. They argued the enclosed industrial zone was a historic important and extremely interesting urban area. They dreamed of a mixed use zone, as they knew only from the medieval city. They realized that this central area could be a chance to give the former industrial city a new positive image.

So they organized with the help of the Swiss Society of Engineers and Architects public lectures and discussions aiming to make the people and the politicians sensible for the qualities of the area and stimulate a public debate on the development of the „forbidden city.” (The area was called forbidden city at that time because it was enclosed by a fence and only workers of Sulzer had access to it before it was opened to the public.) Then gradually the project had changed from scrap & build to process oriented one.

In a first step Sulzer Estate vacated an area almost as big as the historical city and filled it up with temporary uses because it could not find investors for the area in the beginning. The industrial image was bad and investors backed off because of the economic crisis. The area displays industrial buildings with no real streets but open areas for working between the buildings. It shows a densified (heavily built on) area in the city. First people didn’t detect much quality in these old buildings. But after sensitization (having made them sensible) by lectures and public discussions people started a debate on the area that changed their perspective. And they analyzed the situation of the old buildings for reuse11).

From this argument, we could know that there was also the direction of scrap & build like the urban renewal project in Japan also in Switzerland, and the role of architect and citizen was clearer in Switzerland to protest against the project through the dialogue making the discourse coalition of the local identity based on the old industry site even though it gave the people a bad and dirty image.


So when Sulzer got the permission to think about a change of the zoning law from industrial zone into a new centre zone (in about 1992), the city forced it to build a minimum of 20% housing on the site, even if Sulzer wanted to get a pure working zone before.

Because after the economic crisis in the Nineties, Sulzer and the city have tried to seek an alternative way different to the Scrap & Build project like “Winti Nova”

In 1992 the City Government started the test planning “Stadtmitte Winterthur” by inviting six groups of architects and planners to rethink the main train station plaza as well as the connection of the future SulzerAreal to the city and the main train station12). Test planning is an interesting kind of Swiss planning instrument to have a parallel planning with several meetings with the jury instead of a competition. It is therefore a good way to find a better solution by producing alternative plans by inviting several professionals.

Furthermore SulzerAreal and the city demonstrated cooperation by organizing an international urban planning competition in 1992. The winner was the well known architect Jean Nouvel of Paris, France. He proposed an unexpected game of Old and New what became the basic idea of the further development of the area.

Table2 SulzerAreal Development Stage

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Concept key words</td>
<td>Winti Nova</td>
<td>New Winterthur</td>
<td>“Megalou” (brand, something big)</td>
<td>Slow development Area Management</td>
</tr>
<tr>
<td>Type of development</td>
<td>Project Study, Scrap &amp; Build</td>
<td>Test Plan, Design guideline of open space Study Competition</td>
<td>Mixed Use, Infill, In-between use, New development, Super block Starter Project</td>
<td>Process oriented development management</td>
</tr>
<tr>
<td>Branding Identity</td>
<td>Renewal to New blocks of offices and residential buildings as a new core of the city</td>
<td>From Industry space to urban space</td>
<td>Old + New In-between Use (30% tenants of 50, 1995), Infill, facade heritage conservation, Extension building, etc</td>
<td>400 new workplace, City Hall (1994), NewShopping Center Hotel, Techno park Residence, Open space Amusement, etc</td>
</tr>
<tr>
<td>Discussion</td>
<td>Development or Preservation, Comprehensive vision of the city center, Forum of City Development, 1990 Investment peak (after that declining economy)</td>
<td>After Study Competition, Publicness For building permission</td>
<td>1995 Building permission of Megalou issue of Parking Umnutzung (Reuse of old buildings) 4ha retail, education, office, restaurant, cinema, and residence, with 200 Mio Fr.</td>
<td>Phasing “Megalou” Kopf des Sulzer Areal (head of Sulzer Areal) “Megalou –Schock Development management with Metron AG “Nutzungskastern” (floor use cluster) –Investor</td>
</tr>
</tbody>
</table>

※ This was made from the analysis of the interviews and documents listed on the notes 10)-15),17)
Jean Nouvel presented a concept of slow enhancements. He proposed to conserve precious parts, but planned new attachments, reconstructions and superstructures. Old and New result in a new ensemble and define a new identity developed out of the former historic site. Even if he didn’t even build one house in Winterthur, his concept was followed all over the area. This concept was named “Megalou” (*artificial word, brand, no clear meaning except something big*) which might play a role of tractor to unite different factors of old and new things, as explained by the semiotic theory as a brand effect.

In the same international design competition, Sir Richard Rogers from London, Great Britain, presented a tabula rasa concept (scrap and build). It got no prize. It means that the identity continued from former industrial site was preferred to be kept.

In 1995-2001: Megalou ～Branding the identity Old + New

Concurrently Sulzer opened parts of the area for temporary uses which changed subtly the former negatively connotated industrial area into a new positive image\(^3\). The conversion projects together with the new built infalls shaped a new identity for the whole area. Suddenly it became hip to work or even live there.

In-between use is useful to collect new tenants at reasonable prices for a while before you can start a new investment. As in Zurich West, the master plan of the area is kept flexible so the next development may also be founded from the process of the temporary use. In 1995, among 50 tenants at SulzerAreal, there were 30 tenants who were using the in-between use. In 1994, first projects were started and the City Halle project was realized which is still used as a space of cultural and business events such as musicals, international WHO conference, etc. And after that, the Intershopt-Bürogebäude, the Pionierpark (1998), the Sulzer-Modellmagazin (1999), the Lofts-G48 (2000), and the Architectural University of Applied Science were realized. There are different types of development such as re-use by renovation, new buildings, extension building, temporary in-between use and so on.

These developments of the mixture of old and new buildings have been creating an original land- and townscape in the area which will create a unique brand out of the local identity.

4)2001-today: Slow development “area management”

In the summer of 2001 after the long term economic crisis ended, Sulzer estate company had started the professional development management with the marketing strategy by rethinking the concept and process. From the review of Jean Nouvel’s “Megalou”, which failed to be realized because of its big size needed too much expenses, and facing up to the reality happened there as described above, they had to organize a more flexible process by setting the stage for land / floor use possibilities\(^4\). For instance they had collaborated with the big architecture and planning firm Metron Inc. for the development management in the case of SLM Werk II.

So these land / floor use possibilities, so called “ utilization clusters”, were set for not only coordinating the utilization but also to involve investors and create a multiplier effect. For instance the combination of the college of applied sciences and private firms will be a good incentive producing incubation and venture businesses.

Today the area is still developing with a quick decreasing of the former bad image. More and more people accept this area with some kind of attachment as a part of “our town” (from the interview to the director of the planning office of SulzerAreal Mr. Walter Muhmenthaler in 2009 and the documents of 15)&16).

5. Creating Identity by each Project

Today the area is a perfect example of a mixed use zone. Looking at the ground level we find still industry (dark grey), temporary uses (light grey), habitations (green and on upper floors), offices, theaters, cinemas, shopping, schools, restaurants and recreational.

In this session, we will try to analyze the specific point which expresses the local identity of the project. The development types of the projects composing the total regeneration of the area are classified in these following types: reuse by new building, in-between use (temporary), reuse by renovation, and extension on buildings. At this moment there are in minimum 11 larger building projects and 2 landscape projects completed, 4 projects are on the implementation, and 5 projects are in the planning stage.

From the analysis of each project, it became clearer that keeping the old buildings and façades is a key factor for the local identity based on the history of the place as a heavy industrial site\(^5\). The combination of new buildings or new parts added to old buildings is making an original unique form of spatial quality. In the past the buildings of heavy industry were hated, but today these buildings are preferred to be kept as an industrial heritage which can be filled with new life. This change of the popular sense of value becomes the advantage of the area. New utilization of old factory buildings creates new spatial characteristics enforcing the brand of the area.

For instance, the project Halle 180 which is the reuse of a factory building as a college of architecture, like a table the platforms with the workplaces of the students are built in the centre of the hall and don’t touch the wall or the ceiling. So the factory building stays as a shell. There is – in another hall - also a temporary use of the factory building such as indoor go-kart place called “Block”. A more simple in-between-use is a car parking in an old factory hall.

Extension buildings are seen in different ways of spatial design. In case of the “Kranbahn”, new parts of the building are added on
the top of and aside the old building. This project for a mixed use building “Kranbahn” combines old and new in an interesting character. The ancient crane runway is still working and can be used for public performances and celebrations on the plaza “Katarina Sulzer Platz” besides the building. To keep the privately owned plaza free of buildings the city council accepted higher buildings alongside and the architects expressed this additional volume in a separate roof volume of row houses. This formal idea becomes a symbol of the area opened to public.

Fig 1 Actual ground floor/land use plan at SulzerAreal (numbers refer to Table 3)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Type</th>
<th>Project Description</th>
<th>Sustainability</th>
<th>Illustrations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kranbahn</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Hall 100</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Lokomotive</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Technopark 2</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Superblock</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Lokwerk</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
<tr>
<td>Kesselhaus</td>
<td>Ext.</td>
<td>Building combines old and new</td>
<td>Social</td>
<td><img src="http://example.com" alt="Image" /></td>
</tr>
</tbody>
</table>

In the case of the “Lokomotive”, the project is an extension and offers new buildings for housing of 120 units, which create common spaces using the old factory as a semi-indoor space between them. This space is unique and creates a special neighborhood community. This social space is an important factor for social sustainability.

In the case of Lofts-G48, the new habitats in the old industrial buildings are lofts as we know them from New York’s Soho. They were the first permanent uses in the area. Renovation and reuse such as keeping the façade of the building is seen in cases of several specific old buildings. The “Technopark” is a mix of a renovated old building and a new building on top of it. It combines offices for the University of applied sciences and 23 private firms, which will have the possibility of joint research or training. “Lokwerk” is a new shopping center preserving the main façade to the city and therefore contributing to the cultural sustainability. The “Kesselhaus” is a complex of shopping, restaurants and cinemas using the old building of the power station. The building of a unique form as an entertainment facility will be a symbolic one to brand the identity of the area towards the main train station and the city core.
New buildings are built in the centre of the area as “Sieb 10” (by Regimo Zürich AG), a housing complex with offices and restaurants, or as “Superblock” (by AXA Winterthur) which is now on the test planning stage following the concept “Megalou” Jean Nouvel had proposed. As those projects of hybrid were realized involving different investors, stakeholders and organizations, for this kind of collaboration, the area management becomes more and more important. The city will take over the streets and infrastructure after it is adapted to the new uses. But the concept is controlled by the area manager of SulzerAreal(Mr. Muhrmenthaler) . Building projects are developed by competitions where the city is part of the jury but not deciding by itself. This process is called open masterplan which is appropriate to the change of the conditions on the process, collecting ideas during the uses and activities, such as in-between uses which is also suitable way for sustainable development by communicative process meeting different businesses, skills and knowledge for many kind of collaborations. In this way, buildings and landscape show that the specific identity of the SulzerAreal is still growing and still developing because sustainable identity grows out of the place itself, connecting economic-, social- and environmental- sustainability, out of the historical traces of our antecessors and is not the design result of architects alone!

6. Conclusion
From the studies above, these following points were made clear.
1) From the case of SulzerAreal, we learn that it was planned also at first as a scrap & build development, but from the reason of economic declining and citizen / professional movements, the direction was changed to process oriented management with the temporary use and keeping of old factory buildings. Furthermore it was made clear that the process oriented management has been involving different investors and create a new style of partnership management with other bodies by the combination of in-between use and new development. On this process, the role of professionals to concern with local identity should be remarked.
2)In-between use, the reuse of old buildings temporally, is effective to bring the traditional context to a stage where it may create a new image of the local identity during the process of development which is also the process of branding a new local identity based on the traditional one. The place identity from the context of the former use reflecting the past memory at the development site is of central importance. Especially industrial sites have a long history stamping the character of the whole city. Then the identity of the place is created by the mixture of new and old, such as new and old buildings, landscapes, interiors, and exteriors. These become the key factors for branding and also sustainability. In this meaning, local identity has a great role for the harmonized environmental-, social-, cultural- and economic sustainability in the case of regeneration project on a former industrial area.
3) Sulzer Areal is unique because they operate with an open masterplan which is adaptable at each project and used management concept instead of a prefixed masterplan. The advanced method of leading the plan without determination is very successful in a slow changing process which generates the local identity with the relation to sustainability.

Notes & References:
2) Azai, Takanari; Morita, Kazum; Utunori, M; Kobayashi, Shigenori; Nam, Jin (2002) Study of Realities in the Area Management in the Core Areas of Large Cities, CPIJ Review Vol.37, pp.601-606
5) Kobayashi, Shigenori et al. (2005) “Area Management - Planning and Management by District Organization”, Gakugei Publisher
6) This is outstanding but not so easy to refer as written by Dorothee Kohler (1999) The IBA Emscher Park – a typically German Project? Topos, 24
10) Stadt Winterthur, Department Bau (2001) Stadtentwicklung Winterthur, 6-7
12) The main difference to a normal Masterplan is the discharge of the idea one could define an urban and architectonic result without knowing the uses or stakeholders. It is the change of the urban masterplan to a process oriented plan which can add additional conditions such as Sustainable constructing which are not given by normal laws. The project definition follows in a second step by a competition where stakeholders and the city define together the program and the jury of the competition. Werner Huber has written about it as “Zusammenarbeit lernen” (collaborative learning), refer 15) p.30
Acknowledgement : Special Thanks to Mr. Walter Muhrmenthaler and Mr. Peter Noser

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