



# AREA BALANCED SCORECARD

## **ABS PROJECT STEP BY STEP**

### **Phase 1: Planning**

1. Identify what to benchmark
2. Identify comparative areas
3. Determine data collection method and collect data

### **Phase 2: Analysis**

4. Determine current performance gap
5. Project future performance levels

### **Phase 3: Integration concepts**

6. Communicate findings and gain acceptance
7. Establish functional goals

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### **Phase 4: Action**

8. Develop action plans
9. Recalibrate benchmarks

### **Phase 5: Maturity**

10. Attain leadership position
11. Fully integrate practices into processes

## **ABS RESEARCH QUESTION**

What are the elements of the balanced mixed areal structure?

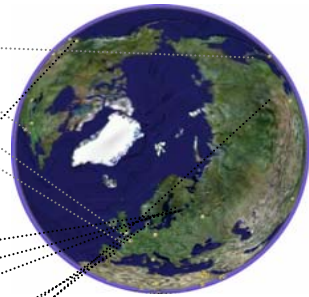
How the various functions such as work, live, recreation and services can be successfully integrated?

## MATURE

USA, Cambridge, MIT  
France, Paris, 5th Arrondissement  
France, Sophia Antipolis  
Japan, Tokyo, Roppongi Hills



Finland, Helsinki, Arabianranta  
Finland, Espoo, Suurpelto  
Finland, Tampere, Vuores  
USA, San Francisco, Mission Bay  
Spain, Barcelona, 22@ Digital Media city  
Netherlands, Amsterdam, Zeeburg  
Denmark, Copenhagen, Ørestad Crossroads  
Singapore, One North, Fusion Polis



## DEVELOPING



**B1 STRATEGIC LOCATIONS**  
Strategic locations of different functions like living, working, services and recreation create particular focus points. Draw the location where the asked functions are concentrated at the chosen area.



**B4 CUSTOMER DEMOGRAPHICS**  
Size, structure and distribution of population. How the population change over time due to births, deaths, migration and ageing. Relation to whole society and to groups defined by criteria such as education, nationality, religion and ethnicity.  
Answer by giving figures in asked units as precise as possible.

**Inhabitants**

Total number of inhabitants

From which

Population by sex

Male

Female

Population by age

Age groups

0-4

5-15

16-17

18-29

30-44

45-64

65-74

75+

**CONTENT OF THE SHARED working kit**  
The study consists of four main categories: Facts and Figures and 9 Map Assignments. First main category is divided to four subcategories which are Access, Proximity, Interrelationships and Customer Demographics.

**FACTS AND FIGURES**  
Answer by giving figures in asked units as precise as possible.

**B1 ACCESS**  
Access to and from the area by urbanised public transport and view traffic. The technological characteristics of the area and the customers.

**B2 PROXIMITY**  
Location of the area in relation to the city center and services.

**B3 INTERRELATIONSHIP**  
Interrelationship of residential and commercial properties, services, recreation and green areas.

**B4 CUSTOMER DEMOGRAPHICS**  
Size, structure and distribution of population. How the population change over time due to births, deaths, migration and ageing. Relation to whole society and to groups defined by criteria such as education, nationality, religion and ethnicity.  
"However, as many questions as possible. You can also skip some questions if you can't acquire the asked data easily."  
"If the answers should relate to the defined area."  
"If the area is under planning, give the figure of the target state (and approx. installation year)."  
"Use your own grouping if it differs from the given (for example time of businesses, age grouping, etc.)."

**B MAP ASSIGNMENTS**  
Map assignments are divided to three subcategories which are Strategic Locations, Maturity Circle and Atmosphere Collage.

**B1 STRATEGIC LOCATIONS**  
Strategic locations of different functions like living, working, services and recreation create particular focus points. Draw the location where the asked functions are concentrated at the chosen area.

**B2A Focus points for living** (for example ways of living, housing types, local specialties.)

**B2B Focus points for working** (for example companies, level of businesses.)

**B2C Focus points for services** (for example most important services for inhabitants/workers/visitors.)

**B2D Focus points for recreation** (for example for recreational recreational spaces, culture, leisure, green areas, parks, sport grounds.)

**B2E Traffic phenomena** (for example public and private transportation.)

**B3 MATURITY CIRCLE**  
Answer by giving the most important milestones in the area development (history, present, future).

**B4 ATMOSPHERE COLLAGE**  
Make a collage from photographs, pictures and drawings which describe the image of the chosen area.

## PDF QUESTIONNAIRE



**WORLD** **FII**

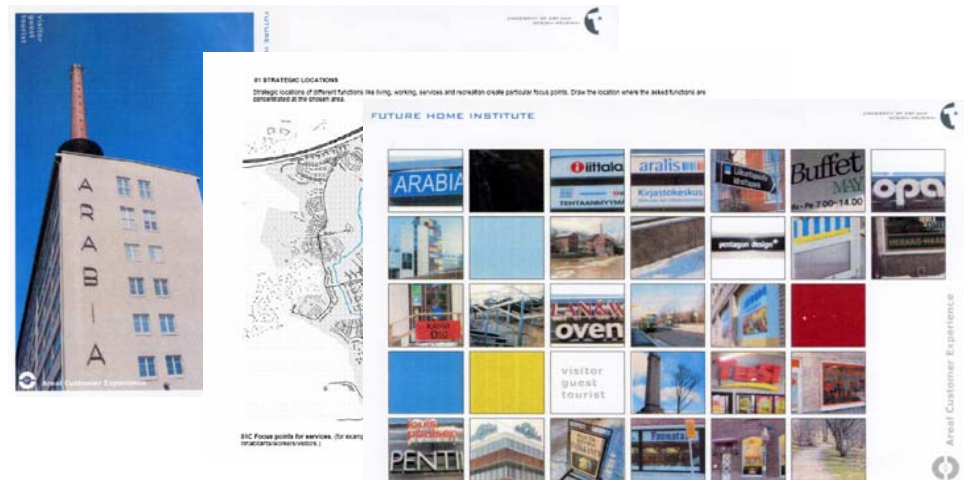
**WORLD**

**WORLD** **FINLAND** **ARABIANRANTA**

## WWW + FACTS AND FIGURES DIVIDED TO PDF FILES

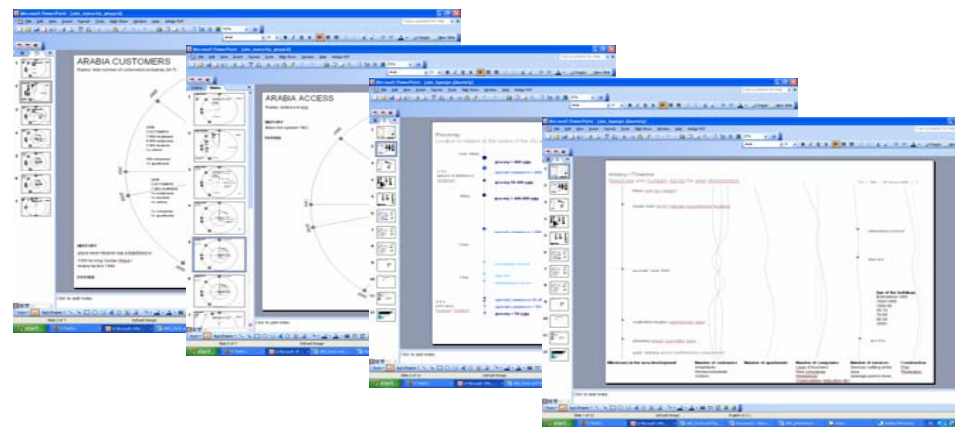
## DATA COLLECTING METHODS

Local authorities

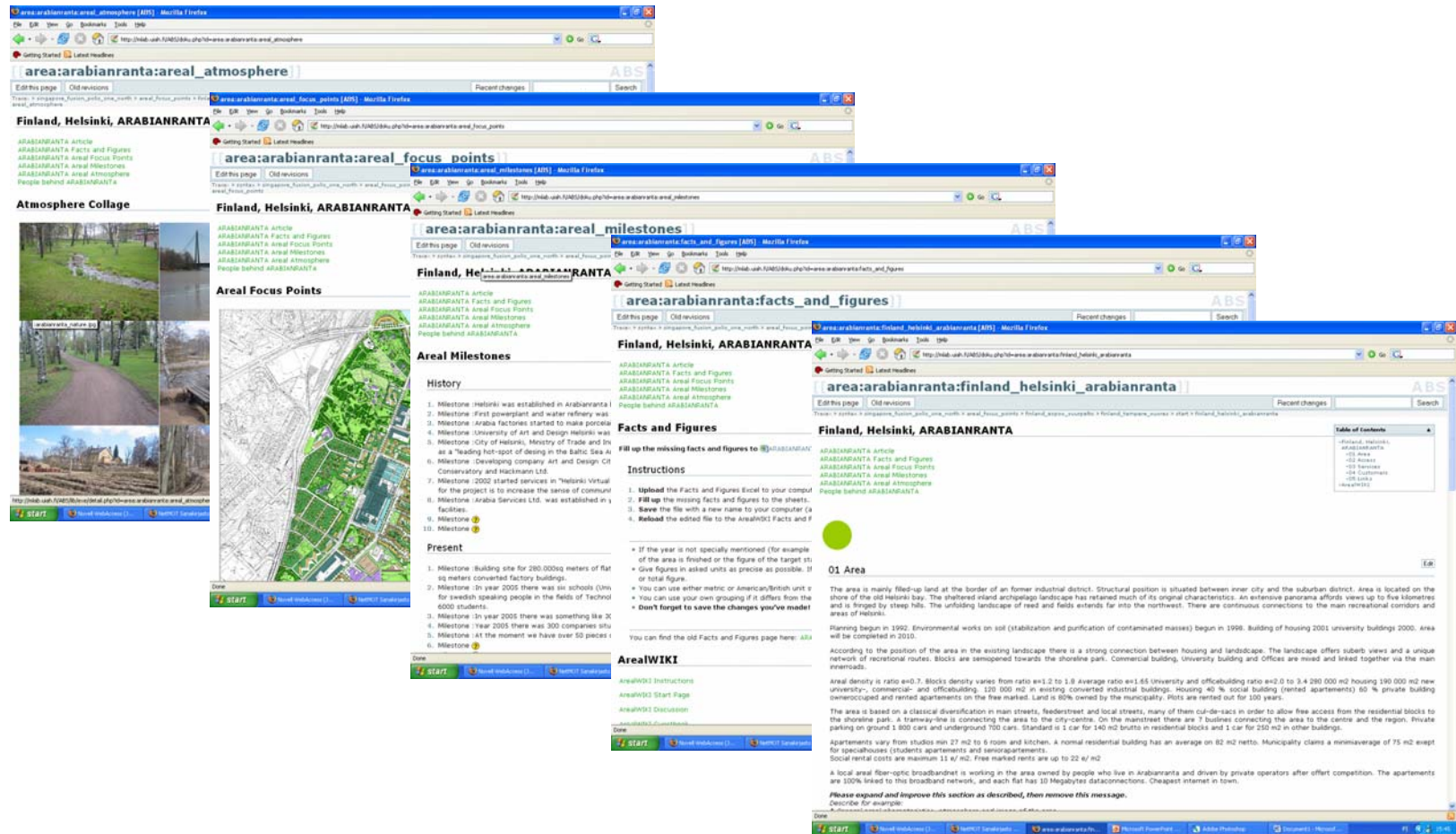


## ABS SHARED WORKING KIT

what to benchmark? what kind of data we need? how to analyze the data?

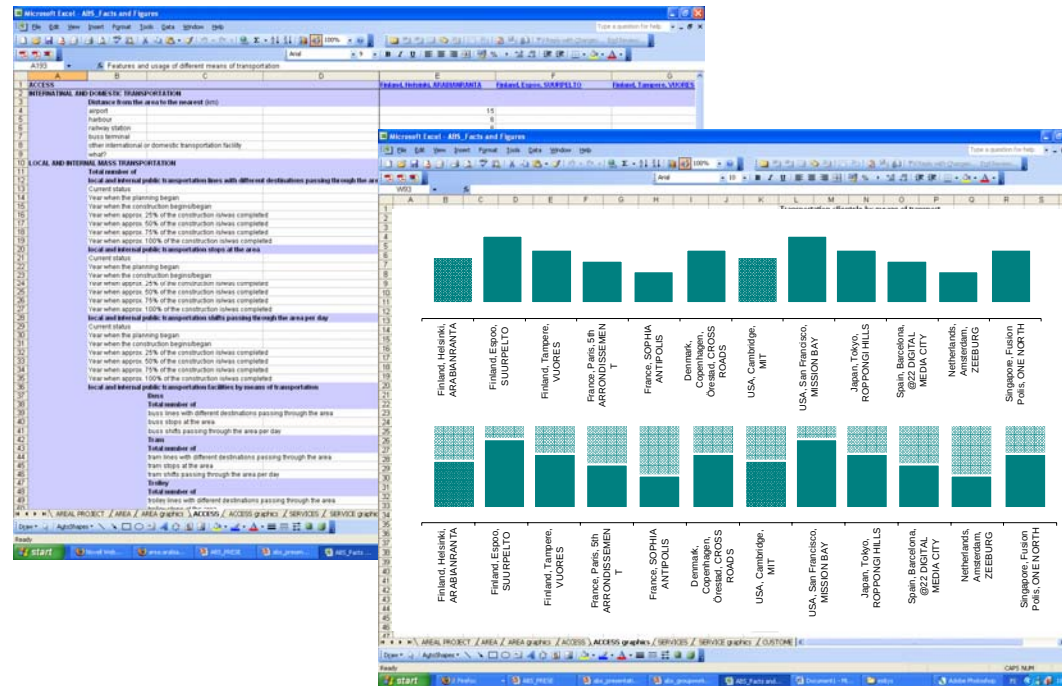


## ANALYSING DATA: MATURITY CURVES, DIAGRAMS AND CIRCLES...

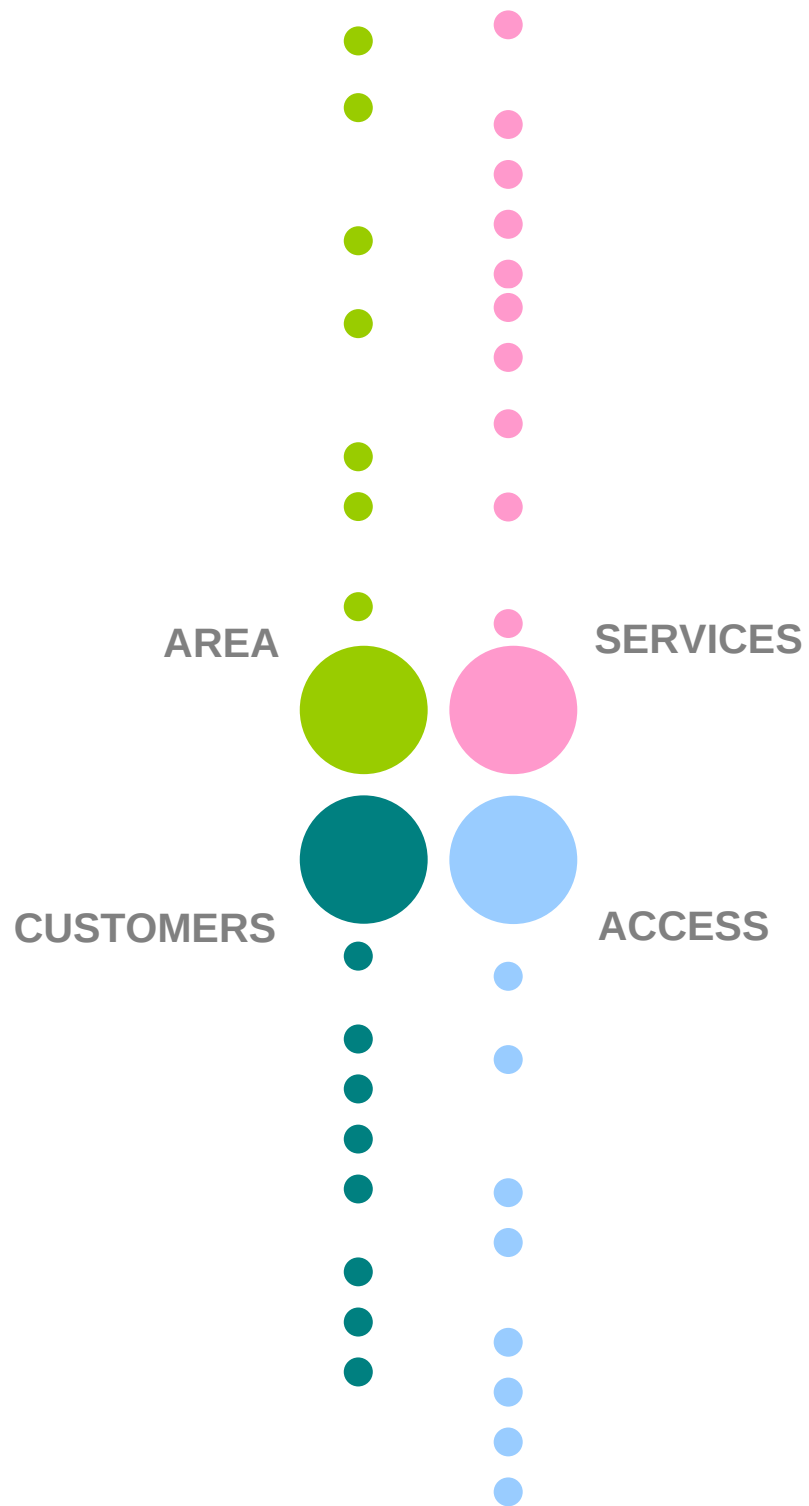


## DATA COLLECTING METHODS

ArealWIKI: Areal Article, Areal Facts and Figures Excel, Areal Milestones, Areal Focus Points, Areal Atmosphere Collage, People behind the Area, Discussion

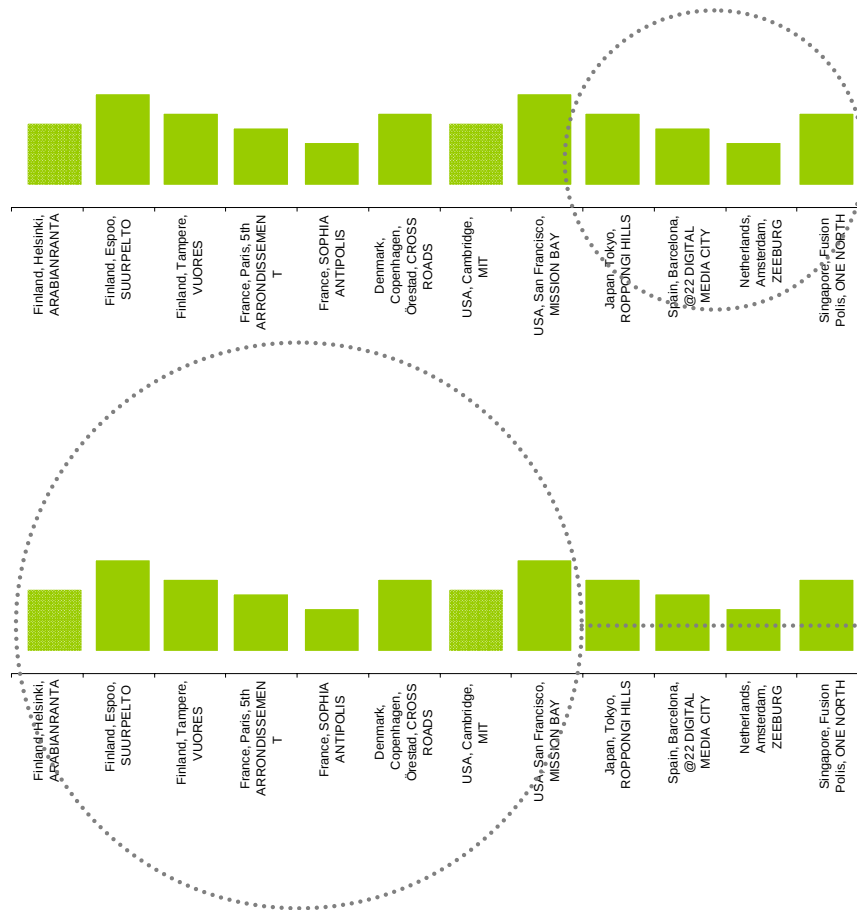


## ANALYSING DATA: Facts and Figures Diagrams



## **AREAL TIME SCALE INDICATORS AND FACTORS TO BE MONITORED**

- Total duration of the areal project, planning and construction schedule.
- Year when the planning began
- Year when the construction begins/began
- Year when approx. 25% of the construction is/was completed
- Year when approx. 50% of the construction is/was completed
- Year when approx. 75% of the construction is/was completed
- Year when approx. 100% of the construction is/was complete
- Milestones in area development.
- Areal project time scale and current state of execution.
- History, current status and future vision of the areal development.
- Utilization of existing structure and the relation to the areal development.



## MATURE FIELDS

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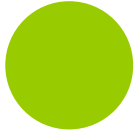
Spain, Barcelona, 22@ Digital Media city

Netherlands, Amsterdam, Zeeburg

Denmark, Copenhagen, Ørestad Crossroads

Singapore, One North, Fusion Polis

## DEVELOPING FIELDS



### **AREAL INDICATORS and FACTORS TO BE MONITORED**

- General areal characteristics, atmosphere and imago of the area.
- Distance from the area to the civic center and other locations. Location and significance of the area in relation to the city, urban structure and surrounding region.
- Total land area and land-use distribution: one- and two-family residences, multi-family residences, mixed residential and commercial use, commercial use, industry / manufacturing, public facilities and institutions, transportation / utility, open space and recreation, natural environment, parking, vacant land, etc.
- Structure and features of the building and housing stock, building-use distribution. Building density.
- Features and use of street and traffic networks and areas.
- Features and use of parking facilities.



### **ACCESS INDICATORS and FACTORS TO BE MONITORED**

- Location of the area in relation international and domestic transportation. Distance from the area to airport, railway station, harbour, buss terminal and other transportation nodes.
- Transport needs and overall accessibility of area. Features and usage of different means of transportation (mass and private transportation and slow traffic).
- Access by local and internal mass transportation. Number and use of local and internal mass transportation (lines, stops, shifts and passengers / buss, tram, trolley, metro, train, other mass transportation.)
- Number and use of private motor vehicles: cars, motor cycles, other motor vehicles.
- Features of slow traffic: bicycle, pedestrian, other slow traffic.
- Technological characteristics (technographics) of the area and the customers. Local area network, number and type of broadband connections, use of cell phones, number and type of wlan hotspots.



## **SERVICE INDICATORS and FACTORS TO BE MONITORED**

- Overall self-sufficiency and accessibility of services and recreational areas.
- Quantity, quality and customer capacity of the areal services and location of the area in relation to local services.
- Healthcare facilities: healthcare centers, hospitals, other healthcare facilities
- Social services: nurseries, old-aged homes, other social services
- Other public facilities: police stations, fire stations, other public facilities
- Retail premises: grocery stores, special commerce stores, department stores, shopping centers, other commercial premises
- Eating and drinking facilities: restaurants, cafes, lunch places, bars, nigh clubs, other eating and drinking facilities
- Hotels and equivalent: luxury hotels, mid-range hotels, low cost hotels, hostels, bed and breakfast premises, other accommodation premises
- Cultural premises and sites: museums, galleries, premises for opera, theatre, dance theatre or concerts, movie theatres, tourist attractions, artworks and architectural sights, cultural sites, libraries, other cultural premises
- Recreation: indoor and outdoor recreation premises and sites
- Important natural and cultural sites.

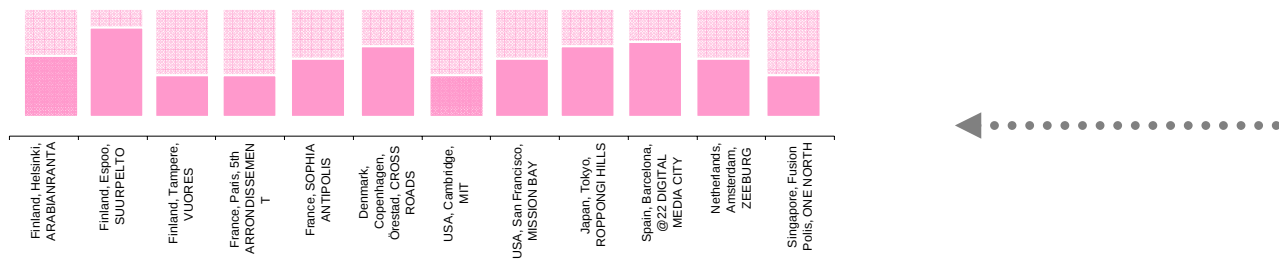
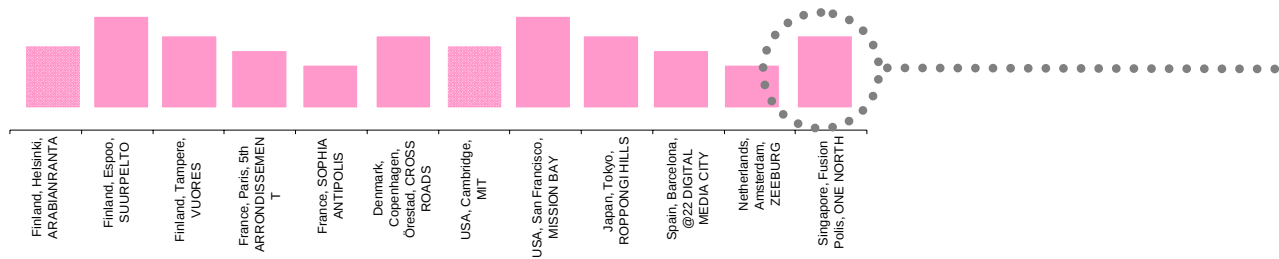


## CUSTOMER INDICATORS and FACTORS TO BE MONITORED

- Size and structure of clientele:
- Total number of inhabitants: gender, age and education structure, nationality, income and employment rate
- Total number of workers: sector-specific worker distribution
- Total number of students: education-specific student distribution
- Total number of visitors: origin, reason for visit

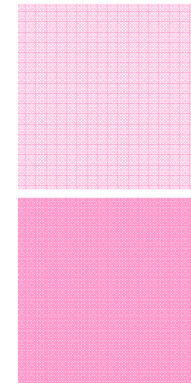
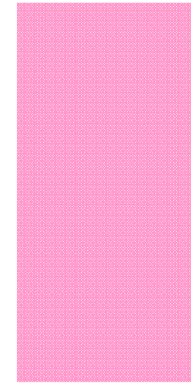
Number, size and distribution of households, companies and educational premises:

- Total number of companies: size by number of personnel, sector-specific company distribution
- Total number of households: size and distribution
- Total number of educational premises: size and line-specific school distribution



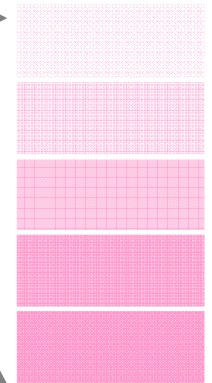
## INDICATORS

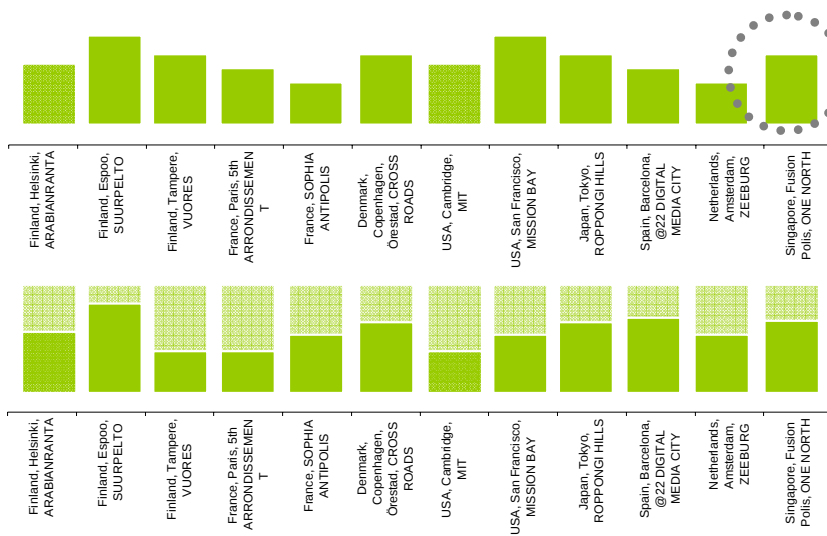
(units: total number, km, ha, etc.)



## SUBCATEGORIES

(units scaled to percents)



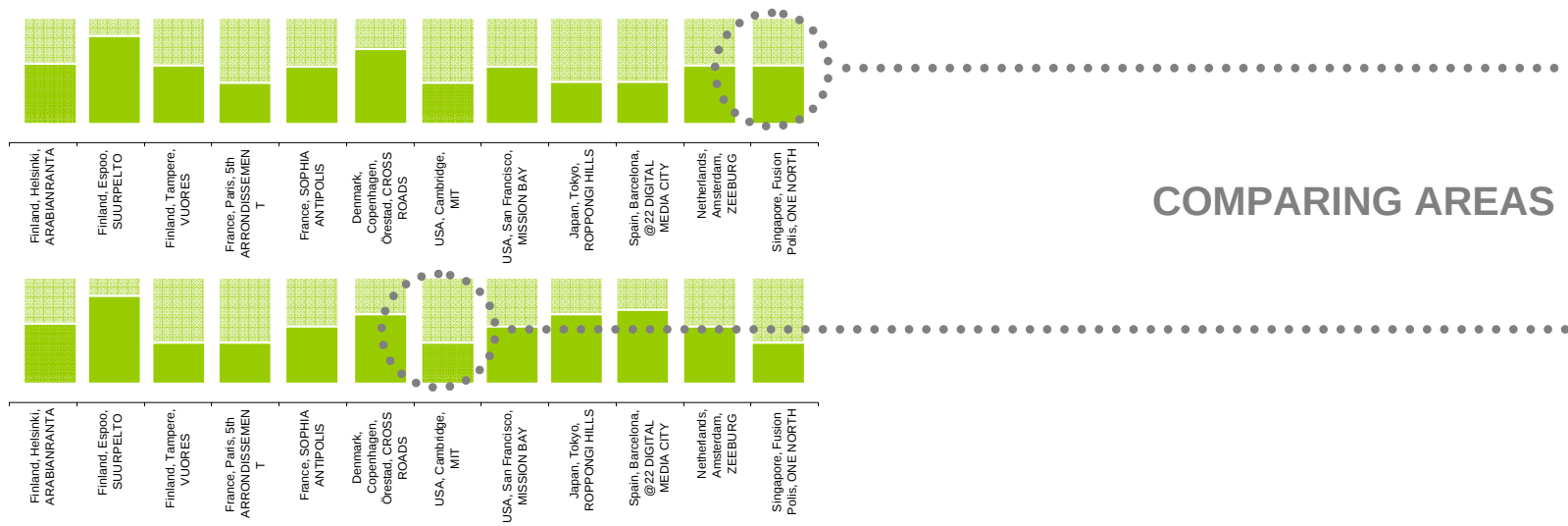


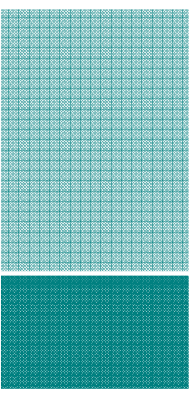
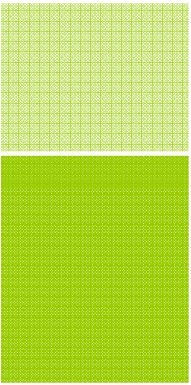
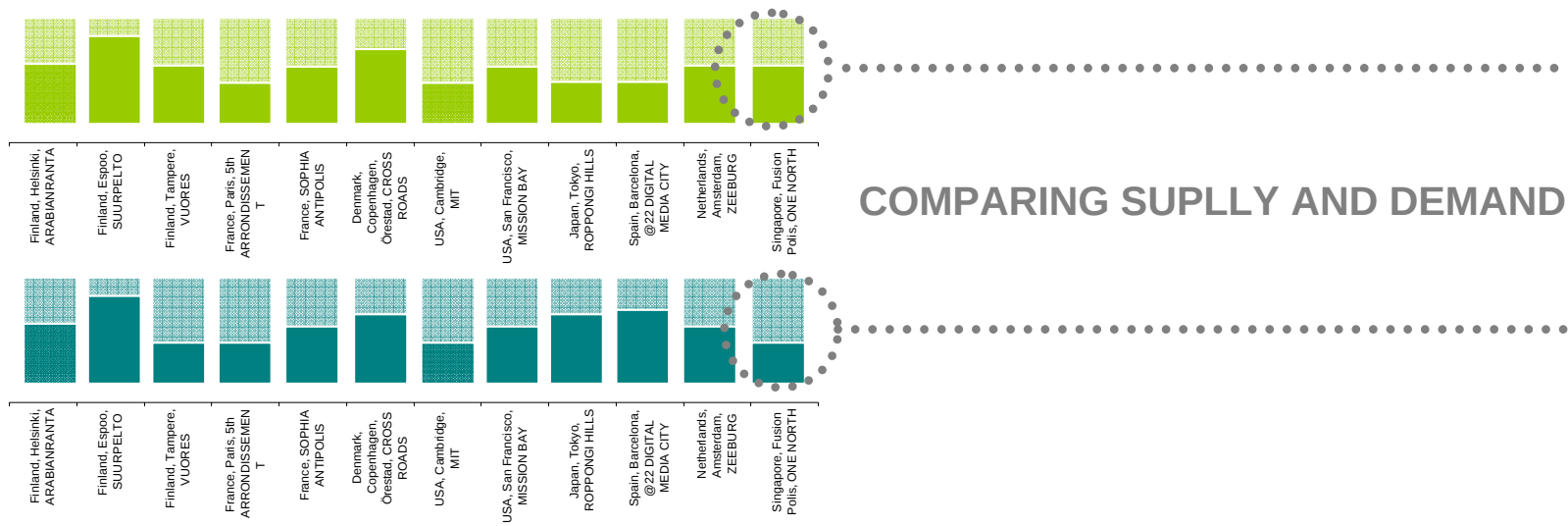
## INDICATORS

(units: total number, km, ha, etc.)

## SUBCATEGORIES

(units scaled to percents)







Year when planning began

Year when approx. 25% of the construction is/was completed

## COMPARING DIFFERENT STATES OF EXECUTION

Year when approx. 50% of the construction is/was completed

Year when approx. 75% of the construction is/was completed

Year when approx. 100% of the construction is/was completed

### **SOME OF THE RESULTS...**

- Information about the areas and the similarities and differences between mature and developing areas
- Scalable and comparable mixed areal structure and maturity level indicators
- Information about impact of supply and demand in the area development
- Future performance levels defined by mature BM-areas