

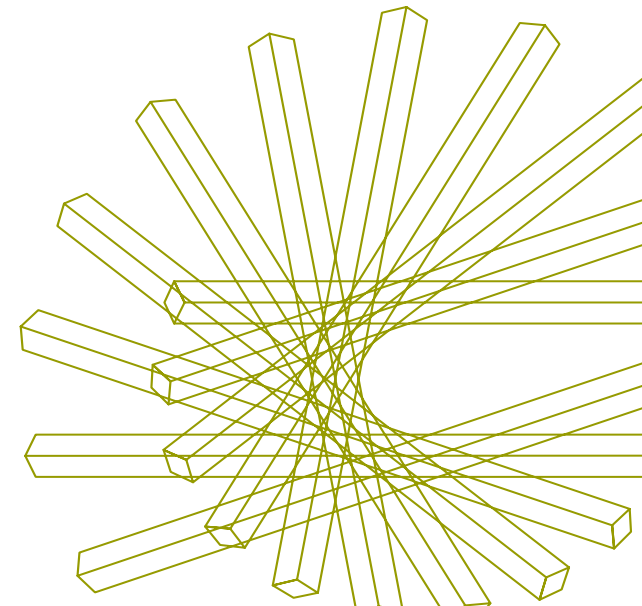


# Redevelopment Of Utrecht Station Area

*A Megaproject case study compiled by*

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# MEGAPROJECT Case Study

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## Basic Project Information

Project Title	Redevelopment of Utrecht station area
Location	Utrecht, Netherlands
Purpose	<ul style="list-style-type: none"><li>•Have internationally compatible business environment</li><li>•Intensify and reinforce the inner city area</li><li>•Limit and guide auto-mobility (focus of cycling and public transport rather than auto mobility)</li><li>•Combine the old historical city with the station area</li></ul>
Scope	<ul style="list-style-type: none"><li>•Build new railway station area</li><li>•Renew Hoog Cathrijne shopping mall</li><li>•Connection of the new station area with old town</li><li>•Renovation of Catharijnesingal canal</li></ul>
Total Project Value	3 billion Euros
Project Status (i.e.. initiation, planning, construction, operation, dismantling)	Construction and operation
Contractual Framework (e.g. fixed price, cost-plus etc.)	Phased approach. Bilateral contract between city and main stakeholders
Relevant Physical Dimensions (e.g. height, width, volume, length)	Approximately 100 Acers

# MEGAPROJECT Internal Stakeholder Identification

(Stakeholders with a direct legally sanctioned relationship with the project)

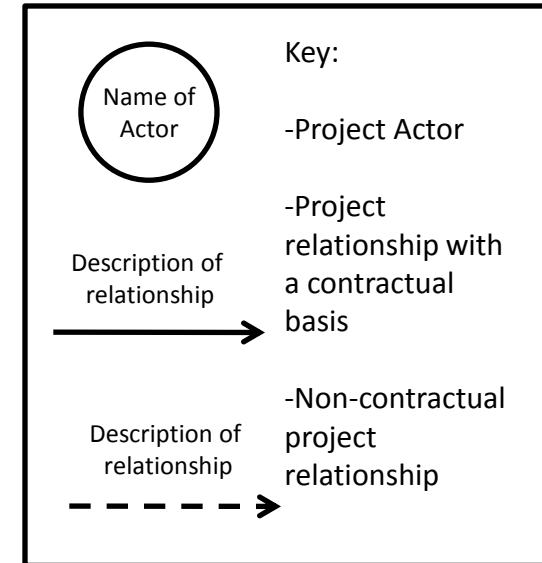
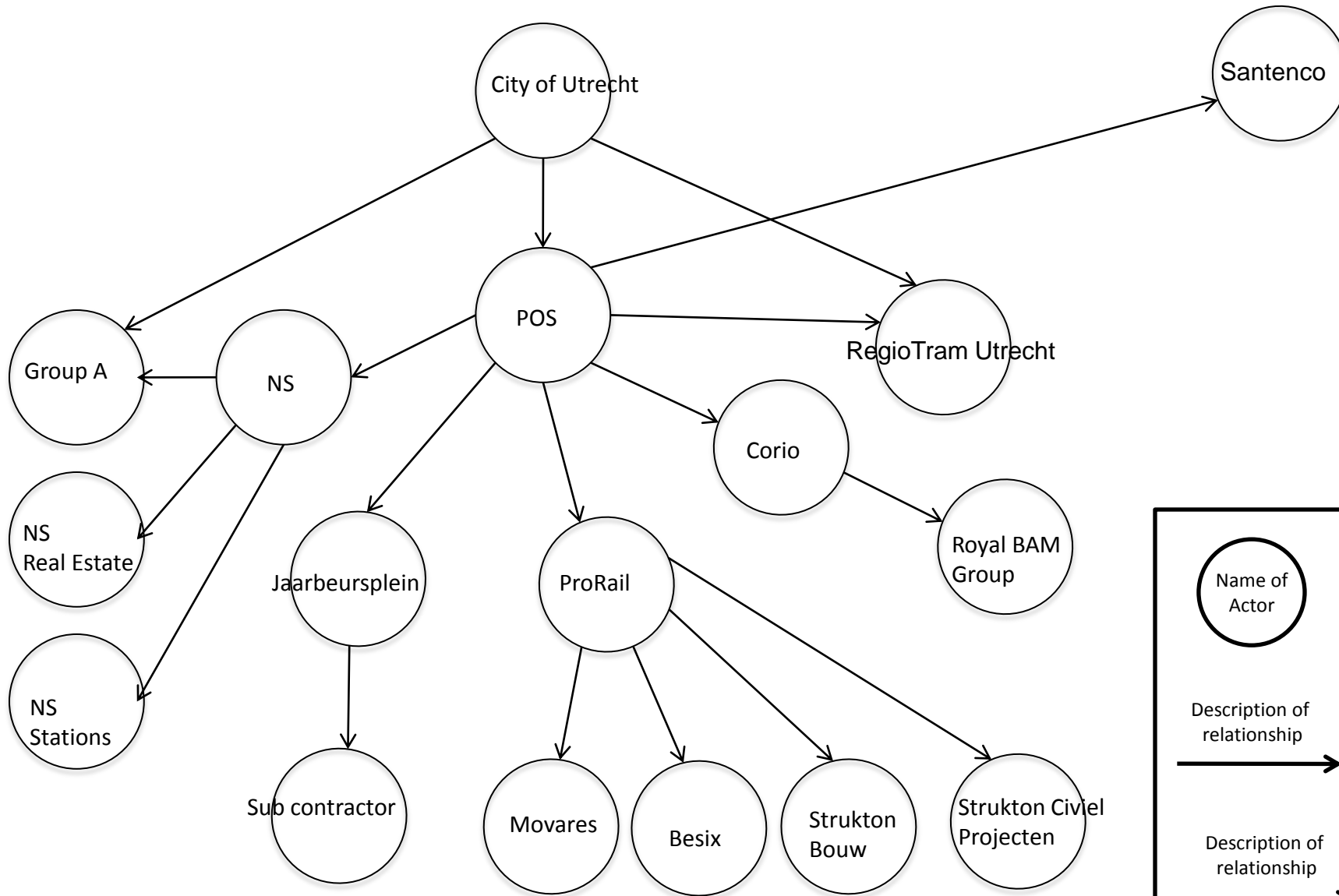
		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
Internal	Supply-Side	Client	City of Utrecht		
		Financiers	<ul style="list-style-type: none"> <li>•City council for public area, library, concert building</li> <li>•Private partners have their own financiers</li> <li>•Major banks financing the housing</li> <li>•The governments finance the the stations, the entrance hall and the infrastructure</li> </ul>		
		Sponsors	City chlon is sponsor for sustainability ideas (EU)		
		Client's Customers	POS, private partners (Jaarbeures, NS, ProRain, Corio)		
		Client's Owners	City of Utrecht		
		Other internal supply-side categories (please specify)	Category	Case-Study	
	Demand Side)	Principal Contractor	City of Utrecht		
		First Tier Contractors	POS		
		Second Tier Consultants	Jaarbeures NS PRoRail Corio		
		Professional Services Providers			
Other internal supply-side categories (please specify)		Category	Case-Study		

# MEGAPROJECT External Stakeholder Identification

(Stakeholders with a direct interest in the project but with no legal contract)

		Stakeholder Category	Case-Study		Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
<b>External</b>	<b>Public</b>	<b>Regulatory Agencies</b>				
		<b>Local Government</b>	City of Utrecht Municipality			
		<b>National Government</b>	The national ministers of transport and special planning			
		<b>Other internal supply-side categories (please specify)</b>	<b>Category</b>	<b>Case-study</b>		
	<b>Private</b>	<b>Local residents</b>				
		<b>Local Landowners</b>				
		<b>Environmentalists</b>				
		<b>Conservationists</b>				
		<b>Archaeologists</b>				
		<b>Other External Private stakeholders (please specify)</b>	<b>Category</b>	<b>Casestudy</b>		

# MEGAPROJECT Stakeholder Relationship Maps



# MEGAPROJECT External Stakeholder Attitude Analysis

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder	Phase of Project of Greatest Interest (initiation, planning, construction, operation, dismantling)
Inhabitants of Utrecht	Favourable to realisation of regeneration of the station area in Utrecht	They vote on the masterplan in the referendum	Concerned about the change of masterplan and also the continues road and construction works	
Retailers within the area	Very happy and supportive		Concerned about road and construction works which cause problems for accessing to their shop	
Commuters	supportive		They found the station crowded and believed the signage is pour and confusing	
The national ministers of transport and special planning	Highly supportive	The main supporter of the project from the first day		All phases

# MEGAPROJECT Project Management

## Project Organisation

Client Project Team Size & Structure	<p>Project organisation station area (POS, private aldermen of municipality)</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Director (main representative of municipality)</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Management Assistants</p> <p style="text-align: center;">↓ ↓ ↓</p> <p style="text-align: center;">Lawyers      Negotiators      planners</p>
Contractor Project Team Size and Structure	
Sub-Contractor Project Team Involvement	

## Project Tools and Techniques

Please ✓ if present, x if absent, leave blank if unknown

Life-Cycle Costing Approaches

Project Management Software

Lessons Learnt Transfers

Stakeholder Involvement

Relationship Management Tools

Team Building Tools

Building Information Modelling (BIM)

Project Knowledge Management Tools

Competency framework

Other Tools and Techniques or More Information

# MEGAPROJECT Project Performance

## Aspects of Performance Concerned with Doing the Project Right

	Original Targets and changes to targets	Actual Achievements Against Targets
Performance relating to <b>time</b>	Vredenburg	2012, delayed by 6 months
	Municipal offices	Will delay by approx 2 years (money matters)
	Music palace	2014, delayed by 6 months (due to complex design, economic crises and stakeholders issues)
	Entrance building (main hall) and canal	Behind schedule (archaeological problem and water pollution and shortage of money)
Performance relating to <b>cost</b>	Music palace	over budget by 20-30 million Euros
	Entrance building (main hall) and canal	shortened by 9 million Euros
Performance related to achieving <b>specification</b>		



## Aspects of Performance Concerned with Doing the Right Project

Stakeholder or Stakeholder Grouping	Original Aims of Project Involvement and Changes to these Aims	Achievement of these Aims
NS	Better functioning of the railway area as a hub and to facilitate travelers better and provide confort for passengers.	✘ (travelers complain a lot as its difficult for them to get into station and find their way)
ProRail	Their aim is to ensure travelers safety. Facilitate rail traffic by providing the rail tracks	✓
Corio	Develop and enhance the Hoog Catharijne shopping center. Attract travelers and public people into their building.	✓ (achieved its aims at certain price as is now facing problems due to economic crises hence shortage of money)
Jaarbeurs	Enhance accessibility to their project/land and improve their business profile	✓ (Minimum interference with other stakeholders due to its location)
City of Utrecht municipality	Improve business environment, intensify inner-city and limit auto mobility	✓
Retailers outside Hoog Catharijne	Get accessed by travellers and public	✘ (Get frustrated due to continuous road works and obstacles of different constructions sites which block their access pathway, noise, pollution and etc)
Inhabitants/travellers	Have a public friendly, safe and interesting city centre	✘ (station area is always crowded, its difficult to find the way, cant overseas the entire building, the shopping centres quality is very poor)

# MEGAPROJECT Project Environment

## Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	Public safety: the new city council incorporation with police and fire office agreed on a strict the public safety regulations .It is not possible to implement all projects at once due to the safety of surroundings.
	people permission need to achieved for approximately 2/3rd of projects
	After the construction began another issue raised regarding the soil pollution in the area and the risk for the pollution to spread widely in the area, which would be highly harmful for human and the environment. The cleaning of the soil is a very costly process and the city confronting shortage of money for that.
	water pollution
Specific Legal and Regulatory events impacting on the project	On 2006 European union commenced new regulations for major cities to drop their air pollutions to a certain level by 2040. Thus the scheme had to speed up and focus on implementation of light way systems prior to other planned tasks, which has caused delay on delivery of some parts of the project.

## Political Environment

Political Project Environment	Municipality elections take place every four years and change the direction of scheme by elected city council consequently occur. This is an uncertain factor for private companies and since they own 2/3rd of the area the project is heavily depending on their plans.
Specific Political Events impacting on the project	

# MEGAPROJECT Project Environment

## Economic Environment

Economic Project Environment	<p>Companies has recently started to relocating themselves to new spots. They are reorganising themselves into compact efficient office building located next to station area. This means more office building required in the central area. This changes makes citizens confused and unhappy as this is opposed to what they voted in the referendum</p>
	<p>The number of cyclist has increased more than expectation and this has caused traffic in the station area and shortage of bicycle parking space</p>
Specific Economic Events impacting on the project	<p>Introduction of public transport OV chip-cards in June 2010 has intensely affected the project. Ever since the travellers require to scan their OV card in order to be able to pass through the station building which spoil the function of station as a bridge to connect two side of the city. This has resulted in change of original design of having station as a passageway and instead implementation of a boulevard outside the station for public peoples travel.</p>

# MEGAPROJECT Project Key Events and Activities Timeline

