

A look into private-led participation.

Navigating **shifting responsibilities** between private developers and municipalities in urban development projects.

Introduction.



Participation **from** 'must' to 'way-of-life'

Introduction.



Laws reflecting societal developments

Introduction.



- Role of initiator = **responsibility** is increasing
- Changing role of **government** = from determining factor to **stakeholder**

Introduction.

GO GEBIEDSONTWIKKELING.NU Voorpagina Agenda GO Projectenkaart Thema's Over Ons Q

Wie is waarvoor verantwoordelijk in omgevingsparticipatie?

GO GEBIEDSONTWIKKELING.NU Voorpagina Agenda GO Projectenkaart Thema's Over Ons Q

Dit betekent de Omgevingswet voor privaot georganiseerde participatie



Fred Hobma 10 maart 2022 6 minuten

Doelmerk Door de overheid georganiseerde participatie is volgens de wet al lange tijd onderdeel van ruimtelijke besluitvorming. De Omgevingswet van 1 januari 2023 breidt dat uit: ook private partijen moeten werk maken van participatie. Maar hoe precies, en onder welke omstandigheden? TU Delft-onderzoeker Fred Hobma concludeert: "Private participatie krijgt vooral een stevige positie bij buitenplande omgevingsplanactiviteiten."

Meest gelezen

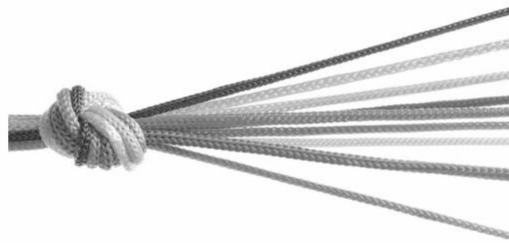
-  Hoe Dalfsen een gezicht aan de Vecht kreeg 1
-  Niet alleen méér woningen, ook graag betere 2
-  Dit is wat het Didam-arrest betekent voor de praktijk van gebiedsontwikkeling 3
-  Houd ruimte voor professionele gebiedsontwikkeling met water 4
-  De Omgevingswet als wondermiddel tegen het woningtekort: niet echt 5

Meest gelezen

 Hoe Dalfsen een gezicht aan de Vecht kreeg

GO GEBIEDSONTWIKKELING.NU Voorpagina Agenda GO Projectenkaart Thema's Over Ons Q

Private omgevingsparticipatie, maar dan samen met de gemeente: zo doe je dat



Wouter Jan Verheul 22 maart 2022 12 minuten

Doelmerk TU Delft-onderzoeker Wouter Jan Verheul onderzocht van 15 gemeenten hun handreikingen voor participatie door private initiatiefnemers. Zo brengt hij in kaart wat de verhouding is tussen private en publieke partijen bij omgevingsparticipatie.

Meest gelezen

-  Hoe Dalfsen een gezicht aan de Vecht kreeg 1
-  Niet alleen méér woningen, ook graag betere 2
-  Dit is wat het Didam-arrest betekent voor de praktijk van gebiedsontwikkeling 3
-  Houd ruimte voor professionele gebiedsontwikkeling met water 4
-  De Omgevingswet als wondermiddel tegen het woningtekort: niet echt 5

Problem statement.

Shift towards
private-sector led
participation

Limited academic
research on changing
roles in private-led
participation

Publications
regarding participation
are about state-led
participation

Methods.

Theoretical research.

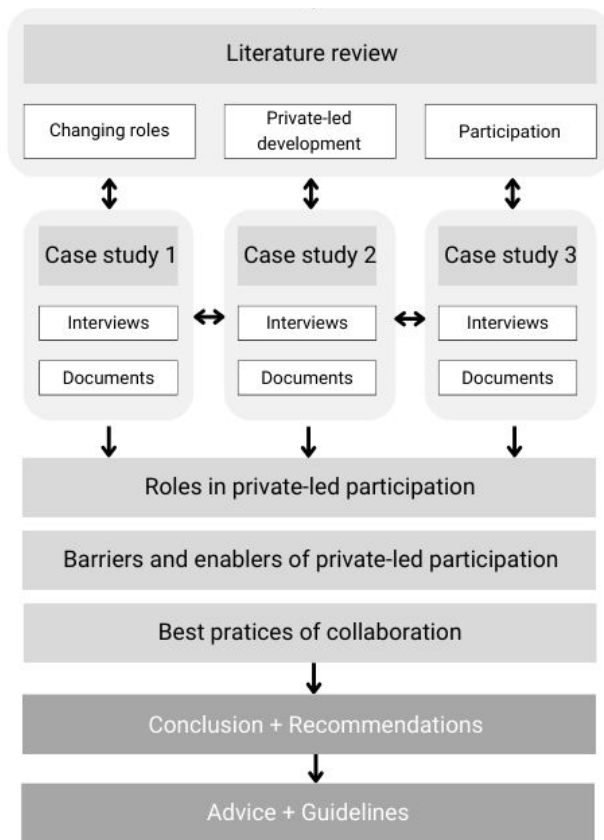
Empirical research.

Discussion.

Conclusion.

Recommendations.

Methods.



Theoretical research

Empirical research

Discussion

Conclusion
Recommendations

Main question.

*What are the **changing roles** of private developers and municipalities, and how can they **collaborate** to enable private-led citizen participation processes in urban development projects?*

Sub questions.

- ***What are the roles that private developers and municipalities play in private-led citizen participation processes?***
- *What are the barriers and enablers of private-led citizen participation processes?*
- *What practices facilitate collaboration between private developers and municipal authorities in private-led citizen participation processes?*

Sub questions.

- *What are the roles that private developers and municipalities play in private-led citizen participation processes?*
- ***What are the barriers and enablers of private-led citizen participation processes?***
- *What practices facilitate collaboration between private developers and municipal authorities in private-led citizen participation processes?*

Sub questions.

- *What are the roles that private developers and municipalities play in private-led citizen participation processes?*
- *What are the barriers and enablers of private-led citizen participation processes?*
- ***What practices facilitate collaboration between private developers and municipal authorities in private-led citizen participation processes?***

Methods.

Theoretical research.

Empirical research.

Discussion.

Conclusion.

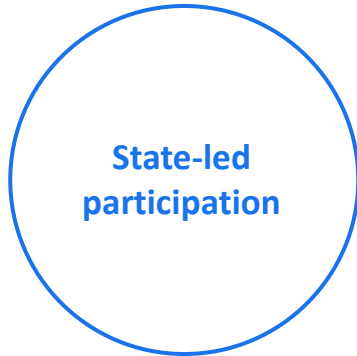
Recommendations.

Citizen participation.

The process of citizens being involved in urban development projects.

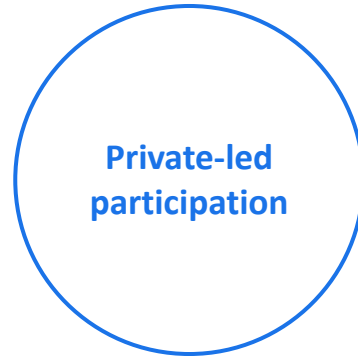


Citizen participation.



**=Traditionally organized by
the public sector
(municipality)**

New initiator



**=Citizen participation
organized by private actors
(developers)**

Citizen participation.



Barriers



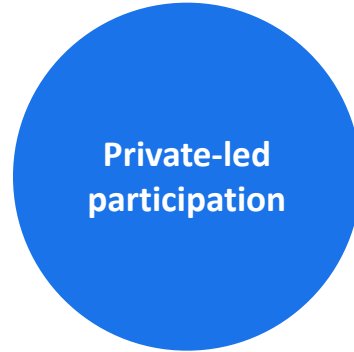
Enablers

Budget and capacity	Diversity in participation techniques
Information deficit and knowledge asymmetry	Timing of participation at an early stage of the process
Unclear rules, conditions and intended goals	Alignment of goals, expectations and project definition
Mistrust and conflicting interests between actors	Establishing a dialogue between various actors during the process
Dominance and influence of vocal and organized groups	Preliminary analysis of actors

Private-led participation.

'Led' by private actors

'facilitated' by public actors



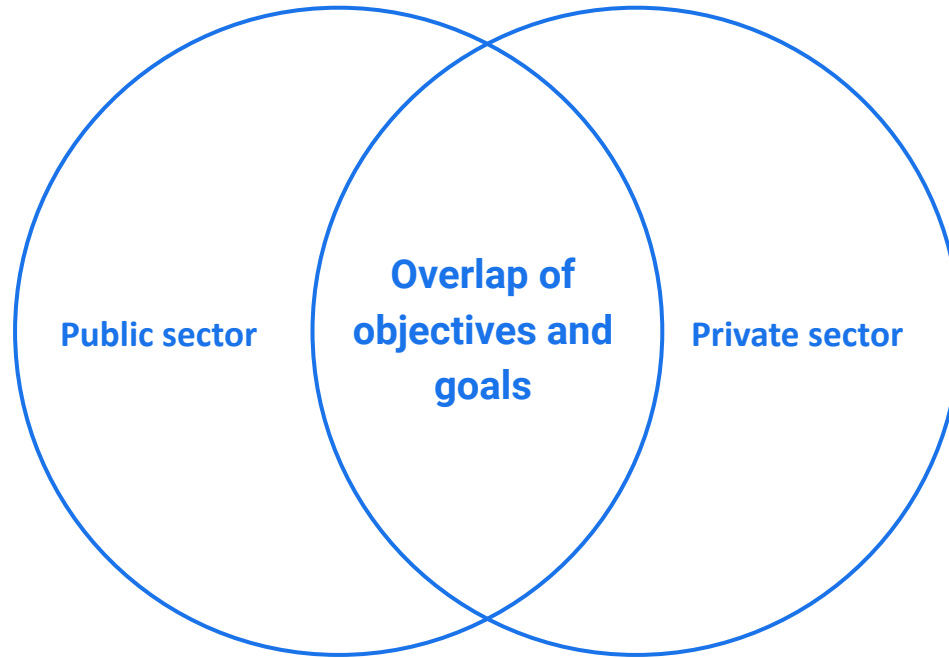
Clear **roles** and **informal collaboration**

Role characterized through **management measures**

Private-led participation. Roles.

Managerial roles aspects	Variables			
<i>Project Management</i>	<i>Initiating</i>	<i>Designing</i>	<i>Planning</i>	<i>Operating</i>
<i>Process Management</i>	<i>Negotiating</i>	<i>Decision-making</i>	<i>Communicating</i>	
<i>Management tools public</i>	<i>Shaping</i>	<i>Regulating</i>	<i>Stimulating</i>	<i>Capacity building</i>
<i>Management tools private</i>	<i>Enterprising</i>	<i>Investing</i>	<i>Collaborating</i>	<i>Initiating</i>
<i>Management resources</i>	<i>Land</i>	<i>Capital</i>	<i>Knowledge</i>	

Citizen participation.

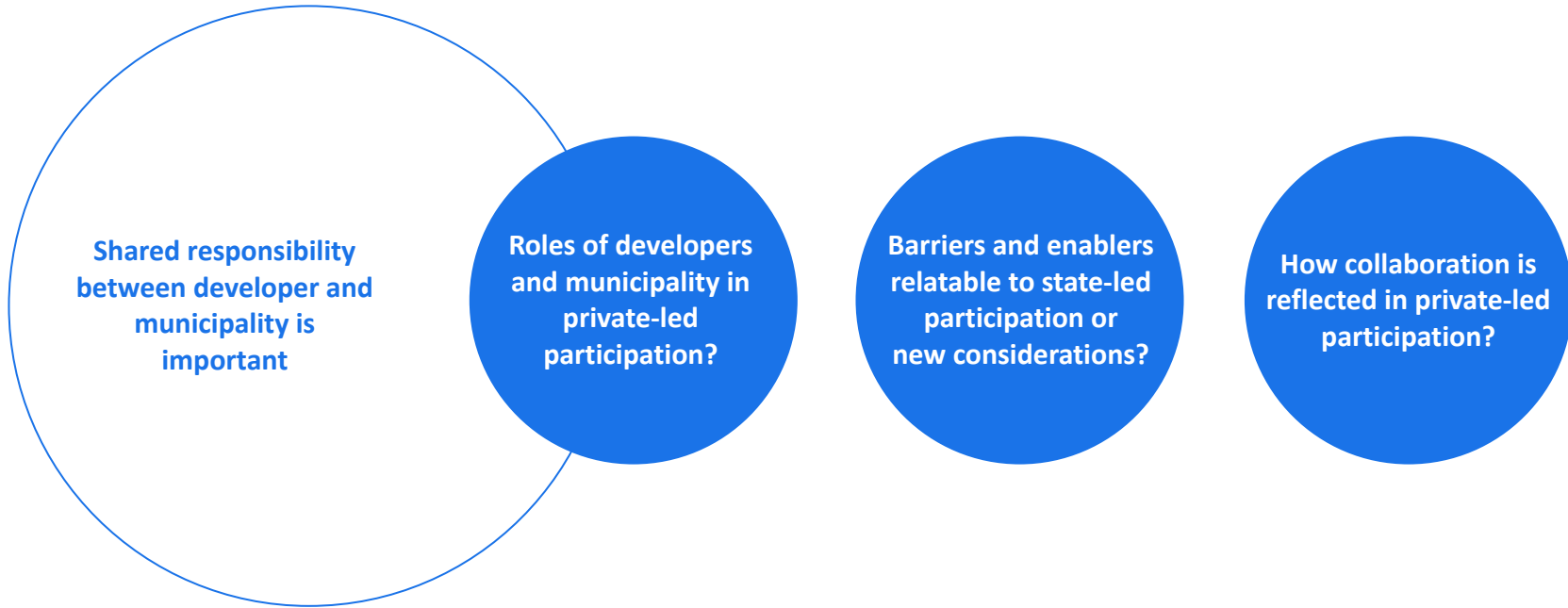


➔ *Necessitates greater **collaboration** across organizational boundaries, highlighting a **shared responsibility***

Private-sector led development. Collaboration.

-  **Trust and mutual understanding**
-  **Communication and transparency**
-  **Flexibility and adaptability**
-  **Shared values and goals**
-  **Conflict resolution**

Private-led citizen participation.



Methods.

Theoretical research.

Empirical research.

Discussion.

Conclusion.

Recommendations.

Multi-case study criteria.

Ongoing or
completed
development

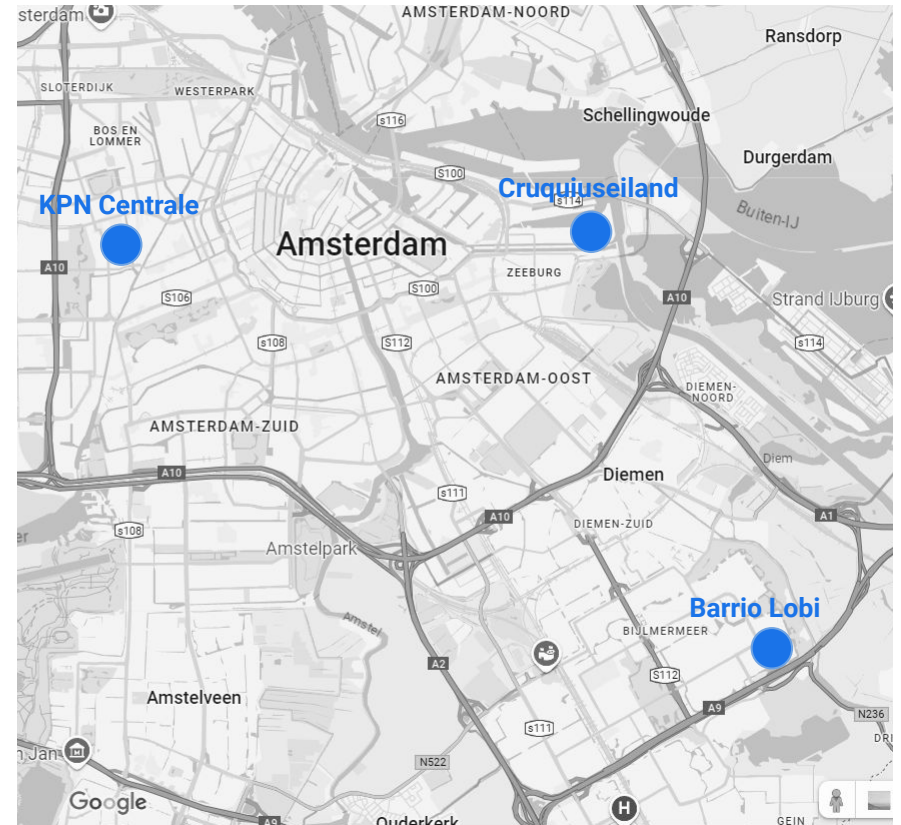
Within the
municipality
of Amsterdam

Involves developer,
municipality, and
citizens

Developer organizes
participation

Multi-case study.

- Cruquiuseiland
- Barrio Lobi
- KPN Centrale

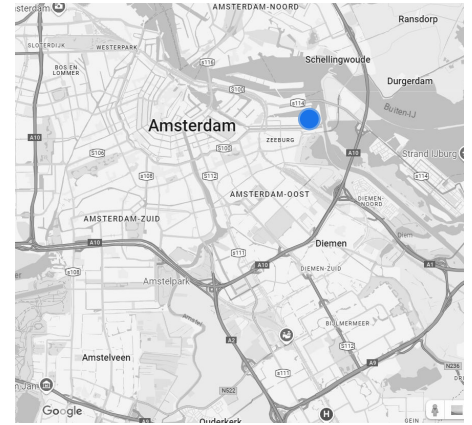


(1) Cruquius eiland. Amvest.



Cruquius eiland. Amvest.

- Amvest.
- Industrial area. High-income residents.
- Municipality had no land position.
- Participation was part of initiative document.
- Introduced a rule card (spelregelkaart) to allow flexible, developer-led participation.
- Lots of collaboration and joint problem-solving during participation process.



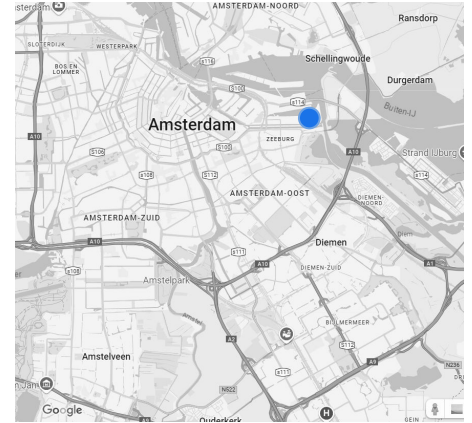
Cruquius eiland. Amvest.



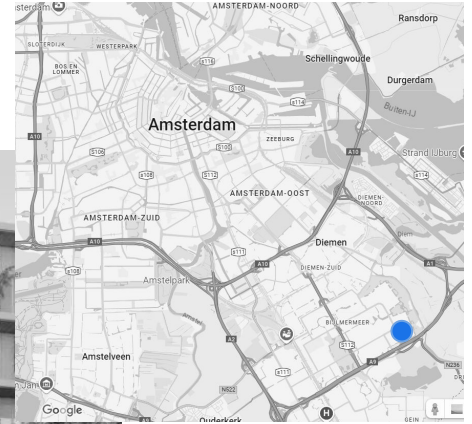
Impressie van de gesprekken en inspraakmogelijkheden



Impressie van de gesprekken

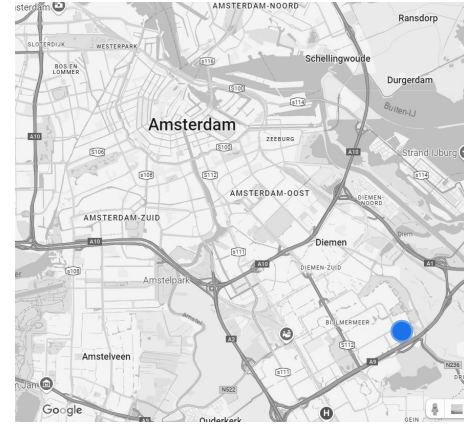


(2) Barrio Lobi. Wonam.



Barrio Lobi. Wonam.

- Wonam
- Low-income and different cultural backgrounds
- Municipality owns the land.
- Tender selection.
- Participation was part of tender selection.
- Little collaboration and separate developer and municipality roles.



Barrio Lobi. Wonam.



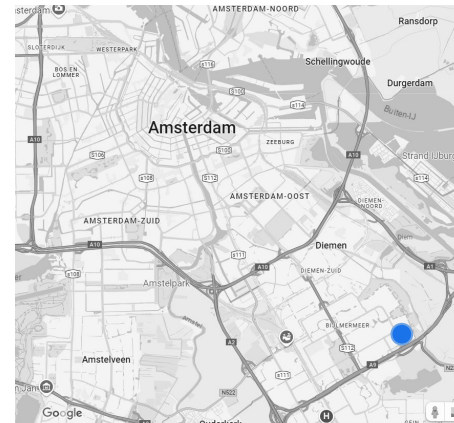
Figuur 3.1 In gesprek



Figuur 3.2 Wensen verzamelen



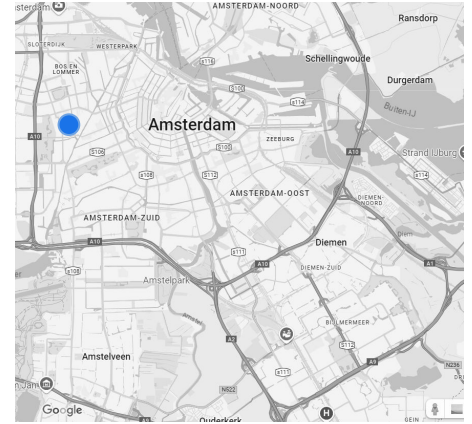
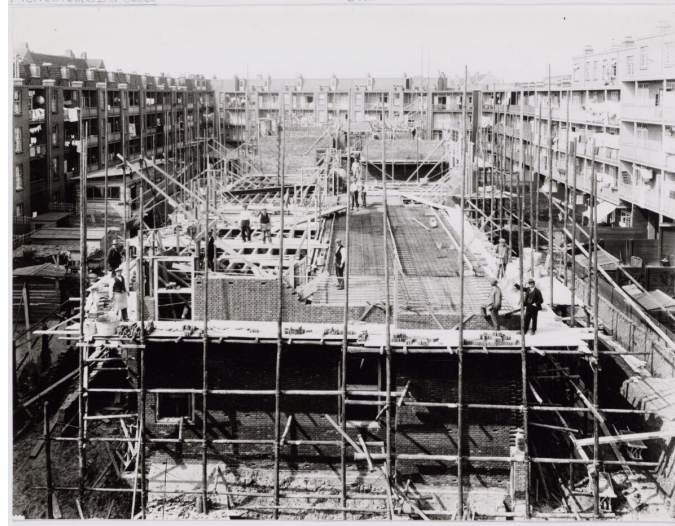
Figuur 3.3 Hoe is de buurt opgebouwd?



KPN Centrale. GPS Vastgoed.

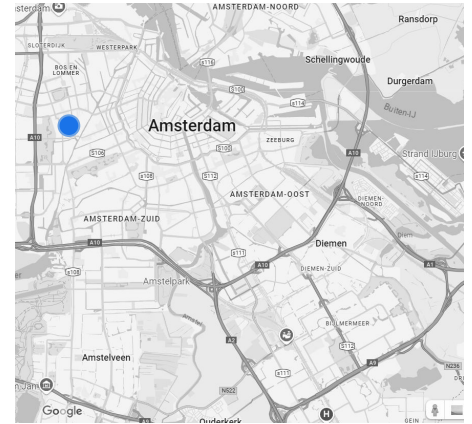


KPN Centrale. GPS Vastgoed.



KPN Centrale. GPS Vastgoed.

- KPN Vastgoed
- Middle income/high-income surrounding residents.
- Municipality had no land position.
- Participation was required.
- Participation led to policy of the municipality not being implemented.
- A lot of collaboration between developer and municipality.



Multi-case study

Project	(1) Cruquius eiland	(2) Barrio Lobi	(3) KPN Centrale
Location	Amsterdam-Oost	Amsterdam-Zuidoost	Amsterdam-West
Neighborhood characteristics	Industrial estate where high-end housing is developed.	Development area within area of lots of social and middle-rent housing.	Industrial building within a densely populated, mid-to high-end neighborhood.
Main stakeholders	Amvest, Cruquius-2015, Municipality	Wonam, SABO-advies, Municipality	GPS Vastgoed, Municipality
Land ownership	Amvest (developer)	Municipality of Amsterdam	GPS Vastgoed (developer)
Project scope	Large-scale urban development	Urban development of housing and leisure facilities.	Redevelopment of monumental company building
Projects phase	Partly-finished, construction	Plan development	Construction

Cruquius eiland. Amvest.



Cruquius eiland. Amvest.

1

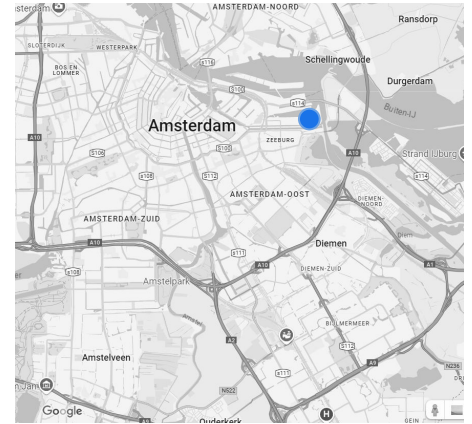
*What are the **roles** that private developers and municipalities play?*

2

*What are the **barriers** and **enablers**?*

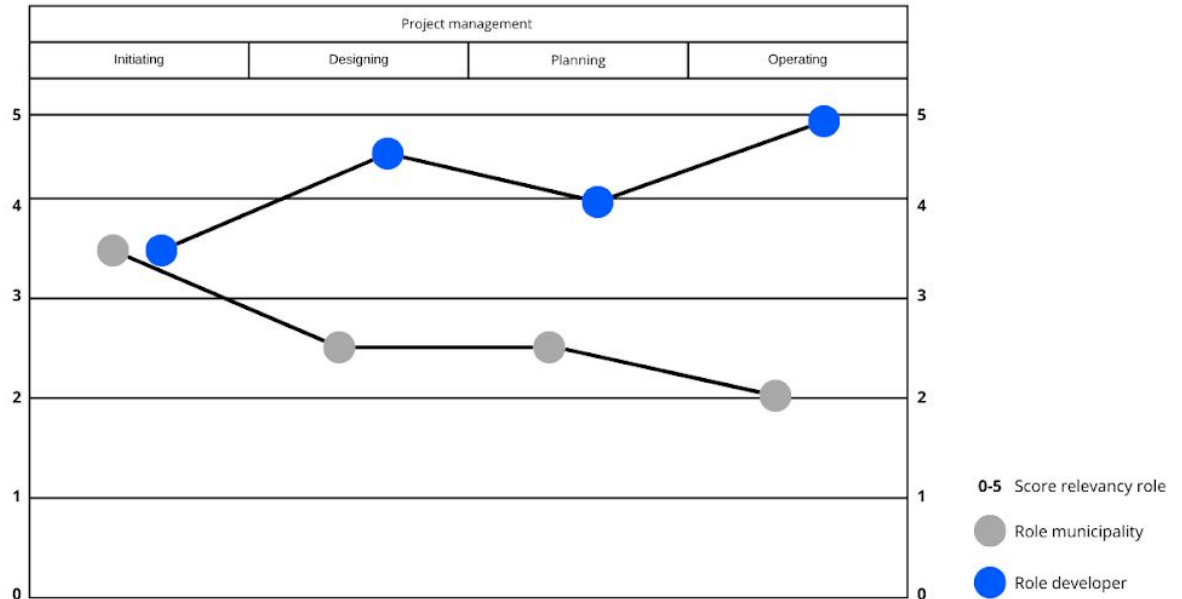
3

*What practices facilitate **collaboration** between private developers and municipal authorities?*



Cruquius eiland. Amvest. Roles.

Managerial roles aspects
<u>Project Management</u>
<i>Process Management</i>
<i>Management tools public</i>
<i>Management tools private</i>
<i>Management resources</i>



Cruquius eiland. Amvest. Roles.



"Even when a developer is in the lead of the participation, there will remain some roles for the municipality" – Int11

Cruquius eiland. Amvest. Roles.



“Process management was decided on collectively” – Int11

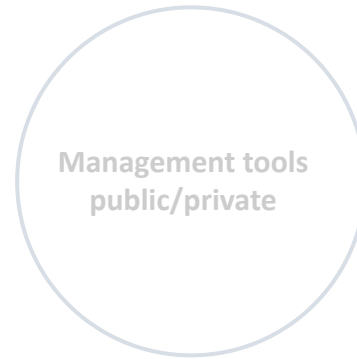
“Especially with communications, the municipality often mediated. We sent out their invitation letters because we knew what the addresses were and who to invite” – Int5

Cruquius eiland. Amvest. Roles.



“Instead of playing a regulatory role towards such a project developer, the municipality sat down next to the developer and looked at how we could come up with a common plan with shared benefits” – Int2

Cruquius eiland. Amvest. Roles.



“The municipality has knowledge about municipal things, but not about project development. On Cruquius is that precisely because Amvest developed a lot there, their knowledge of the neighborhood is very good” – Int2

Cruquius eiland. Amvest. Barriers.



“It’s often unclear to residents—many assume it’s a municipal event, and only later realize it’s developer-led” – Int5

Cruquius eiland. Amvest. Barriers.



“For citizens and companies, the primary point of contact remains the government, regardless of private-led participation. Thus the municipality must carefully consider its role in public debate” – Int5

Cruquius eiland. Amvest. Barriers.



“Bringing stakeholders into the conversation early on to discuss preconditions proved invaluable. This ensured that all voices were heard from the start” – Int11

Cruquius eiland. Amvest. Collaboration.



Trust and mutual understanding



Communication and transparency



Flexibility and adaptability

**“Trust and good intentions. The intention to do well and work together to create a good residential area”
- Int1**

“Sticking to our roles is essential. Each party—municipality and developer—has clear responsibilities, and we try not to blur the lines. This clarity helps us answer questions within our roles effectively” - Int2

Cruquius eiland. Amvest. Collaboration.

 Trust and mutual understanding

 **Communication and transparency**

 Flexibility and adaptability

"We maintained openness in communication, sharing political priorities and preliminary insights, and occasionally the municipality helped us reach out to specific stakeholders as needed" - Int11

Cruquius eiland. Amvest. Collaboration.

 Trust and mutual understanding

 Communication and transparency

 **Flexibility and adaptability**

| "The project's flexibility, with room for ongoing discussions and adjustments, was possible because of the strong trust and shared interests." - Int2

Methods.

Theoretical research.

Empirical research.

Discussion.

Conclusion.

Recommendations.

Multi-case study

Project	(1) Cruquius eiland	(2) Barrio Lobi	(3) KPN Centrale
Location	Amsterdam-Oost	Amsterdam-Zuidoost	Amsterdam-West
Neighborhood characteristics	Industrial estate where high-end housing is developed.	Development area within area of lots of social and middle-rent housing.	Industrial building within a densely populated, mid-to high-end neighborhood.
Main stakeholders	Amvest, Cruquius-2015, Municipality	Wonam, SABO-advies, Municipality	GPS Vastgoed, Municipality
Land ownership	Amvest (developer)	Municipality of Amsterdam	GPS Vastgoed (developer)
Project scope	Large-scale urban development	Urban development of housing and leisure facilities.	Redevelopment of monumental company building
Projects phase	Partly-finished, construction	Plan development	Construction

Discussion. Roles.

- *What are the **roles** that private developers and municipalities play in private-led citizen participation processes?*



Developers
typically lead.

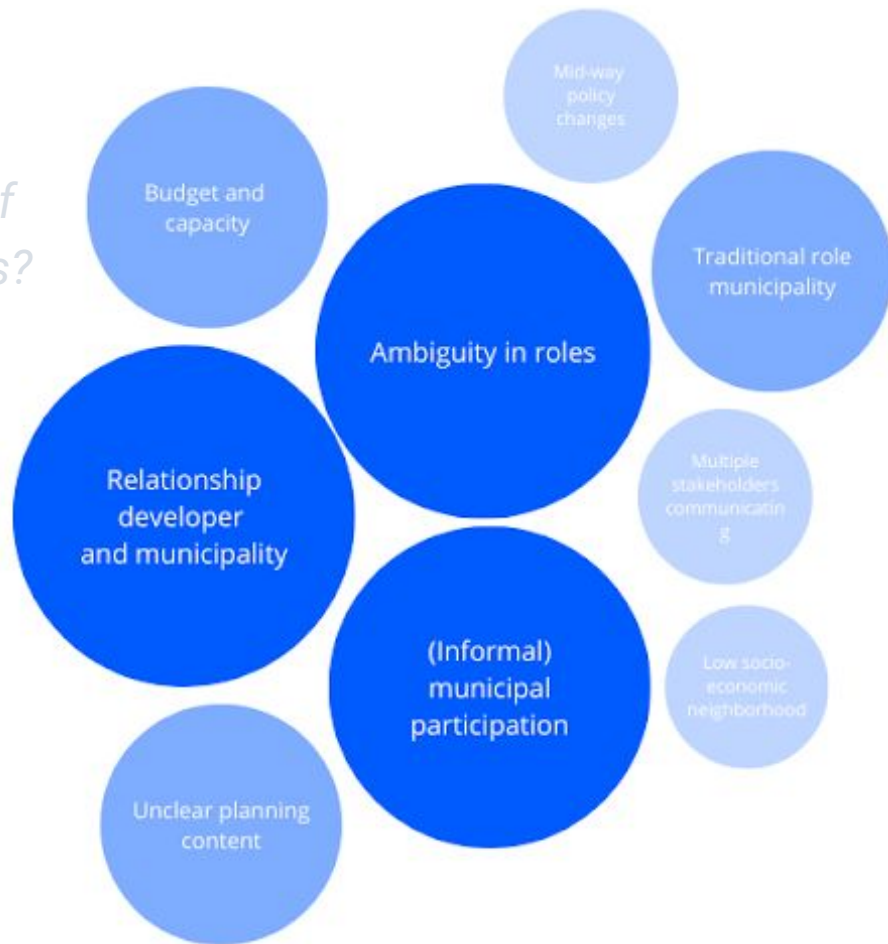
Municipalities
facilitate, mediate,
and provide
oversight.

Municipal reliance
on management
tools with facilitative
land policy.

- Roles vary and shift.
- Collaboration is key to balancing public and private interests.

Discussion. Barriers.

- What are the **barriers** and enablers of private-led citizen participation processes?



Discussion. Enablers.

- *What are the barriers and **enablers** of private-led citizen participation processes?*



Discussion. Collaboration.

- *What practices facilitate **collaboration** between private developers and municipal authorities in private-led citizen participation processes?*

Trust and mutual understanding



Clear roles and personal engagement.

Communication and transparency



Open dialogue and clear expectations

Shared goals and values



Positive attitudes, long-term engagement, and municipal presence.

Methods.

Theoretical research.

Empirical research.

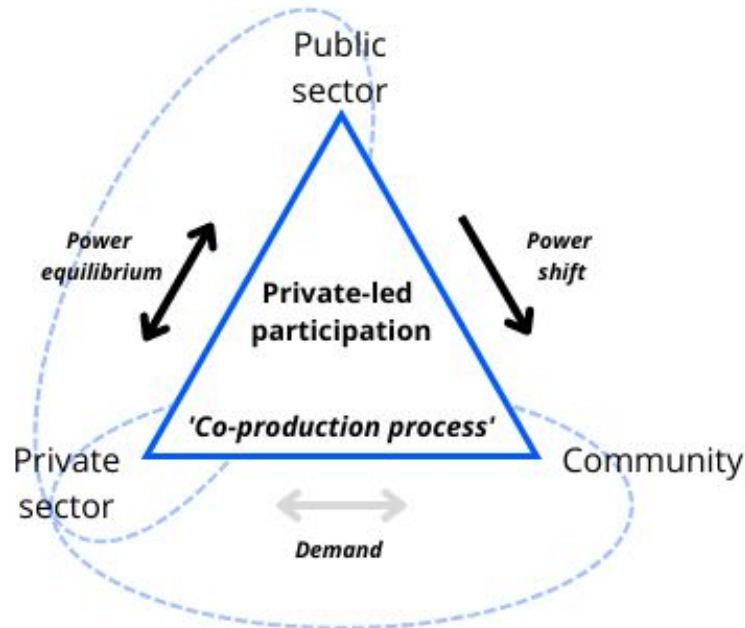
Discussion.

Conclusion.

Recommendations.

Conclusion.

What are the **changing roles** of private developers and municipalities, and how can they **collaborate** to enable private-led citizen participation processes in urban development projects?



Methods.

Theoretical research.

Empirical research.

Discussion.

Conclusion.

Recommendations.

Recommendations.



Clear roles

Clear preconditions

**Invest in
capacity building**

**Tailor to
context**

Recommendations for further research.



Residents experiences
of private-led
participation

Private-led
participation across
different
municipalities

Impact of political
landscape on
private-led
participation

Limitations.

- Limited to **Dutch context**
- Concentration on only the Municipality of **Amsterdam**.
- **Biases** and subjectivity due to working experience at private developer.
- **Narrow scope** of three cases may not fully capture the diverse nature of various participatory processes.
- Environmental and Planning Act **relatively new** in practice.

Questions?