

# THE PERSPECTIVE OF THE PRIVATE-LED DEVELOPER ON SOCIAL SUSTAINABILITY IN URBAN REGENERATION PROJECTS




P5 - 18.06.24

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INTERNSHIP MENTOR: DAMIR TURSIC (ERA)



# GLOBAL ISSUES

LIVELIHOOD CRISES

SOCIAL COHESION EROSION

MENTAL HEALTH ISSUES

# ACTION IN NL

**AD** NIEUWS REGIO SPORT SHOW PLAY PODCAST PUZZEL




▲ Ministers Ollongren en Schouten met NPLZ-directeur Marco Pastors en de Rotterdamse burgemeester Aboutaleb na de ondertekening van een miljoenensubsidie voor Rotterdam Zuid in 2018. © Jan de Groen

## 'Stop de stapeling van problemen in achterstandswijken'

**OPINIE** Problemen in veel wijken en buurten stapelen zich op, stellen twaalf directeuren van het Nationaal Programma Leefbaarheid en Veiligheid, NPLV. Er zijn meer investeringen nodig om blijvend perspectief te geven.

Chris Schaapman, Marco Pastors, Arie Slob e.a. 29-03-24, 03:00 Laatste update: 29-03-24, 10:46

**NOS** Nieuws Sport Live Programma's

nieuwsuur 

Maandag 3 februari 2020, 22:12

## 'Als we niks doen dan wordt het hier een ghetto'

Mensen in kwetsbare wijken hebben drie keer zoveel last van hun directe burens als de gemiddelde Nederlander. En 20 procent van de bewoners is bang dat ze worden lastiggevallen of beroofd. Elders in het land is dat 6 procent. De leefbaarheid in de kwetsbaarste wijken van het land neemt verder af, zo blijkt [uit onderzoek](#).

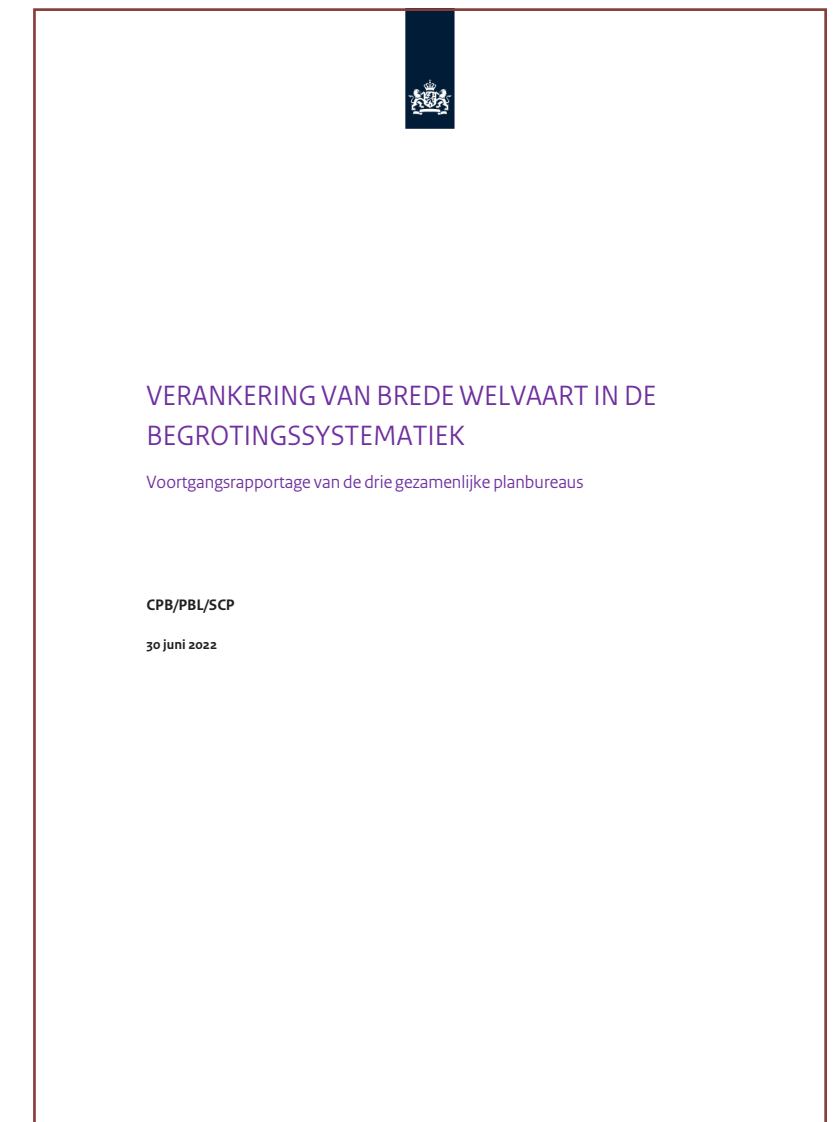
Achterstandswijken zijn niet veilig, niet sociaal, niet schoon, en vooral: je zal er maar wonen. Toch hebben heel veel mensen geen keus. Een portret van de Tilburgse wijk Het Zand. "Als we niks doen dan wordt het hier een ghetto."



# ACTION IN NL

## Government:

Goals: Enhance livability and safety in neighborhoods  
Environmental and Planning Act  
'Brede welvaart' (broad prosperity)



# ACTION IN NL

**Private-led developers:**  
Emphasize commitment to social elements in urban development

Project Developer	Vision	Additional Notes
VolkerWessels	Better quality of life, user-centered	Emphasizes natural environment, health, and social activities.
ERA Contour	Consumer is focus, working toward a sustainable/inclusive economy	4 key impact strategy: happy people, creating comfortable & affordable Homes, building strong neighborhoods, constructing a healthy world
Vorm	Livability, community-centered	Prioritizes the needs of future residents to create valued neighborhoods.
AM	Strong societal focus, co-creation	3 themes - addresses climate, health, and social cohesion as key challenges.
Boelens de gruyter	Building for humans	Prioritizes users and the connection with the environment.
RED company	Adding 'more' value, social responsibility	Aims for architecturally ambitious and socially responsible projects.
Heijmans	Makers of a healthy living environment	Focuses on sustainable, diverse, green, and social spaces for the future.
Amvest	Strong societal focus, participation	Accessible, healthy & future-proof communities - fostering social interactions.
BPD	Developing enjoyable, accessible, inclusive & vibrant areas	With an integrated approach, ensuring affordability for all and healthy living environments for current & future generations
EDGE tech.	Sustainability and well-being	Bases their approach on well-being, sustainability, design, and technology.

# THE PERSPECTIVE OF THE PRIVATE-LED DEVELOPER ON SOCIAL SUSTAINABILITY IN URBAN REGENERATION PROJECTS

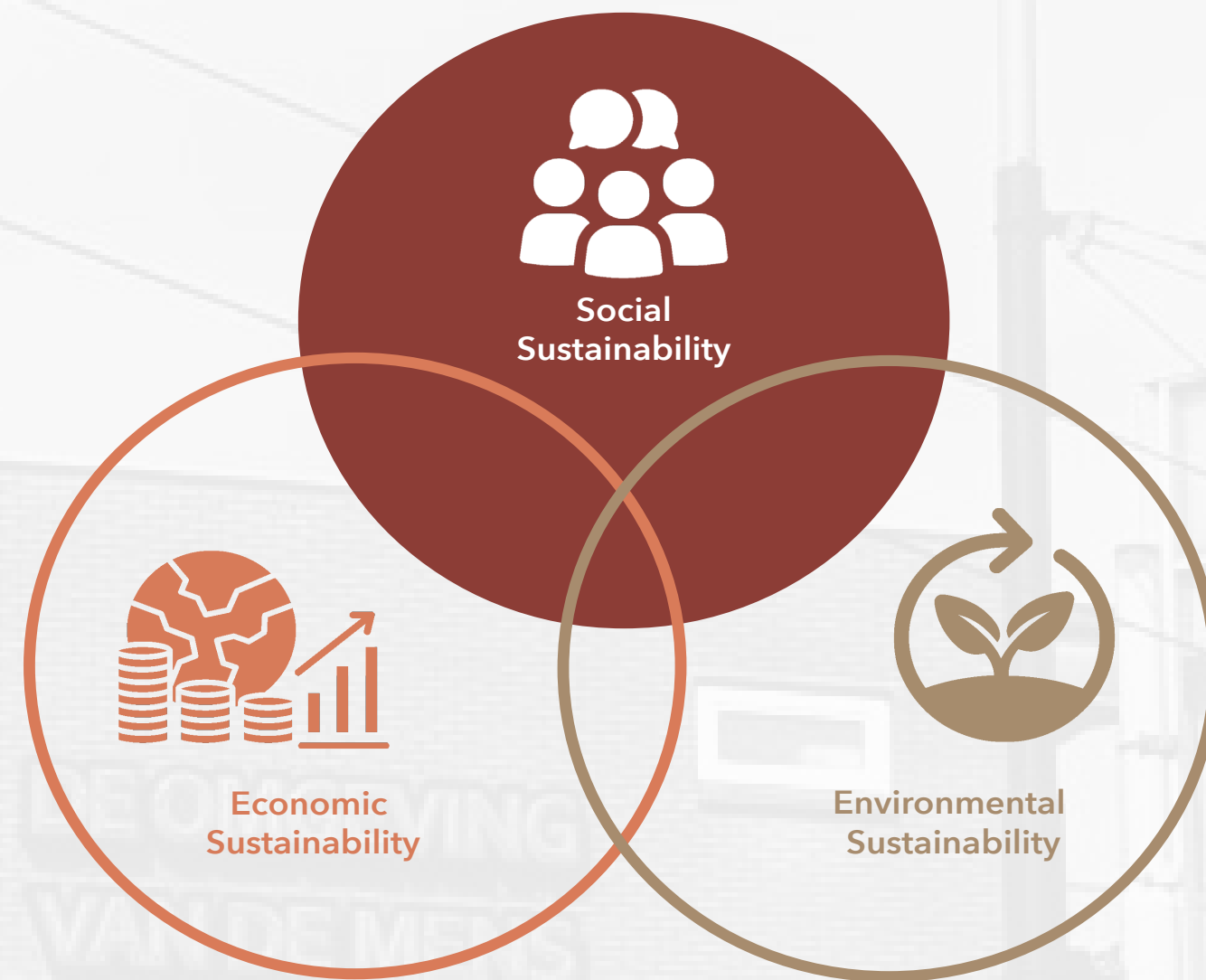


# DEFINITION

## Urban Regeneration

Revitalization and renewal of urban areas  
Encompasses physical, environmental, social, and economic aspects.

# DEFINITION





# DEFINITION

## Social Sustainability

Brundtland Report 1987 - foundations of sustainable development - shift to social sustainability

Multifaceted concept: social equity, community well-being - link with built environment

Physical & non-physical factors  
Multiple scales

# PROBLEM STATEMENT

Plenty of research on social sustainability, but...

Gap:

Lack of understanding how private developers affect urban regeneration projects

Understand how physical and social factors shape community interactions.

# RESEARCH AIM

Development - Community dynamics

Practical ideas for developers that match alignment between needs & aspirations of residents

# CONTENT

1 | Theoretical research

2 | Method

3 | Empirical research

4 | Conclusion

5 | Discussion

# THEORETICAL RESEARCH

- A | Social sustainability frameworks
- B | Process: actors, governance system
- C | Developers: types, motivations, visions
- D | Conclusion

# FRAMEWORK - COMPARISON

Analyzed: 10 frameworks

References	Framework	Framework Description	Field of Study	Method	Location
Chiu, 2004	Interpretations of Social Sustainability	Proposes three interpretations of social sustainability, emphasizing its interconnections with environmental and cultural sustainability.	Housing context	Literature study	China
Colantonio & Dixon, 2009	Conceptual Framework of Social Sustainability	Introduces the Social Sustainability Assessment Framework, focusing on ten social sustainability dimensions and policy areas.	Urban regeneration, PPP, EU urban policy	Literature review, interviews, fieldwork, case study analysis	EU
Dempsey et al., 2011	Review of Concept Social Sustainability	Identifies dimensions of social sustainability and associated aspects influenced by the built environment at the neighborhood scale. Focuses on equitable access and sustainability of the community.	Urban context at neighborhood level	Literature study	UK
Kefayati & Moztarzadeh, 2015	Developing Social Sustainability Indicators in Architecture	Explores the relation between built environment design and social sustainability in urban renewal. Includes an exploratory study with literature review, questionnaires for indicators, and a case study designing a city hall.	Architecture	Exploratory study	India
Abed, 2017	Boosting Social Sustainability	Proposes two levels of social sustainability: physical and non-physical environment. Measures social sustainability through residents' experiences and includes sustainable indicators promoting quality of life.	Residential development	Literature study, case study (mixed methods: morphological analysis, questionnaires)	Jordan
Eizenberg & Jabareen, 2017	Conceptual Framework of Social Sustainability	Proposes the Conceptual Framework of Social Sustainability (CFSS), composed of four interrelated concepts of socially oriented practices (urban forms, equity (justice), eco-prosumption, safety).	Urban planning & sociology (focuses on climate change and global risk perceptions)	Literature study (based on Jabareen, 2009)	Israel
Shirazi & Keivani, 2019	Triad of Social Sustainability	Develops an integrative framework for measuring social sustainability in urban neighborhoods, focusing on a triad structure with indicators for each pillar (Neighbourhood, Neighbouring, Neighbours).	Urban neighborhoods	Literature analysis (qualitative meta-analysis)	UK
Larimian & Sadeghi, 2019	Measuring Urban Social Sustainability	Proposes a comprehensive measurement scale to assess urban social sustainability at the neighborhood level. Uses household questionnaire surveys from five case studies.	Urban development	Household questionnaire survey	New Zealand
Yildiz et al., 2020	Social Sustainability Model for Urban Renewal Projects	Explores the relation between built environment design and social sustainability in urban renewal. Includes a literature study, survey with professionals, and Analytic Hierarchy Process (AHP) analyses.	Urban renewal	Literature study, survey, AHP analyses	Turkey
Pineo, 2022	THRIVES Framework	Introduces the Towards Healthy uRbanism: Inclusive Equitable Sustainable (THRIVES) framework, focusing on environmental breakdown and social injustice in urban governance and design.	Urban (healty) neighborhoods	Literature review, interviews, participatory workshop	UK

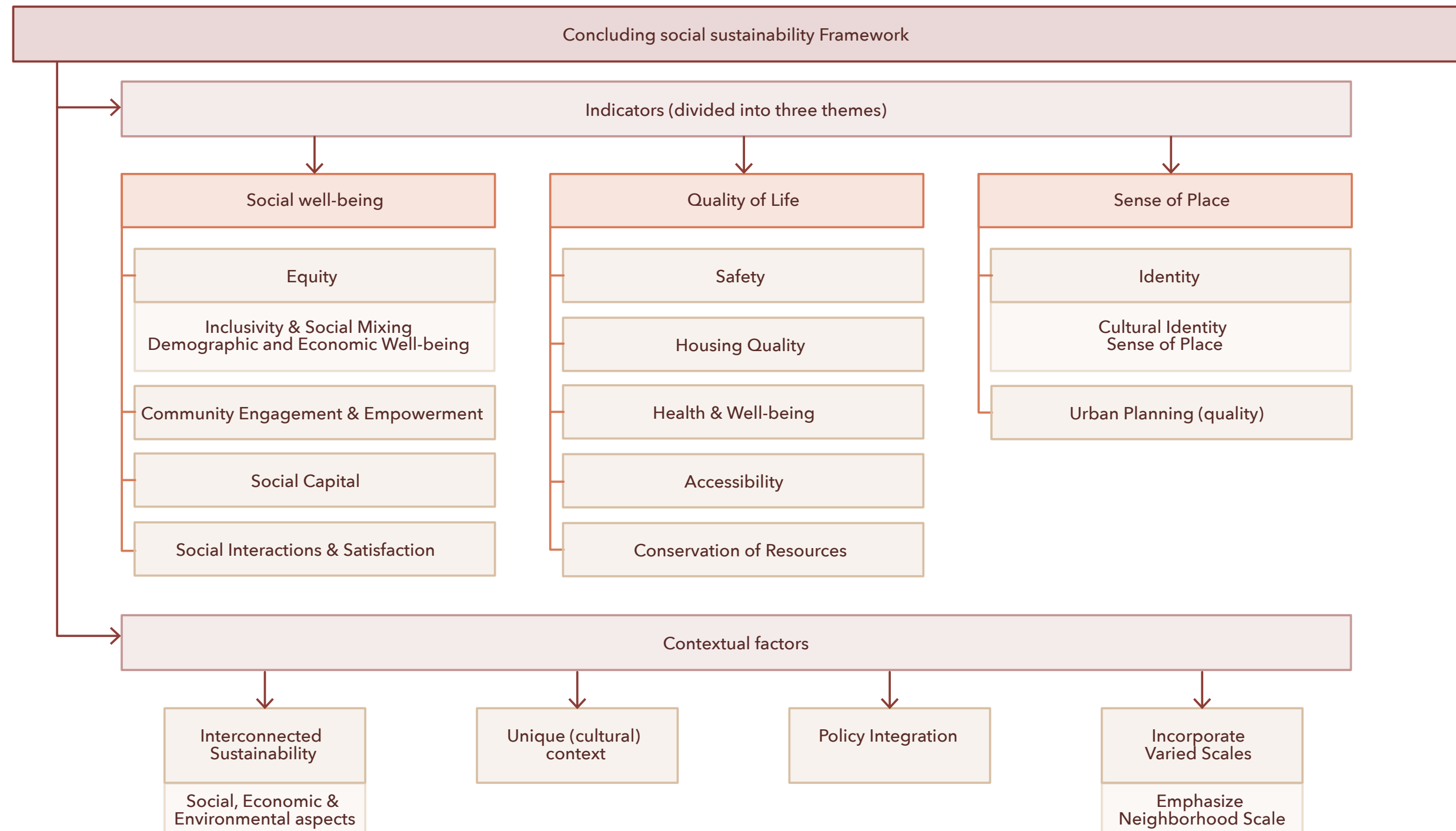
# FRAMEWORK - COMPARISON

Analyzed: 10 frameworks

Framework publication	Framework includes						Talks about			Field of study				Recommendes...				Overall clear framework
	Indicators	Design measures	Diff. scales	Context	Tested by Professionals	Case study	Sustainability (En, Ec, S)	Physical	Non-physical	Academic Discipline	Professional Field	Community Engagement	Other	Collaboration	Monitoring	Planning	Policies	
Chiu, 2004	M	M	M	Y	N	N	S, En	Y	M	UP, ES (M: S, A)	UD (M: PM)	M		M	N	Y	M	N
Colantonio & Dixon, 2009	Y	M	Y	Y	Y	Y	S (M: Ec)	Y	Y	S, UP, ES (M: A)	UD, CP, PM (M: A)	Y		Y	Y	Y	Y	Y
Dempsey et al., 2011	M	N	Y	Y	M	Y	S (M: En, Ec)	Y	Y	UP, ES	UD, A, CP, PM	Y	Concept	M	N	N	Y	-
Kefayati & Moztarzadeh, 2015	Y	Y	M	Y	Y	Y	S	Y	Y	UP, A	UD, A	Y		N	N	Y	N	N
Abed, 2017	Y	Y	M	Y	M	Y	S	Y	Y	UP, A	UD, A (M: PM, CP)	Y		M	M	Y	M	Y
Eizenberg & Jabareen, 2017	Y	M	M	Y	N	N	S, En (M: Ec)	Y	Y	S, UP, ES (M: A)	UD, PM	Y		M	N	Y	Y	Y
Shirazi & Keivani, 2019	Y	Y	Y	Y	M	N	S	Y	Y	S, UP (M: A, ES)	UD, A, PM (M: CP)	Y		Y	Y	Y	Y	Y
Larimian & Sadeghi, 2019	Y	Y	M	Y	M	Y	S	Y	Y	UP	UD, PM (M: A, CP)	Y		M	N	Y	M	Y
Yildiz et al., 2020	Y	Y	M	Y	Y	N	S	Y	Y	UP	UD, A, PM (M: CP)	Y		M	Y	Y	Y	Y
Pineo, 2022	Y	Y	Y	Y	M	Y	En, Ec, S	Y	M	UP, ES (M:S)	UD, CP, PM	Y	Health	Y	Y	Y	Y	Y

# THEORETICAL FRAMEWORK

3 themes - 11 indicators  
4 contextual factors influencing the indicators

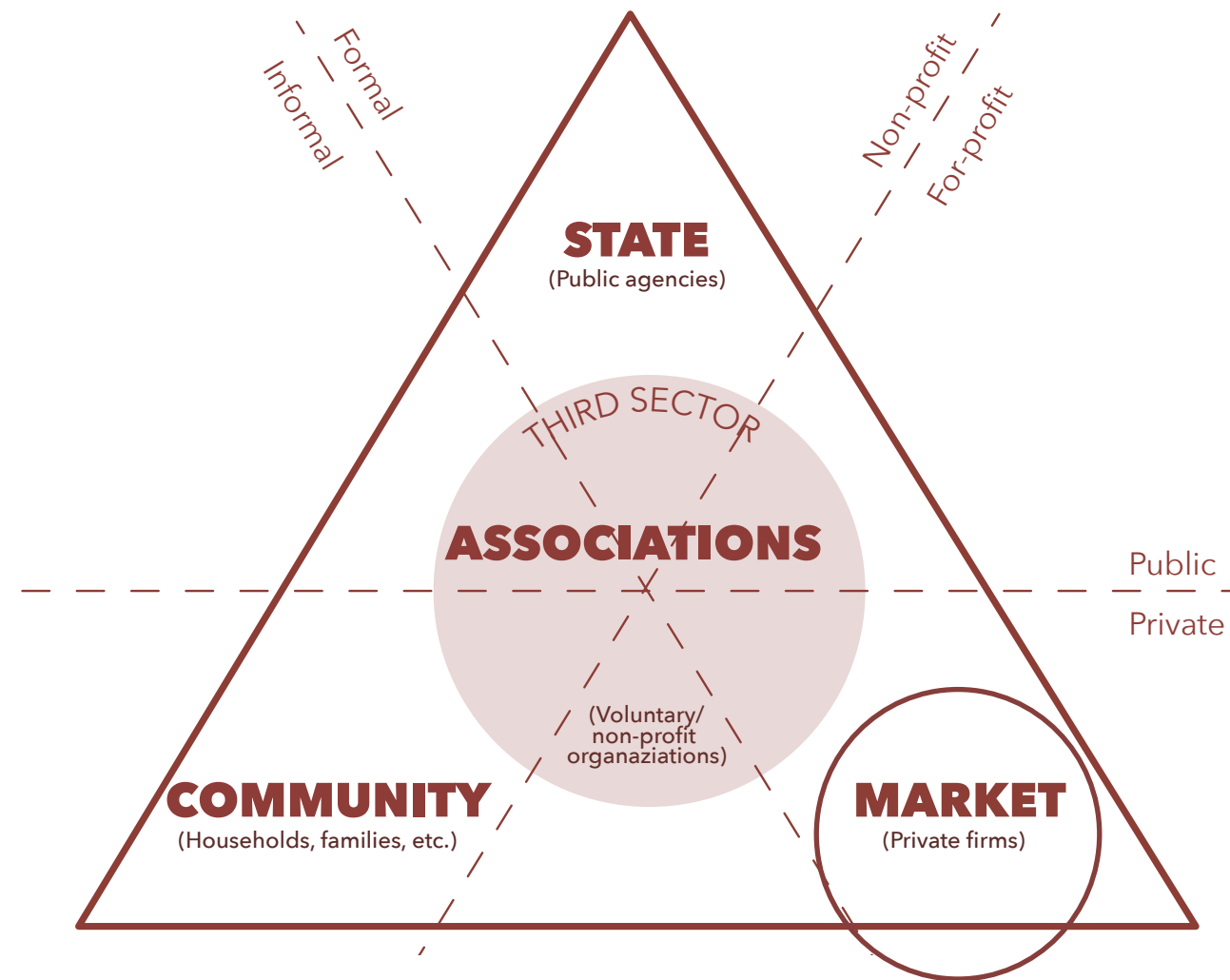




# DEVELOPERS' PERSPECTIVE

**Actors:**  
4 key parties

**Dutch Urban Governance:**  
'Gebiedsontwikkeling' - collaborative approach  
Shift over time - government (economic considerations & political changes)



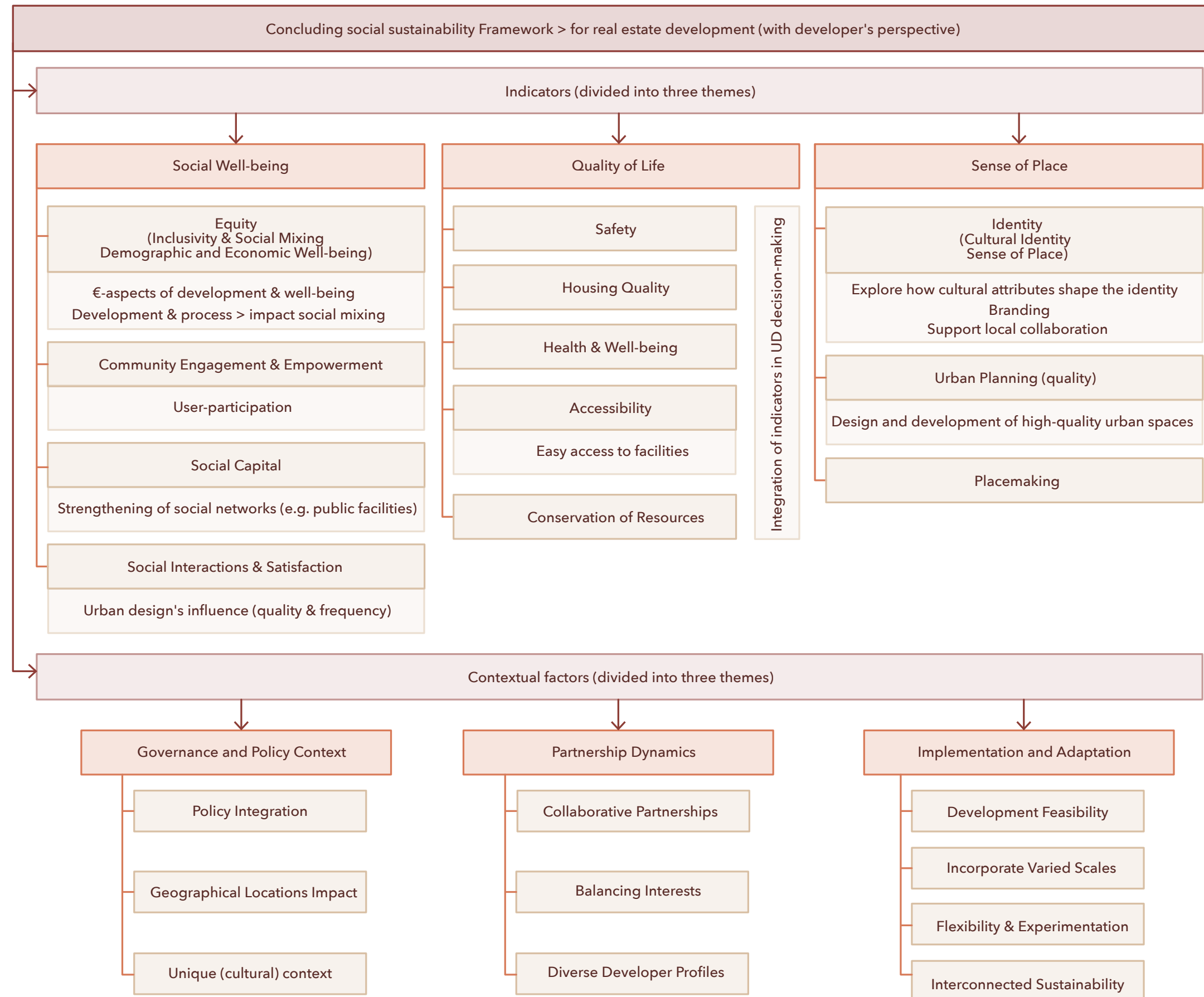
# DEVELOPERS' PERSPECTIVE

## Profiles:

Dutch developers show diversity  
5 different types - Each type plays a unique role

Type of Developer	Characteristics
Independent Developers	Small-sized. Niche market focus (housing, offices, retail). Sometimes acquired by larger developers.
Developers Related to Construction Firms	Largest share of development. Strong relation to construction and development. Main goal: Constant cash flow for company continuity. Profit margins affected by sector scale and market demand.
Developers Related to Investors	Work for institutional investment companies. Main goal: Secure and increase yields for the portfolio. Characteristics: Constant cash flow, involvement of end users.
Developers Related to Banks	Big-sized, related to banks. Focus on continuity and turnover. Acquired large land amounts due to capital availability.
Other Developers	Originate from companies with different core businesses. Positions obtained based on their business conduct.

# THEORETICAL FRAMEWORK



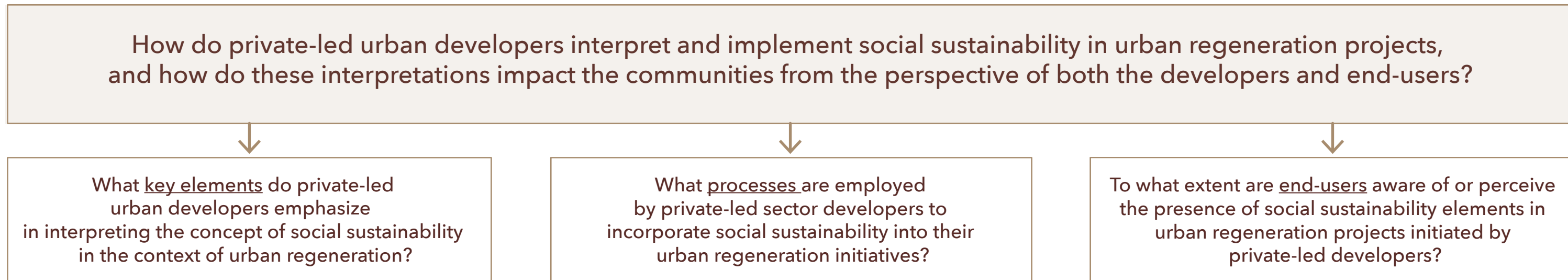
# METHOD

A | Research questions

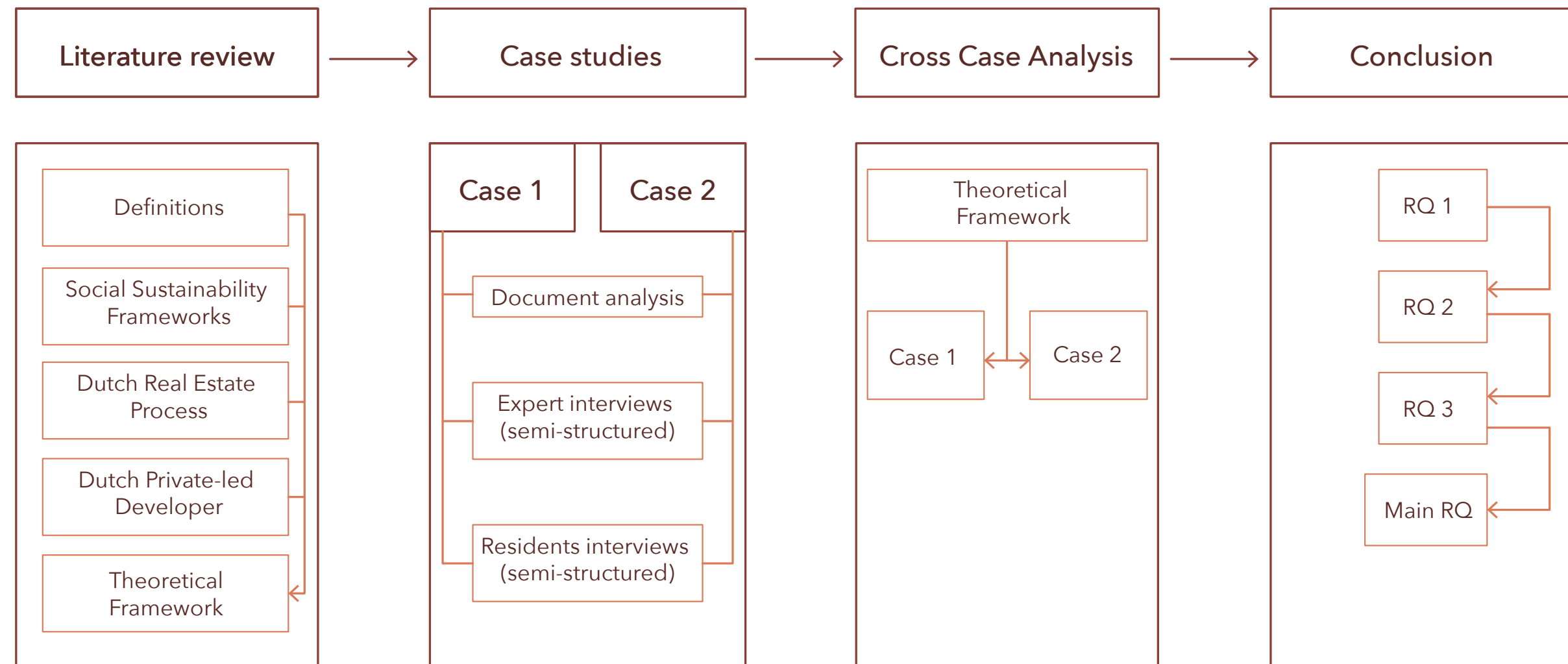
B | Research design

C | Data analysis

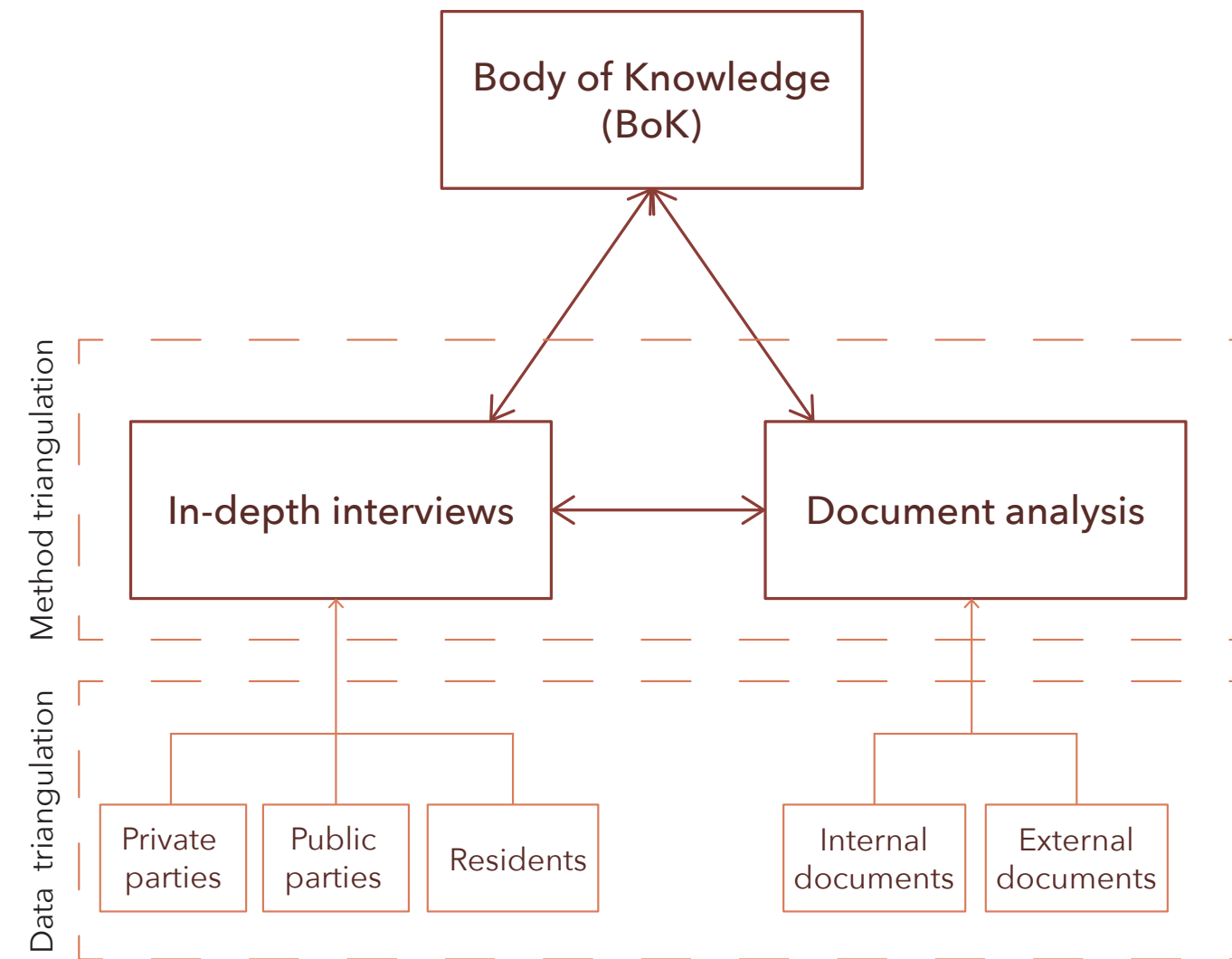
# RESEARCH QUESTIONS



# RESEARCH DESIGN



# DATA ANALYSIS



# GRADUATION COMPANY



Le Medi (1999 - 2009)



The Hudsons (2016 - 2022)





# CASES LOCATION



# CASES LOCATION

Le Medi (1999 - 2009)



The Hudsons (2016 - 2022)

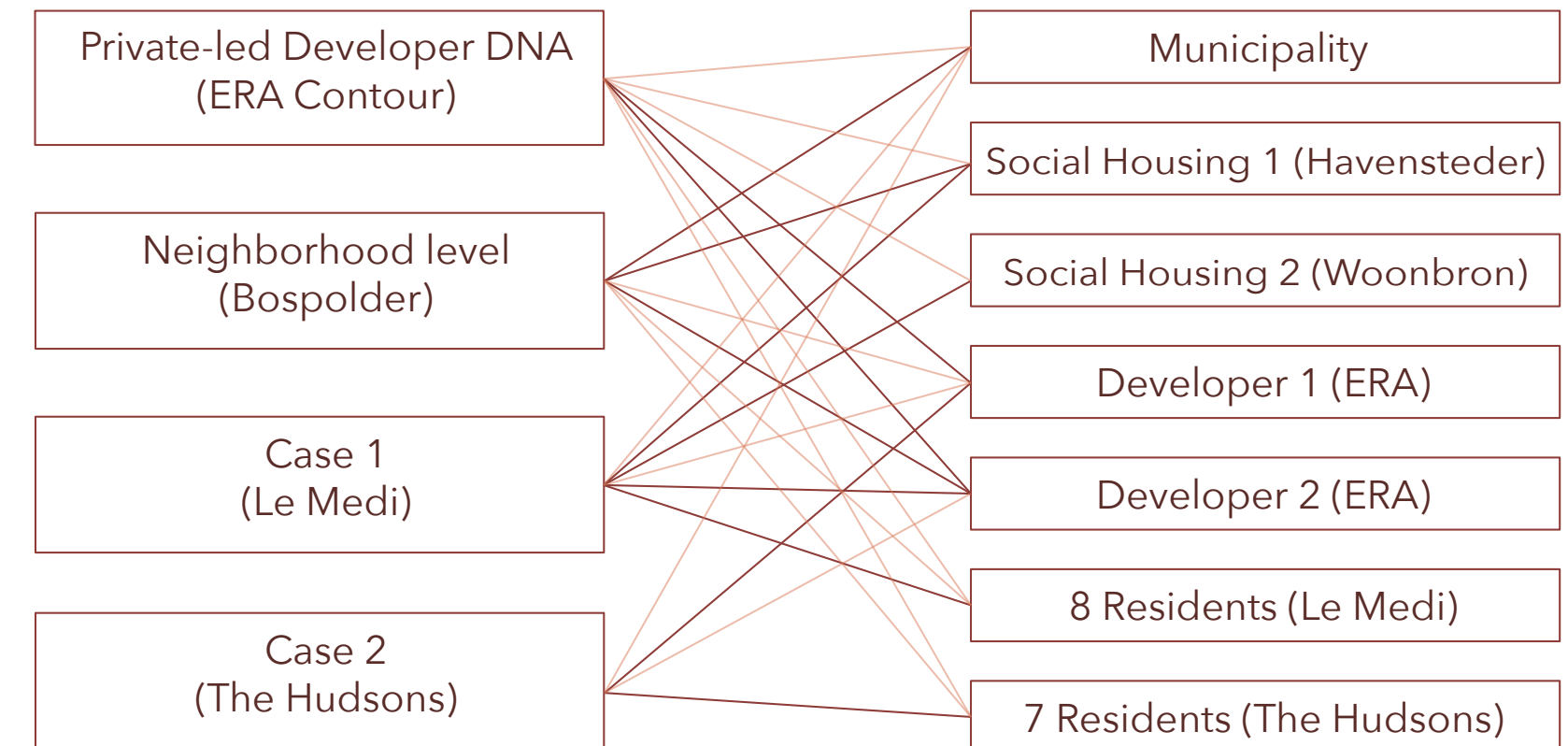


# DATA ANALYSIS

## Case analysis structure & used methods

5 interviews with experts (public, private & semi)  
15 interviews with residents

Interviews done on different layers  
(vision developer, neighborhood, & project level)



# EMPIRICAL RESEARCH

A | ERA Contour

B | Bospolder

C | Case Le Medi

D | Case The Hudsons

E | Cross-case Discussion

EXPLANATION

ERA-CONTOUR

# "Strong neighborhoods, happy residents"



Establishment history - J.P. van Eesteren (in 1964) - construction ERAflats (focus on residents - customize their post-war apartments, a novelty for that era)

From then on always had a focus on residents

# TYPE DEVELOPER

Type of Developer	Characteristics	Example Dutch private-led Developer
Independent Developers	Small-sized. Niche market focus (housing, offices, retail). Sometimes acquired by larger developers.	RED Company EDGE tech.
Developers Related to Construction Firms	Largest share of development. Strong relation to construction and development. Main goal: Constant cash flow for company continuity. Profit margins affected by sector scale and market demand.	ERA Contour Heijmans (publicly traded company) Dura Vermeer (family-owned business)
Developers Related to Investors	Work for institutional investment companies. Main goal: Secure and increase yields for the portfolio. Characteristics: Constant cash flow, involvement of end users.	Egeria Syntrus Achmea
Developers Related to Banks	Big-sized, related to banks. Focus on continuity and turnover. Acquired large land amounts due to capital availability.	BPD AMVEST
Other Developers	Originate from companies with different core businesses. Positions obtained based on their business conduct.	Fakton (policy advisor and RE consultant) De mannen van schuim

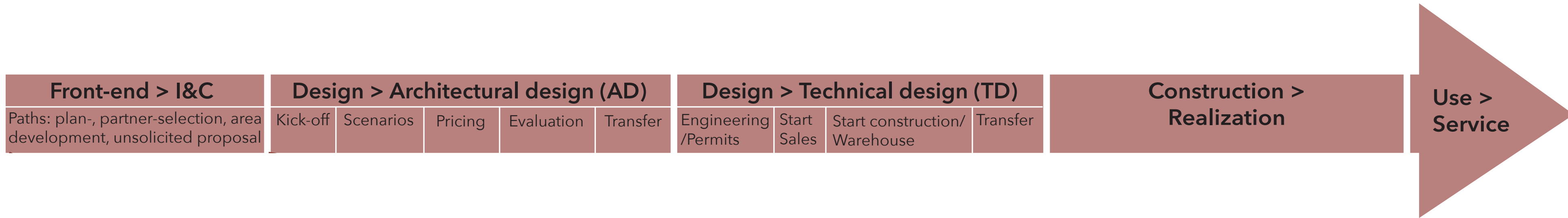
ERA is part of the TBI foundation (unique organizational structure)  
independent foundation as its sole shareholder

Steward ownership

Separates company control from financial ownership - prioritizing company's mission

Promoting long-term sustainability & social responsibility

# TIMELINE

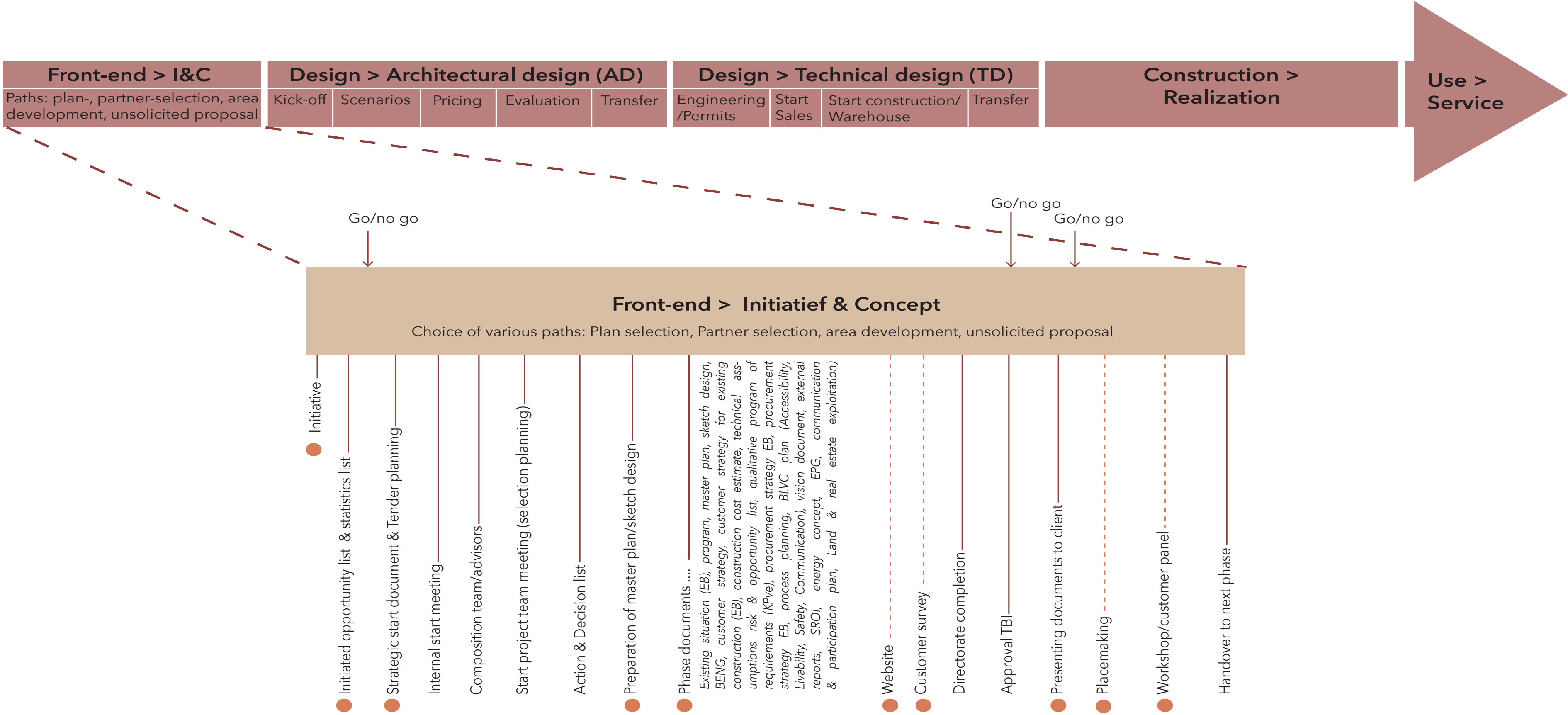


The timeline progresses in 5 steps

Customer involvement persists throughout the process



# TIMELINE: FRONT-END



NEIGHBORHOOD

BOSPOLDER

# DESCRIPTION

Built between 1910 and 1930 (working-class neighborhood)

Challenging and vibrant neighborhood

Housing a diverse demographic

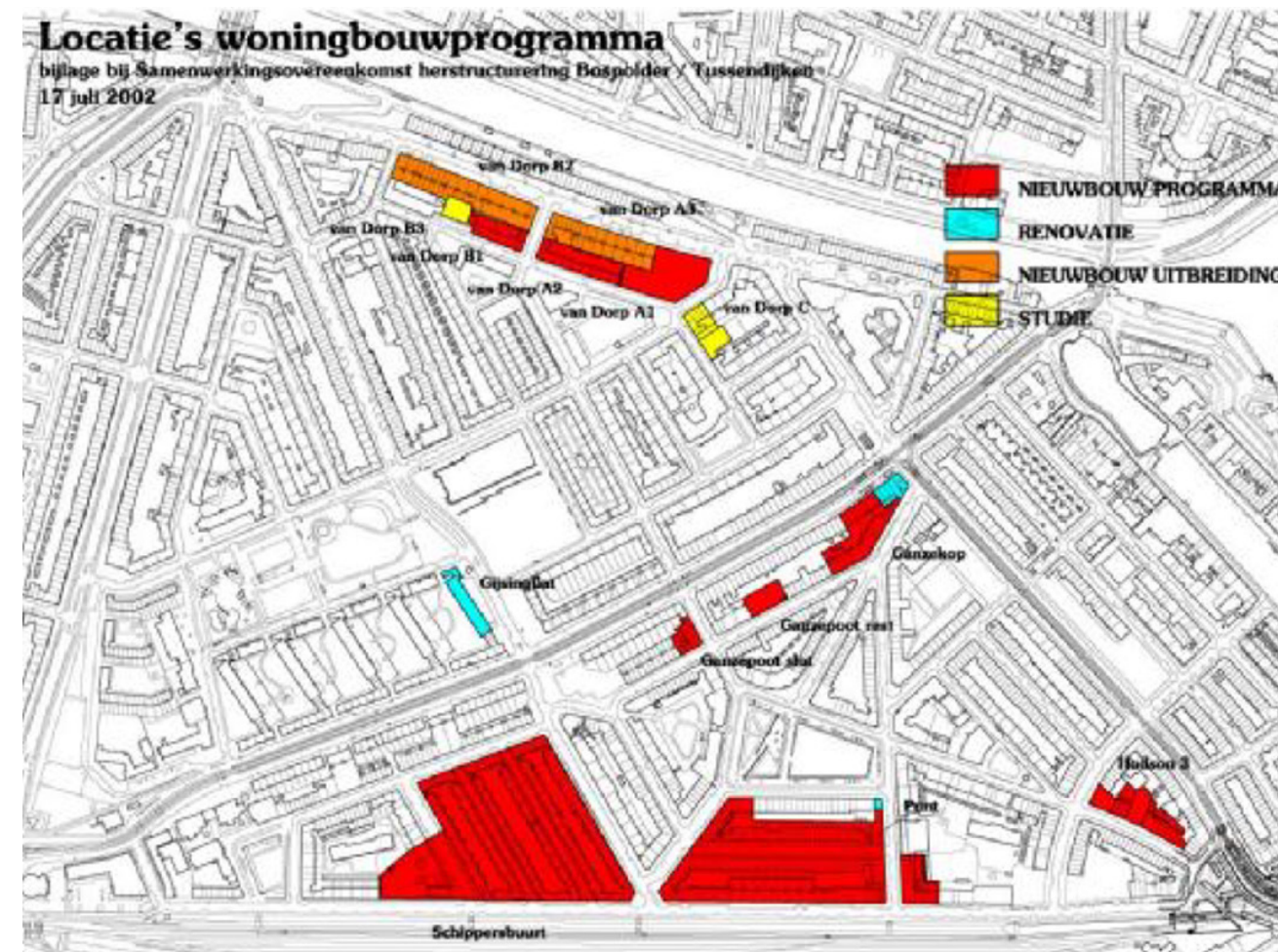
# HOUSING & SOCIAL DYNAMICS

Problem cumulation, population shrinkage, and diverse demographics

Collaboration (since 2000): Municipality – Havensteder

Vision: attract a different demographic, improve living conditions (vision of 2000)

Vision is still alive in 2019 – attract new demographic (financially strong, highly educated families)



# CURRENT SITUATION

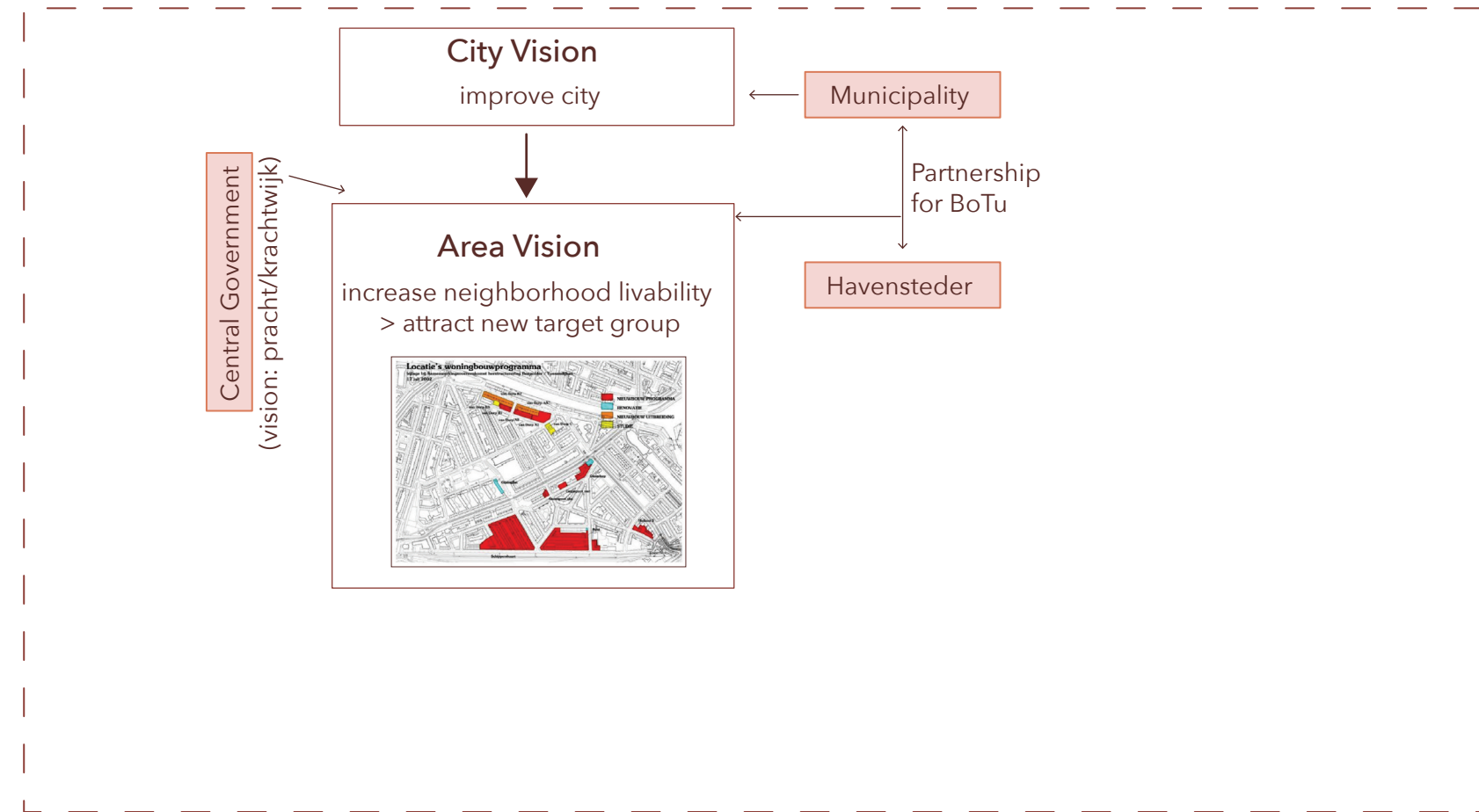


CASE 1

LE MEDI

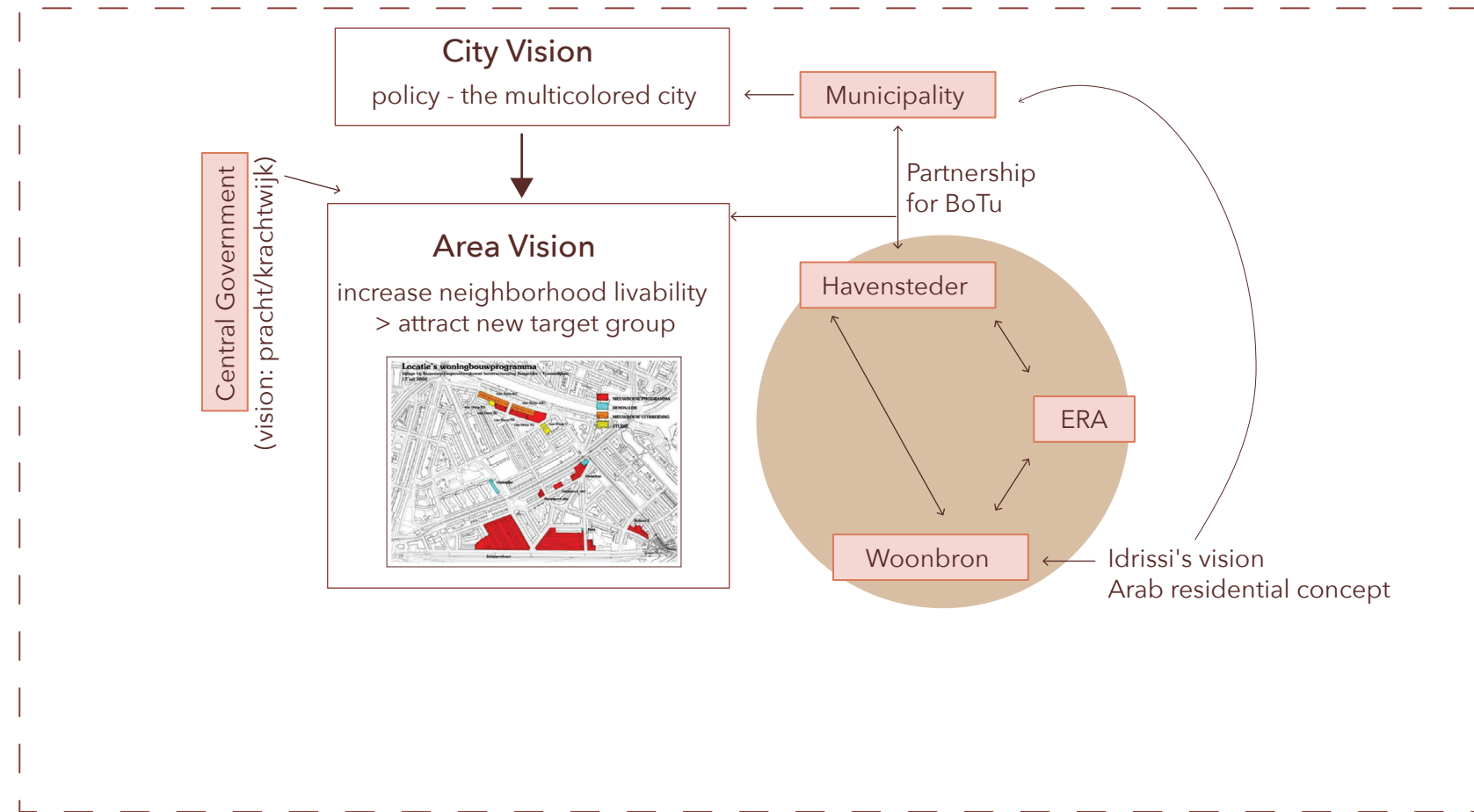


# STAKEHOLDERS

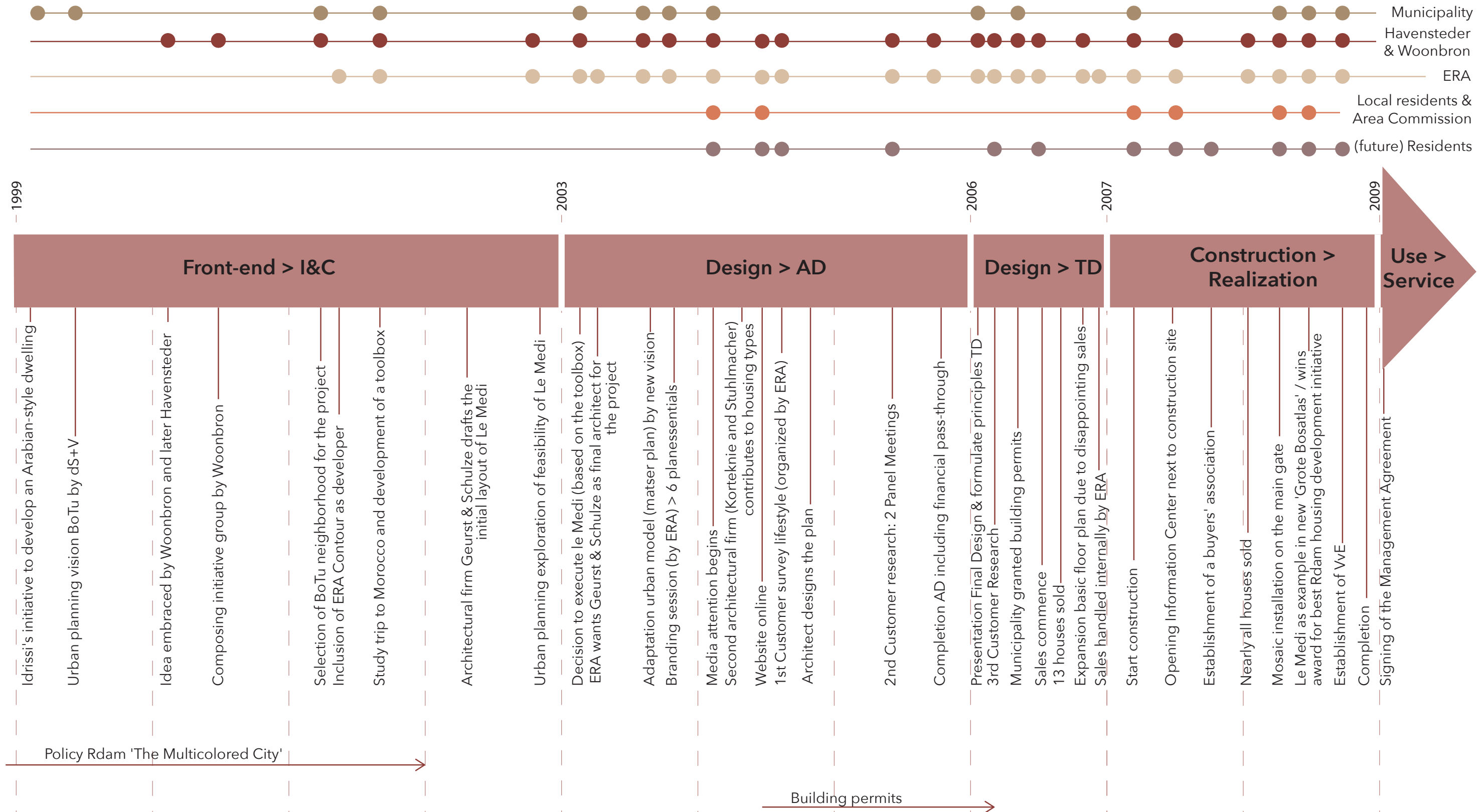




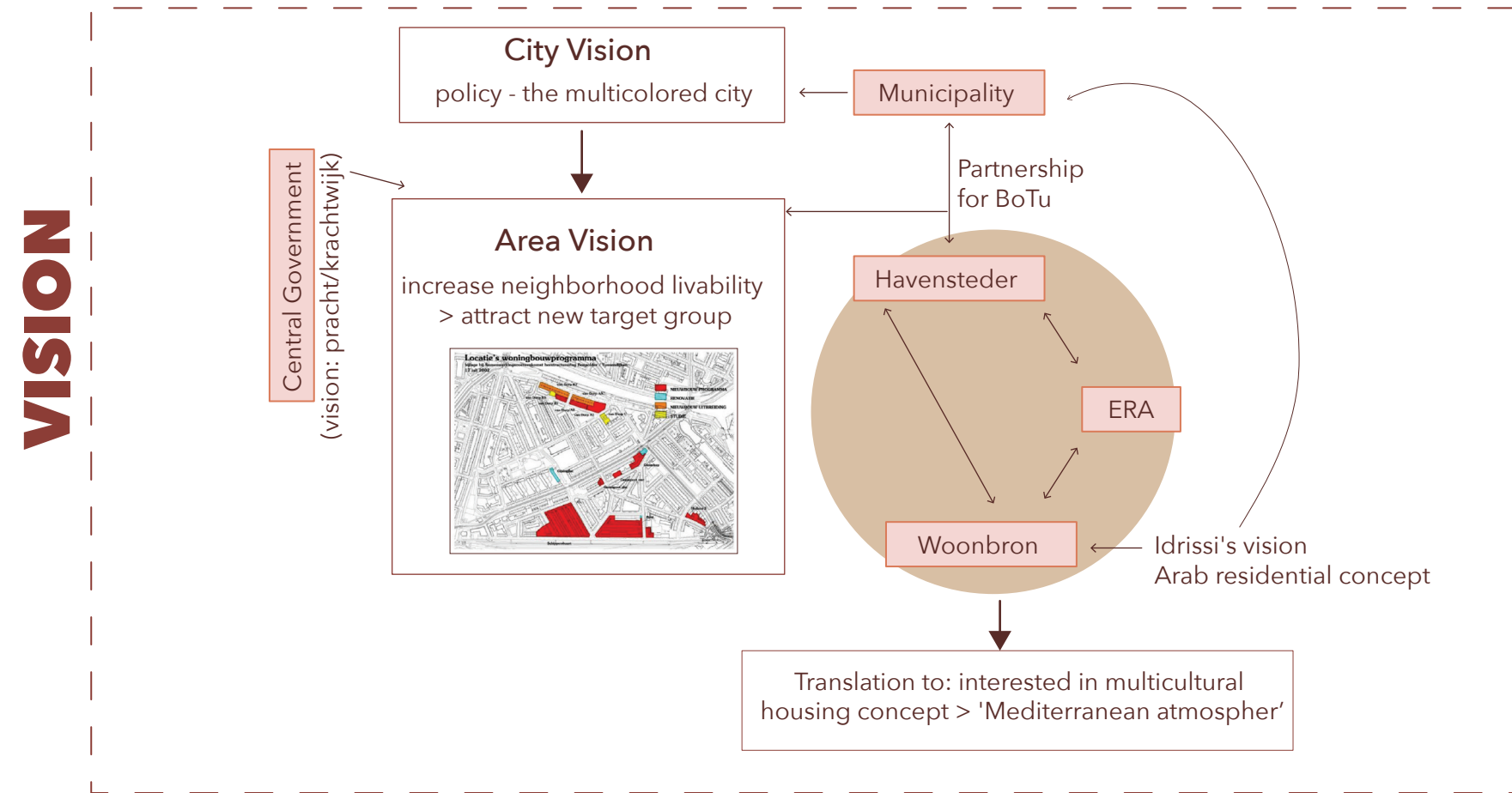
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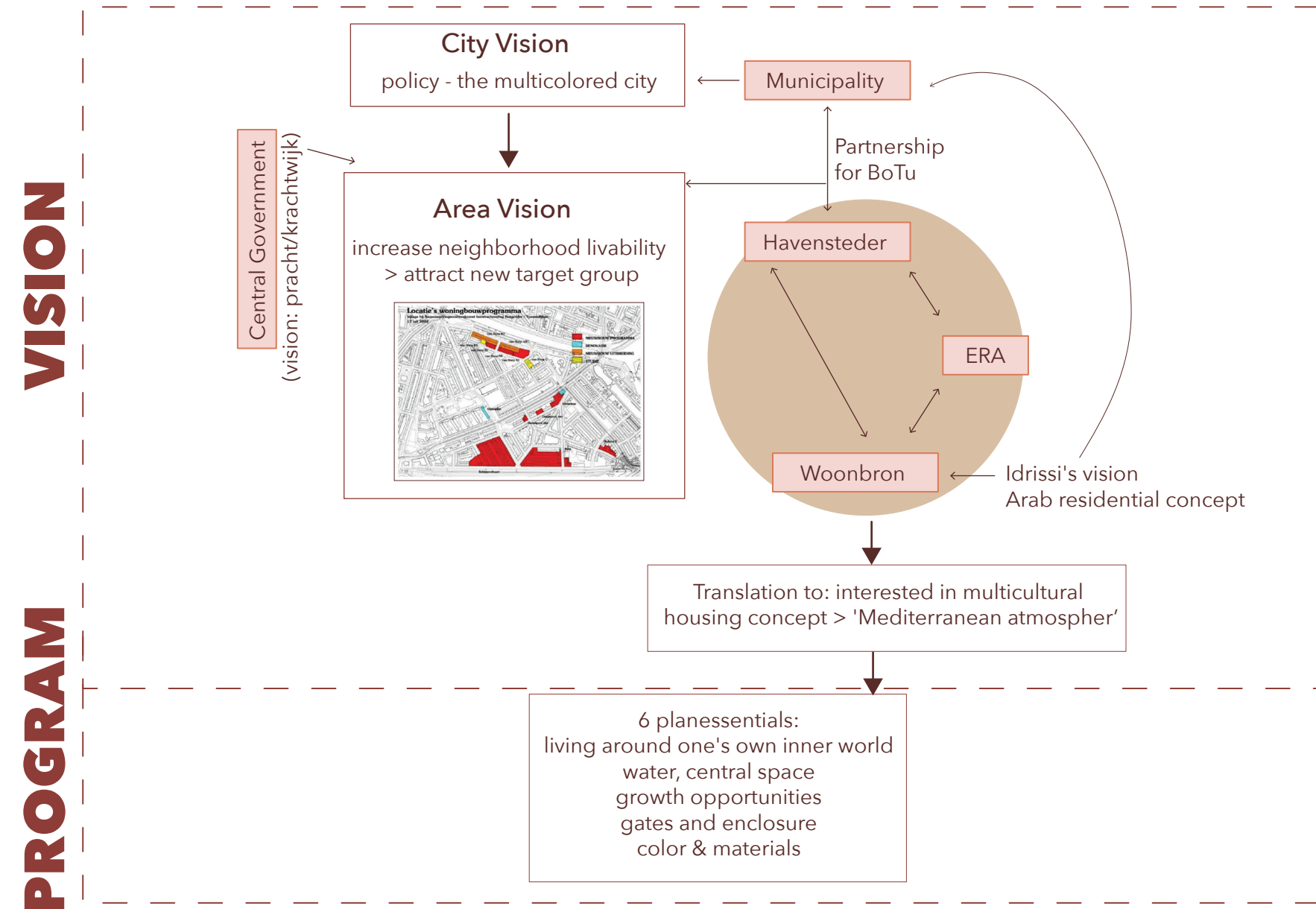
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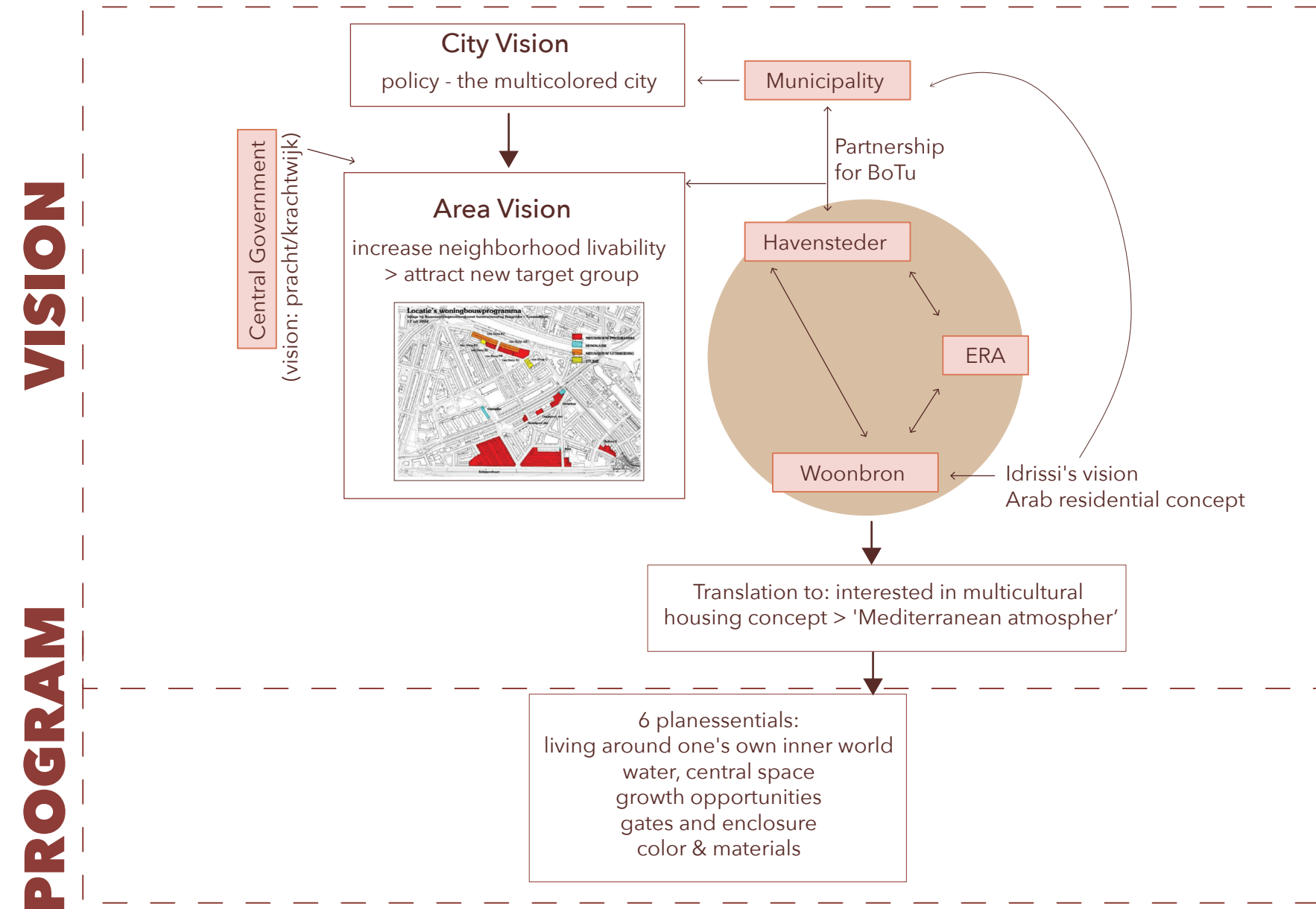
# TIMELINE



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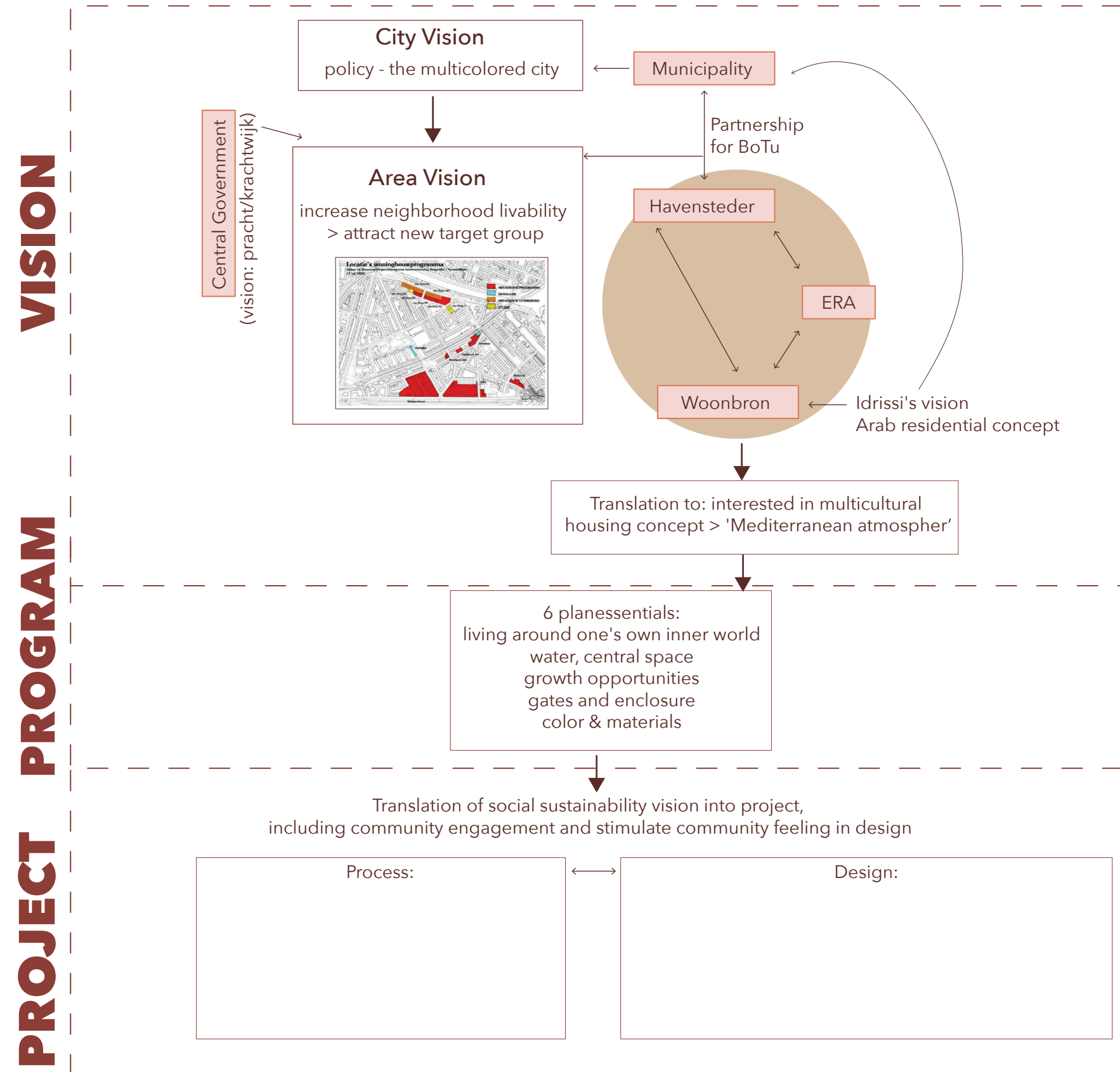


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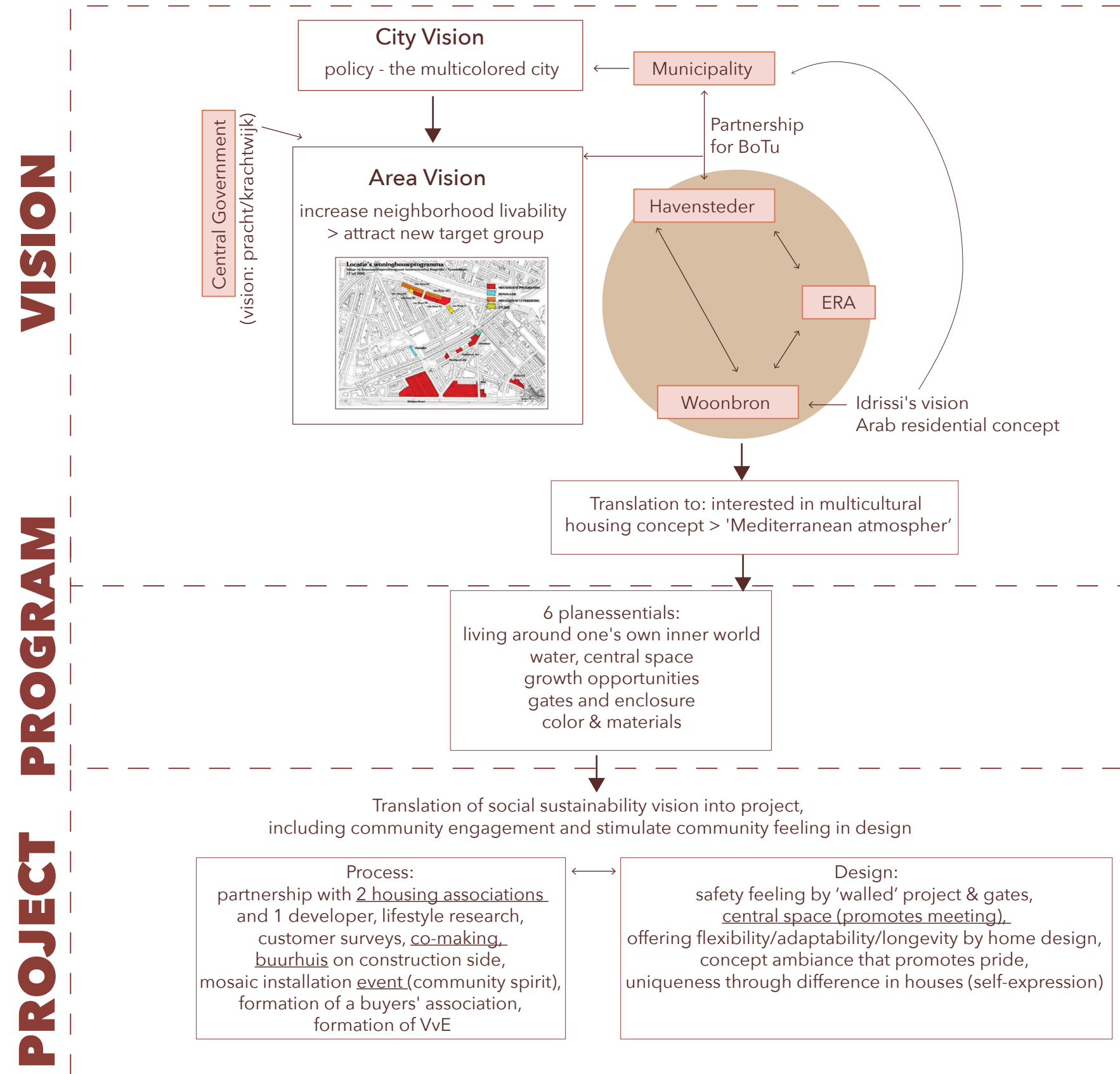


	Explaining developer's point of view	Translation to social sustainability
Living around one's own inner world	Promoting community and belonging through a walled city concept ...	fostering security, exclusivity, and communal activities within a semi-public space.
Water, central space	Creating a central water feature as a gathering space...	enhancing aesthetics, and facilitating social interaction and connectedness among residents.
Growth Opportunities	Encouraging flexibility in design for residents to customize and expand their homes...	to customize and expand their homes, fostering ownership, commitment, and longevity within the community.
Gates and enclosure	Using strategically positioned gates...	to ensure safety, community creation, and respectful behavior from external visitors, promoting a peaceful environment.
Color & Materials	Infusing vibrant colors & distinctive materials...	to celebrate cultural diversity, promote self-expression, and cultivate pride and belonging among residents, fostering inclusivity and resilience.

# TIMELINE



# TIMELINE



# PLAN ESSENTIALS

## Developers view

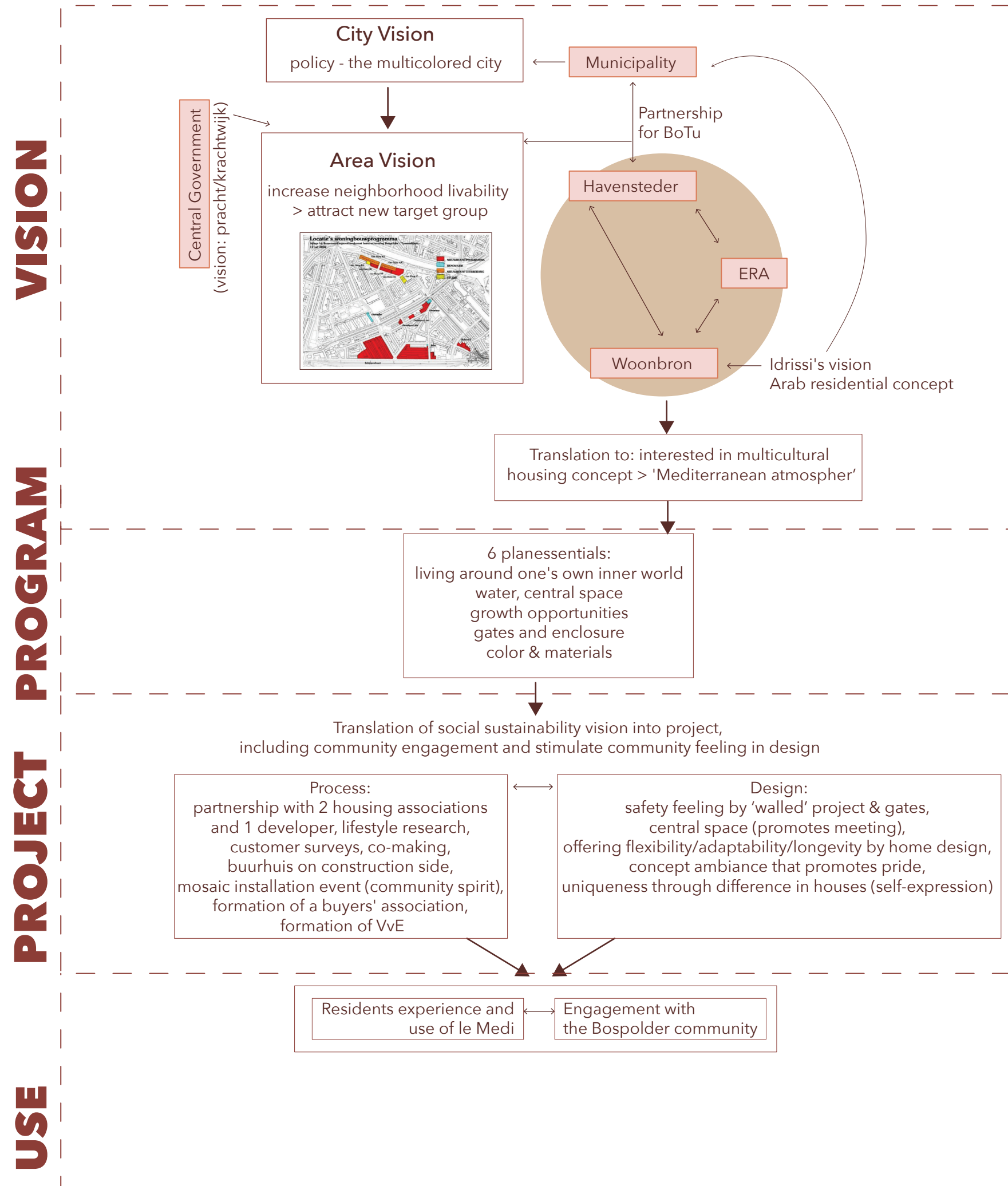


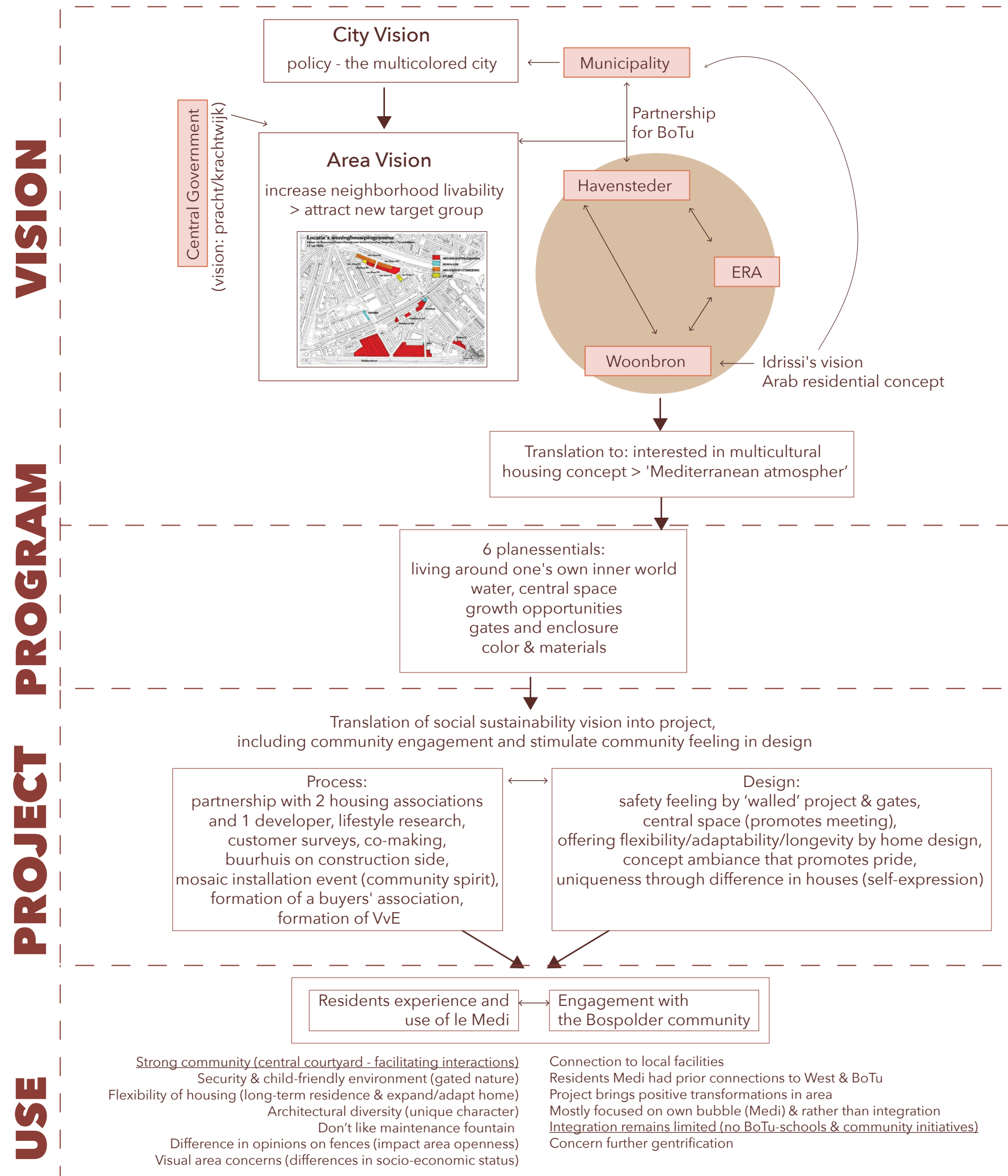
## Residents view

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	M1	M2	M3	M4	M5	M6	M7	M8
Living around a private inner world (community)								
Sense of community (through square)	Y	Y	Y	Y	Y	Y	Y	Y
Connected with walled city	Y	Y	M	Y	Y	Y	Y	M
Water, central space (social interaction)								
Fountain good addition	M	Y	Y	N	M	M	M	N
Create central place	Y	Y	Y	Y	Y	Y	Y	M
Growth opportunities (flexibility)								
Done it myself, thinking about it	N	Y	N	Y	N	Y	M	N
Sees it a lot with neighbors	Y	Y	Y	Y	Y	Y	Y	Y
Gates and enclosure (Gates & Integration)								
Gates	M	Y	Y	M	Y	Y	Y	Y
Integration within community Le Medi	Y	Y	Y	Y	Y	Y	Y	Y
Integration within community Bospolder	M	Y	M	M	Y	Y	M	N
Color & materialization (Cultural & unique look)								
Unique look	Y	Y	Y	M	Y	Y	M	Y
Reflection of neighborhood	Y	Y	Y	M	Y	Y	M	Y





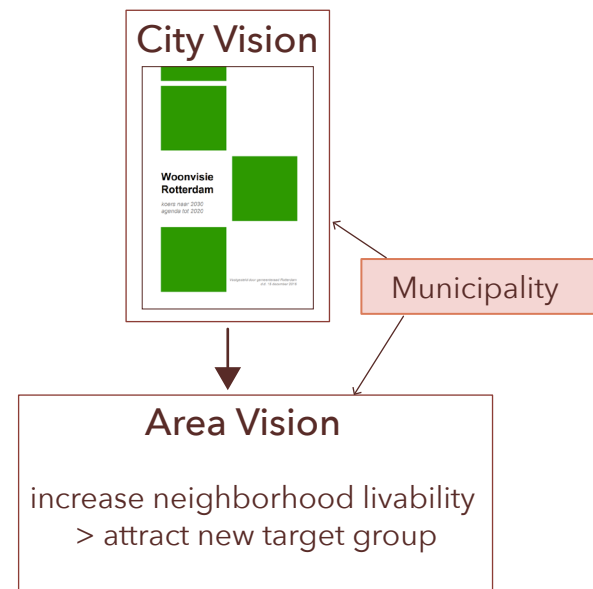


CASE 1

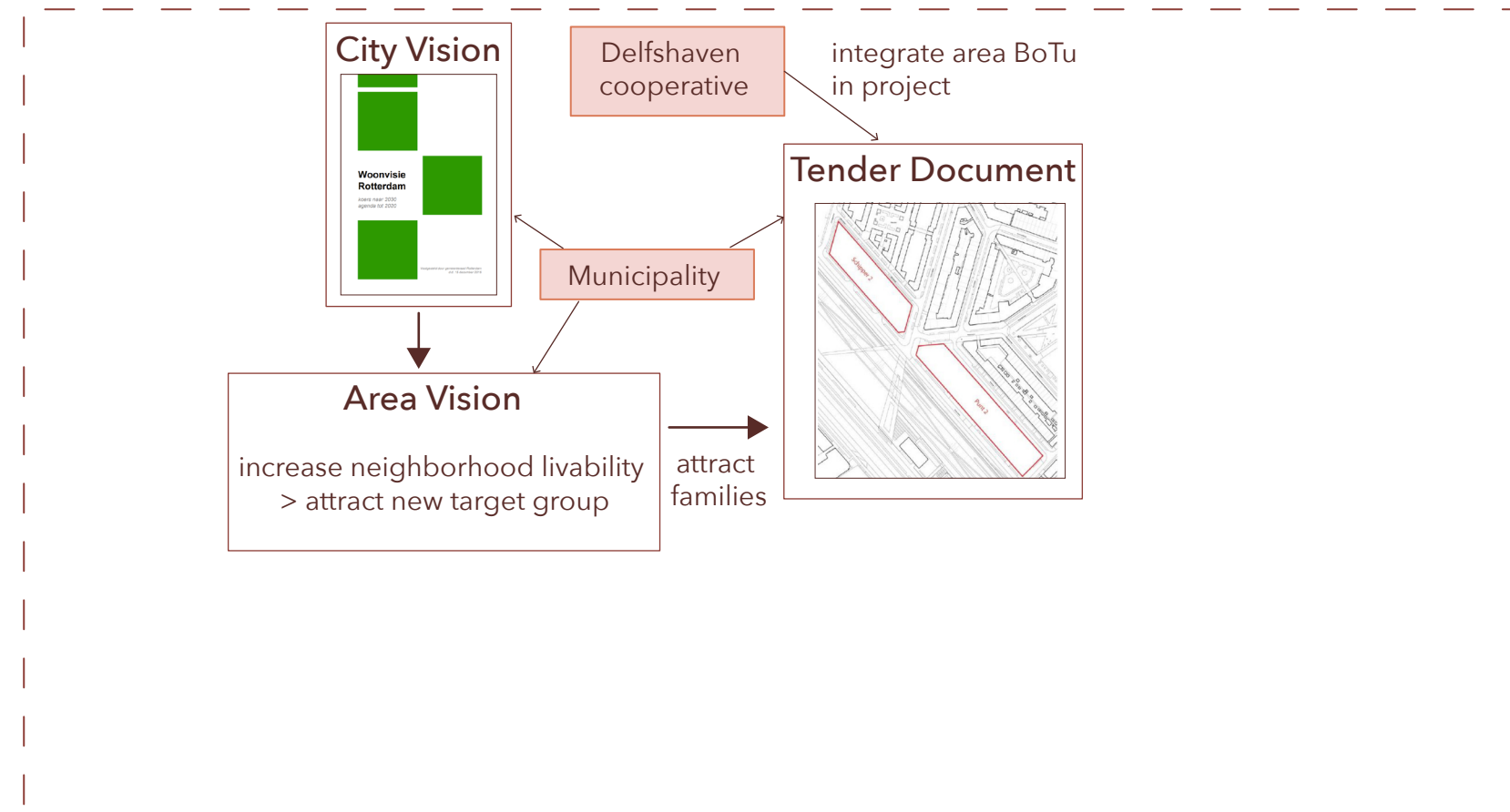
THE HUDSONS



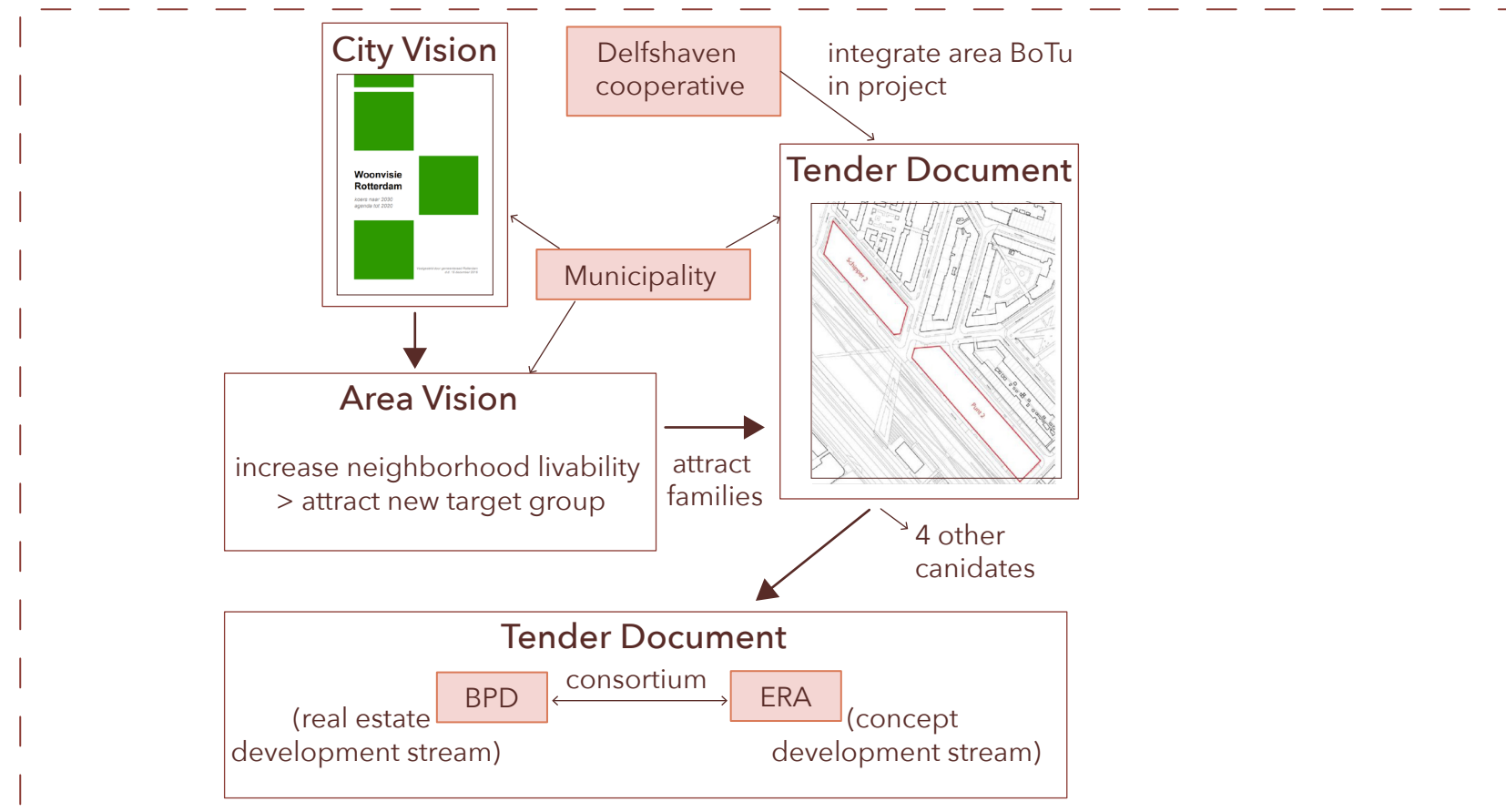
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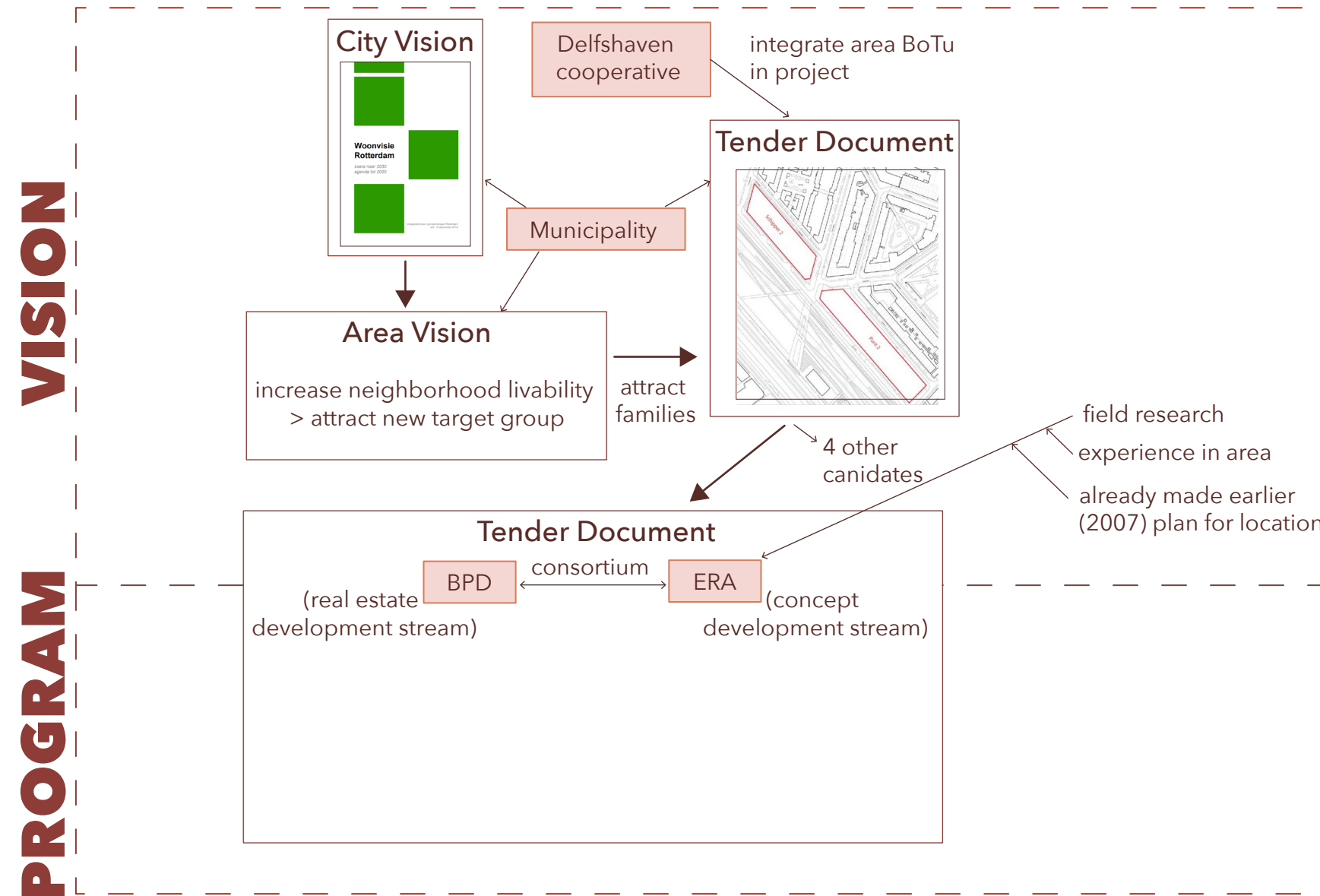
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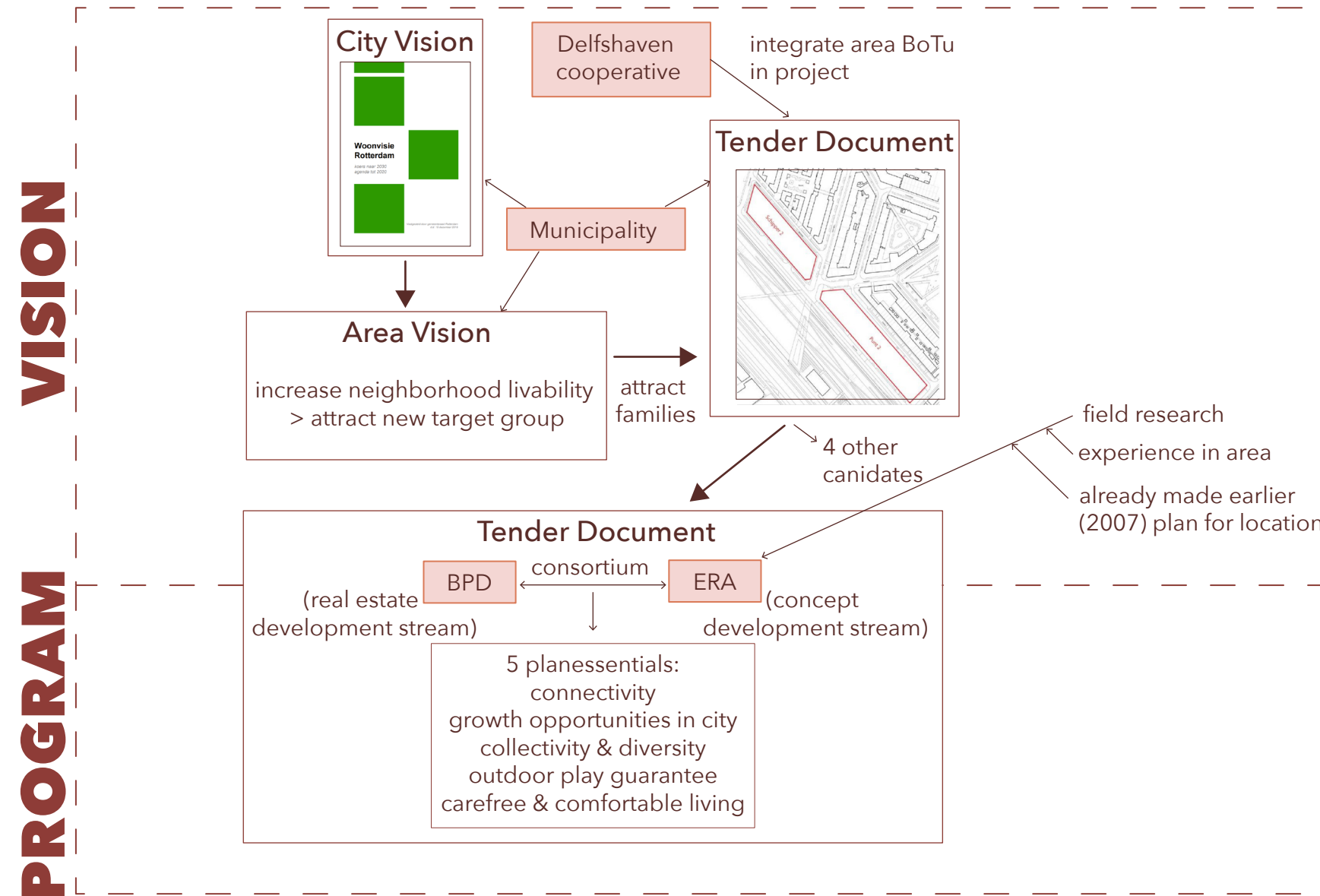


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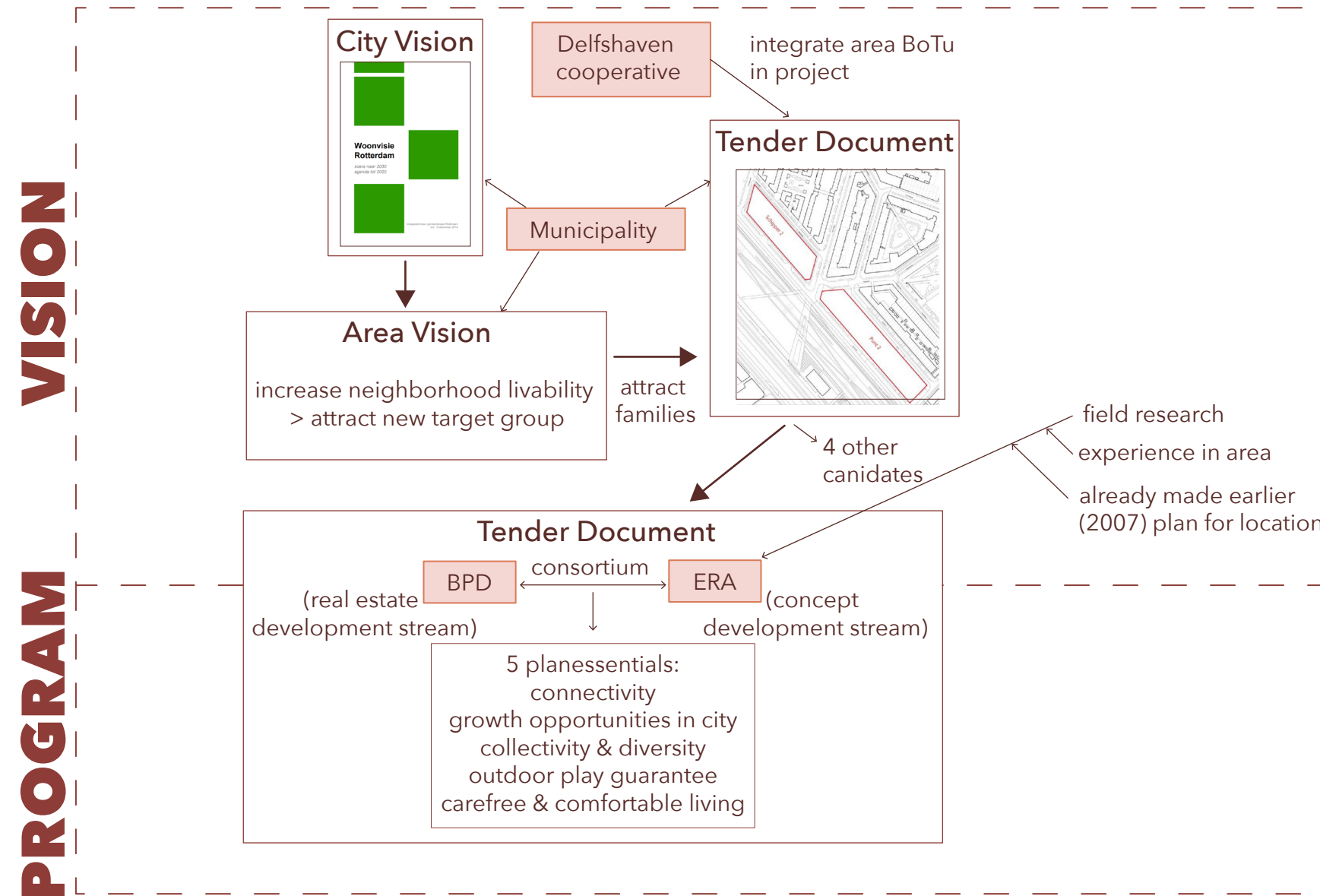




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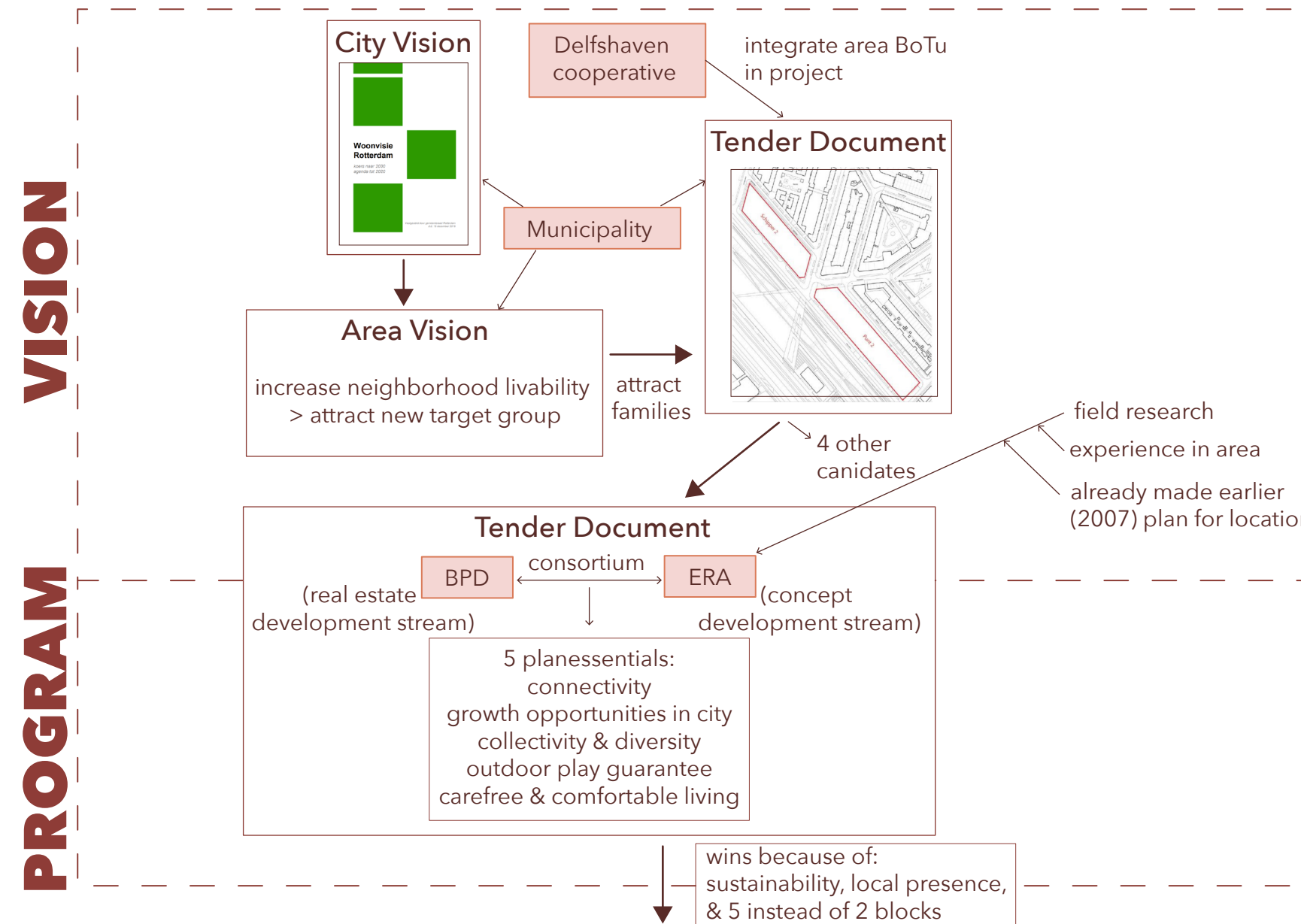


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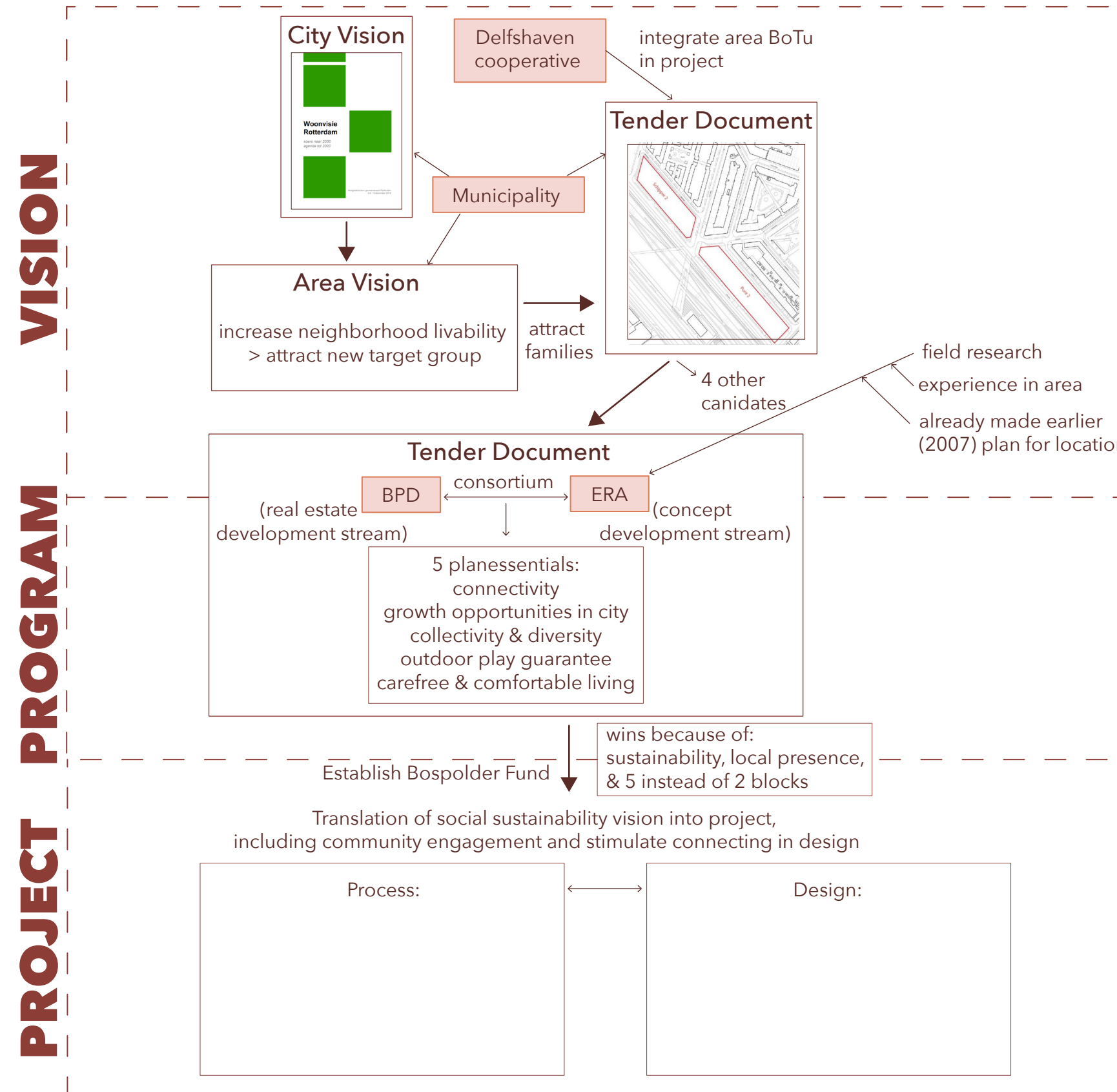


	Explaining developer's point of view	Translation to social sustainability
<b>Connectivity</b>	interconnected pathways, diverse housing types, and strong ties between BoTu and its residents.	Facilitating community integration, social interaction, and residents' sense of belonging
<b>Growth Opportunities in the City</b>	by catering to diverse housing needs, promoting socioeconomic diversity, enabling housing careers within the neighborhood, and retaining residents within the community.	Enhancing inclusivity and social cohesion
<b>Collectivity &amp; Diversity</b>	shared spaces and amenities that facilitate connections and engagement among residents.	Fostering a sense of community, encouraging social interaction, and promoting diversity
<b>Outdoor Play Guarantee</b>	providing safe and accessible outdoor play spaces that encourage children's exploration and facilitate connections among families.	Promoting physical activity, social interaction, and neighborhood cohesion
<b>Carefree &amp; Comfortable Living</b>	community ownership by promoting sustainable living measures such as solar panels, green amenities, and all-electric homes	Enhancing residents' quality of life, reducing environmental impact, and fostering a sense of responsibility

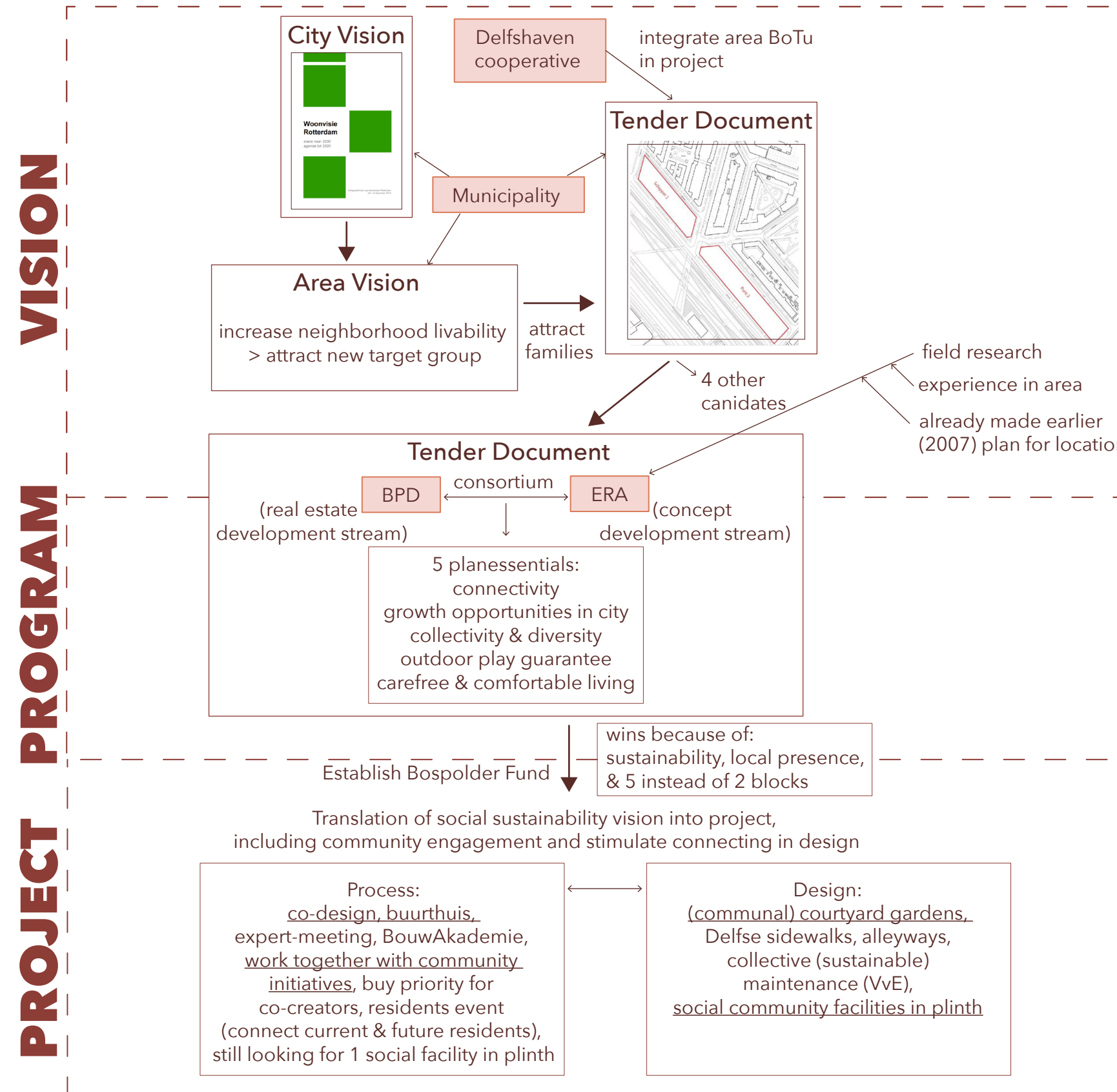
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# PLAN ESSENTIALS

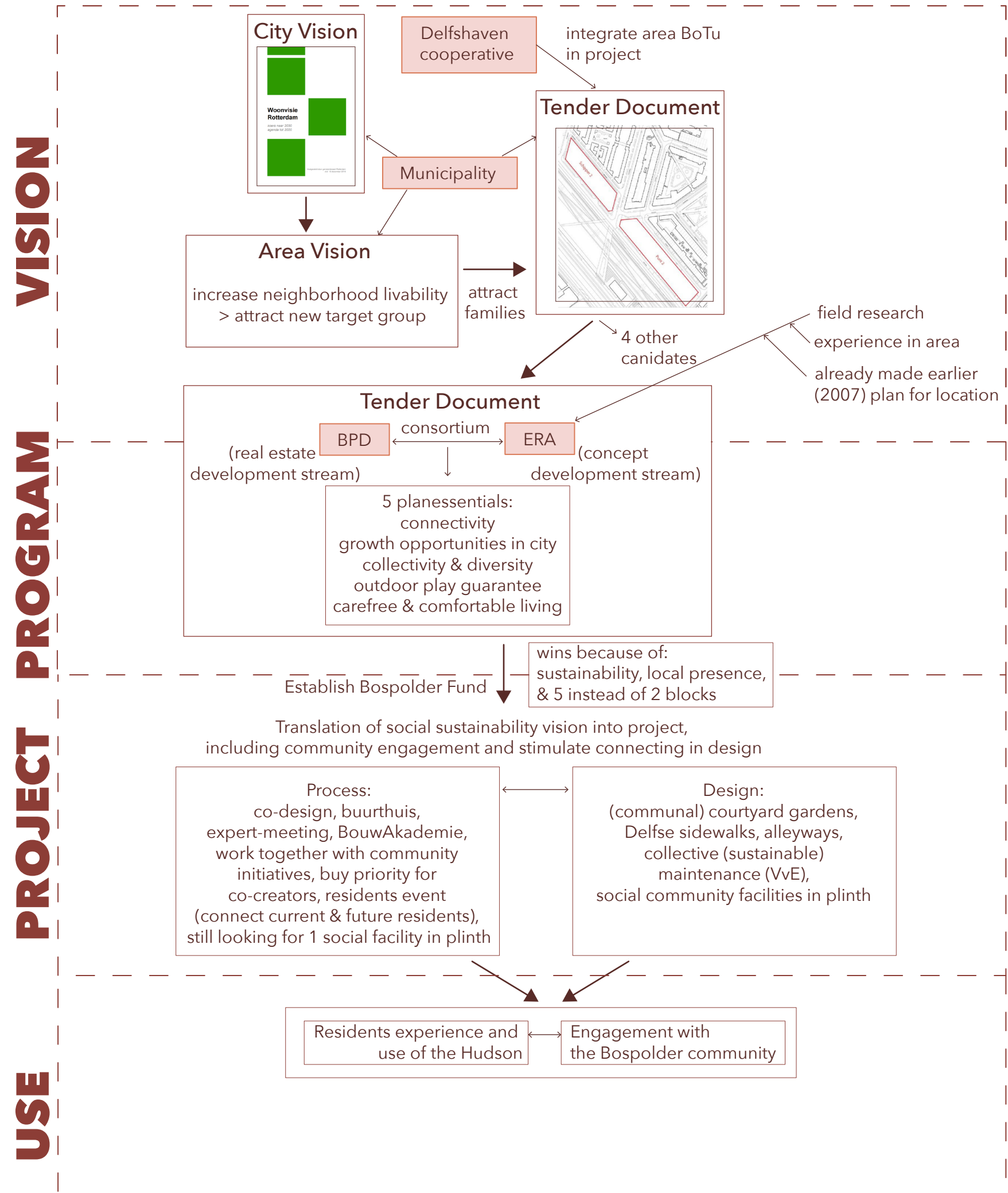
## Developers view



## Residents view

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	H1	H2	H3	H4	H5	H6	H7
Connecting (physical and social)							
Physical connection of neighborhood (Dakpark, bospolder)	Y	Y	Y	M	M	Y	Y
Social connection in neighborhood	N	M	Y	M	N	M	Y
City elevator							
Ensures housing diversity in neighborhood	Y	Y	Y	M	Y	Y	Y
Chosen for project (P) or district (N)	P	P/N	P	P/N	P	P	P
Collectivity & Diversity (interaction within community)							
Sense of community (through narrow streets & courtyard)	Y	Y	Y	M	Y	Y	Y
Outdoor Play Guarantee (family-friendly)							
Family-friendly project	Y	Y	Y	M	Y	Y	Y
Family-friendly neighborhood	M	M	N	M	M	Y	Y
Carefree & Comfortable Living (sustainable)							
Sustainability collective	M	N	M	N	N	M	N



**VISION**

**PROGRAM**

**PROJECT**

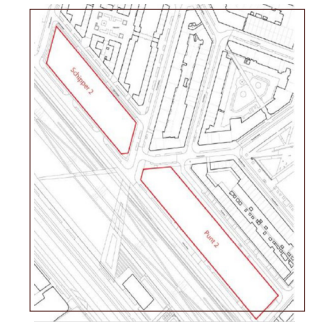
**USE**



Delfshaven cooperative integrate area BoTu in project

Municipality

Tender Document



Area Vision

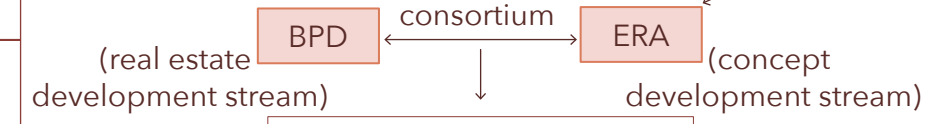
increase neighborhood livability > attract new target group

attract families

4 other candidates

field research  
experience in area  
already made earlier (2007) plan for location

Tender Document



- 5 planessentials:
  - connectivity
  - growth opportunities in city
  - collectivity & diversity
  - outdoor play guarantee
  - carefree & comfortable living

Establish Bospolder Fund

wins because of: sustainability, local presence, & 5 instead of 2 blocks

Translation of social sustainability vision into project, including community engagement and stimulate connecting in design

Process: co-design, buurthuis, expert-meeting, BouwAkademie, work together with community initiatives, buy priority for co-creators, residents event (connect current & future residents), still looking for 1 social facility in plinth

Design: (communal) courtyard gardens, Delfse sidewalks, alleyways, collective (sustainable) maintenance (VvE), social community facilities in plinth

Residents experience and use of the Hudson

Engagement with the Bospolder community

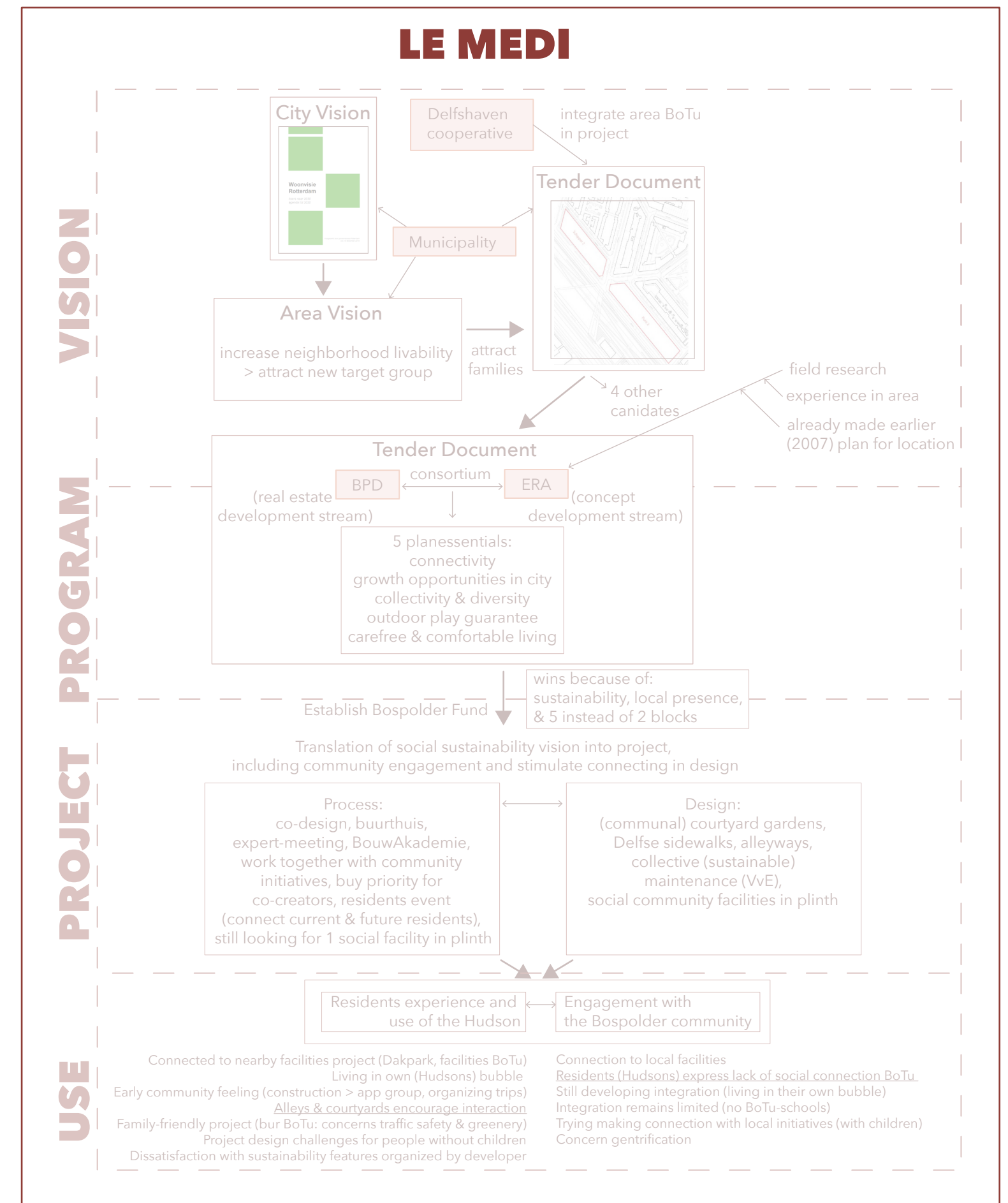
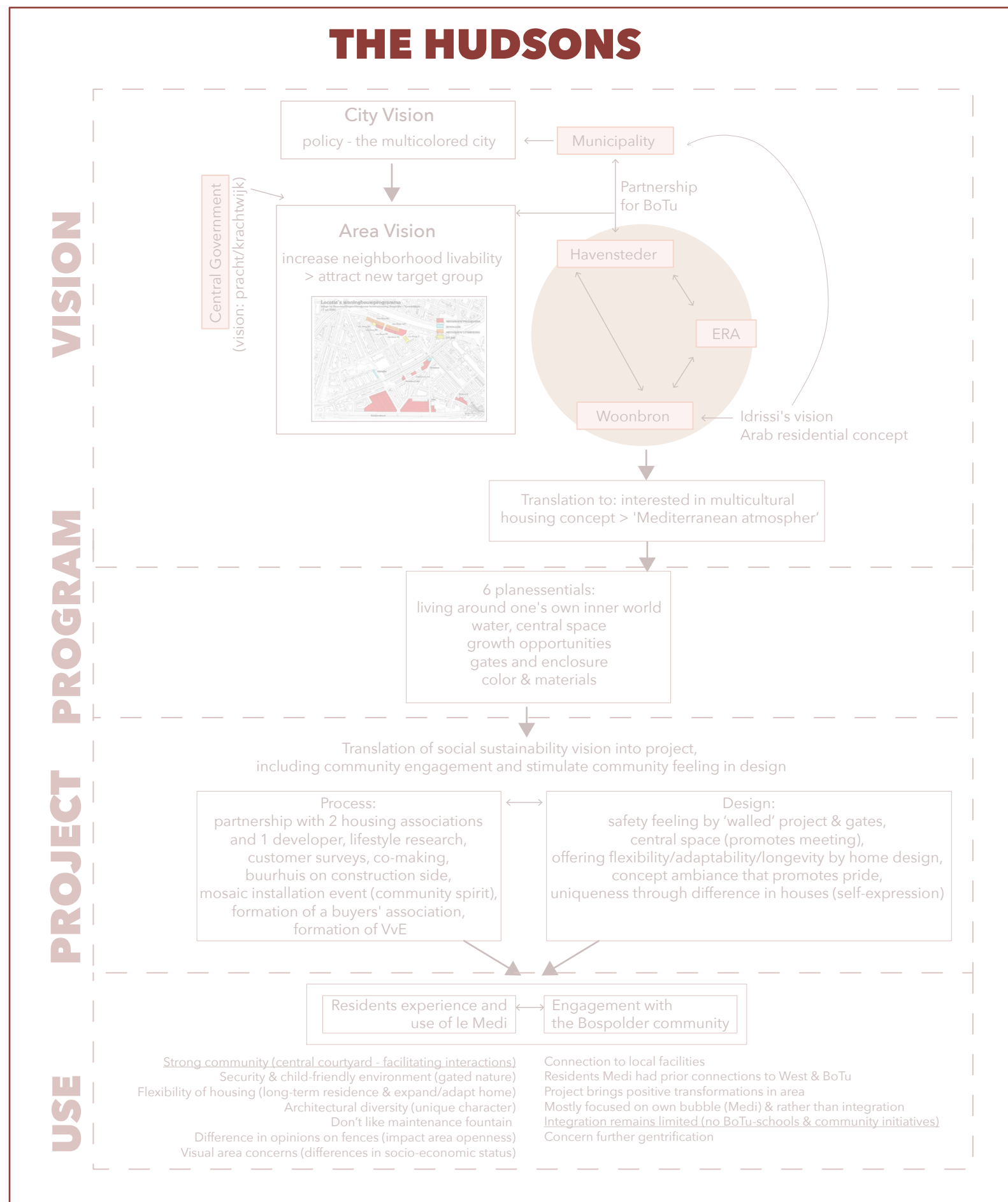
Connected to nearby facilities project (Dakpark, facilities BoTu)  
Living in own (Hudsons) bubble  
Early community feeling (construction > app group, organizing trips)  
Alleys & courtyards encourage interaction  
Family-friendly project (bur BoTu: concerns traffic safety & greenery)  
Project design challenges for people without children  
Dissatisfaction with sustainability features organized by developer  
Appreciate VvE opportunities

Connection to local facilities  
Residents (Hudsons) express lack of social connection BoTu  
Still developing integration (living in their own bubble)  
Integration remains limited (no BoTu-schools)  
Trying making connection with local initiatives (with children)  
Concern gentrification



# CROSS-CASE DISCUSSION

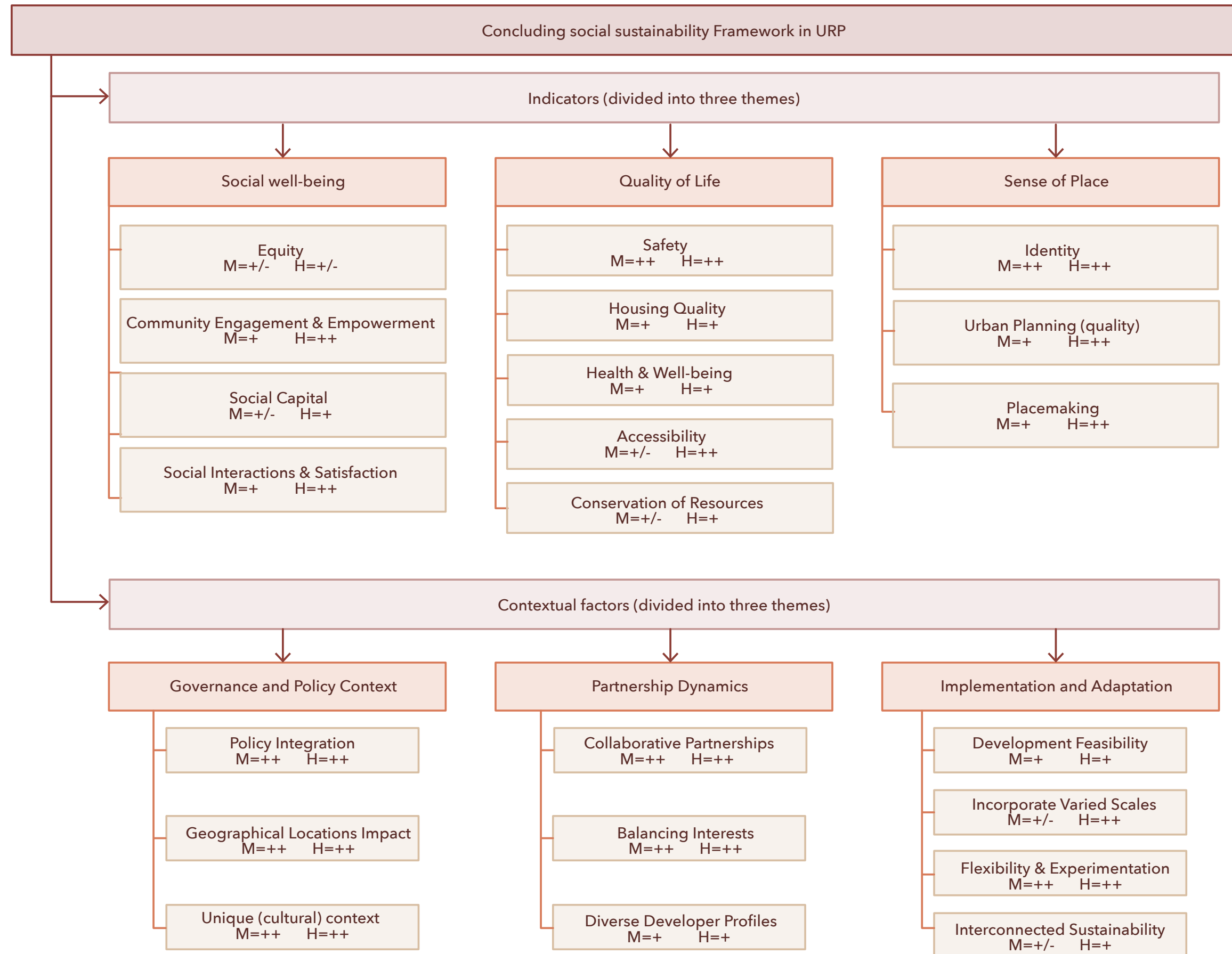
# COMPARISON OF CASE STUDIES



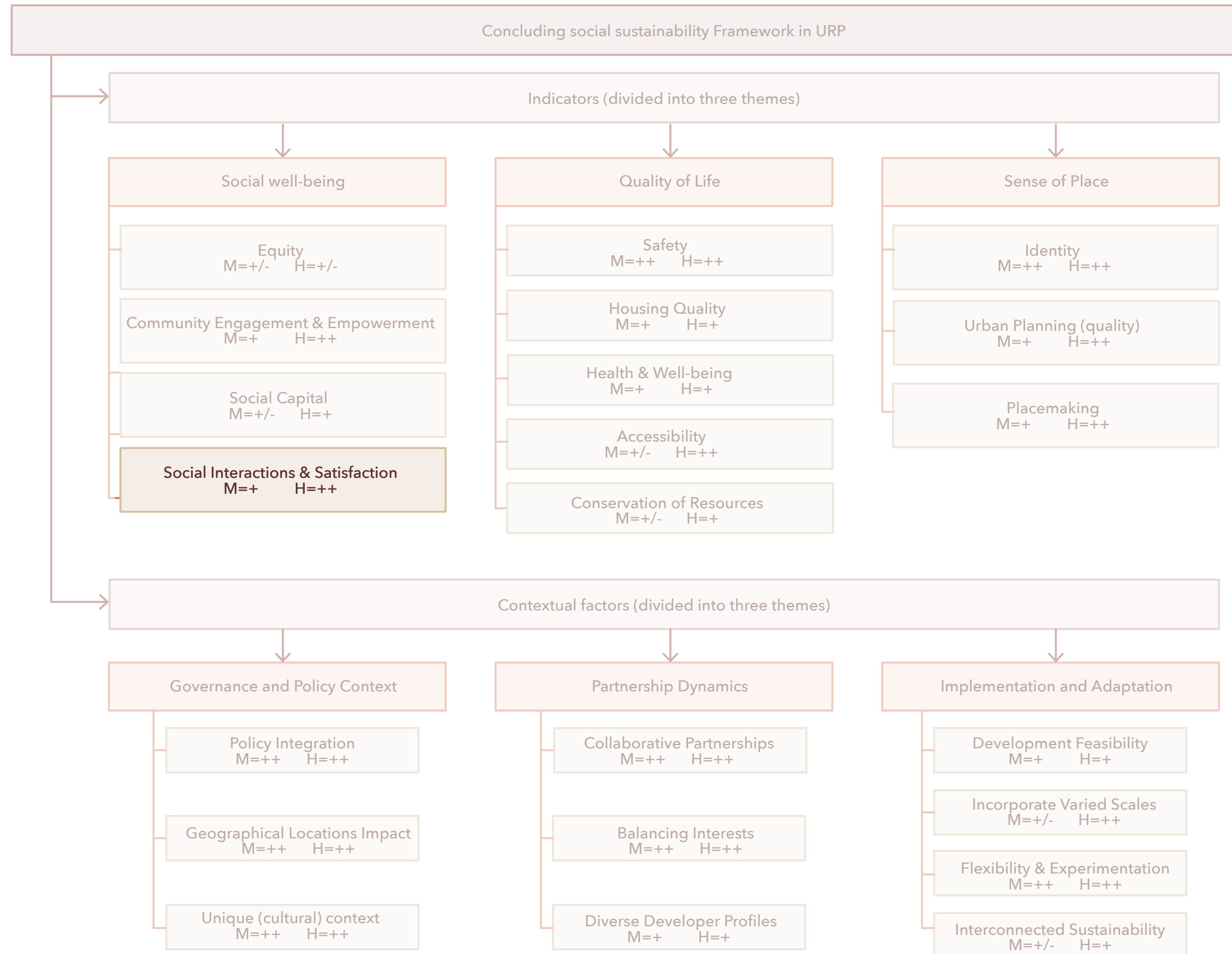
# COMPARISON OF CASE STUDIES

<b>VISION</b>	Improve neighborhood livability > municipal vision over time, more targeting financially stronger residents
<b>PROGRAM</b>	Partnered with financially supportive parties, creating unique living environments Le Medi: Individual living experiences, multicultural aspects The Hudsons: Social and physical connectivity, community integration
<b>PROJECT</b>	Closed to open appearance over time: Le Medi: Security and individuality in a multicultural context The Hudsons: Open, integrated community design, social and local economic empowerment
<b>USE</b>	Challenges with broader community integration despite internal successes

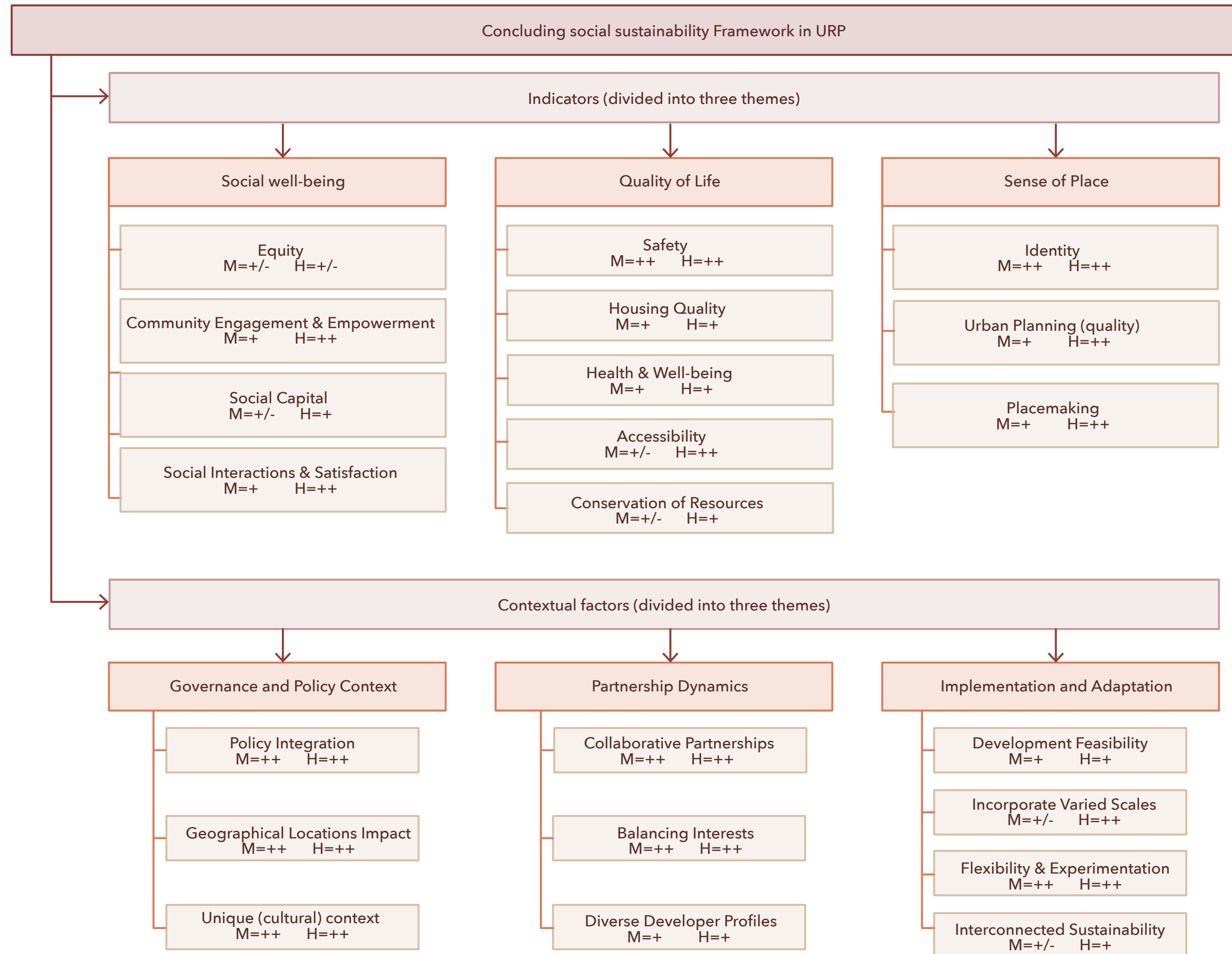
# CASES - PRACTICE



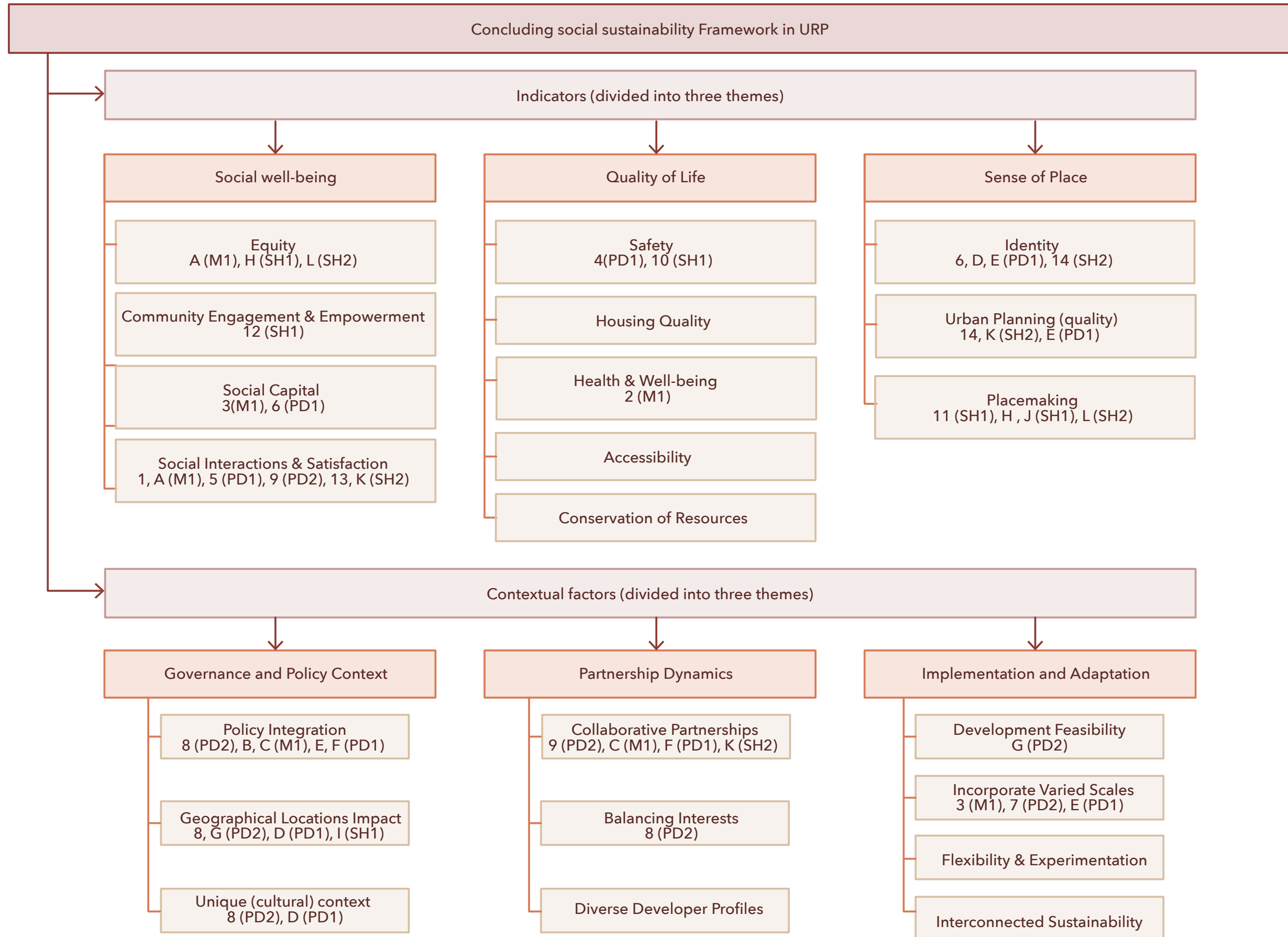
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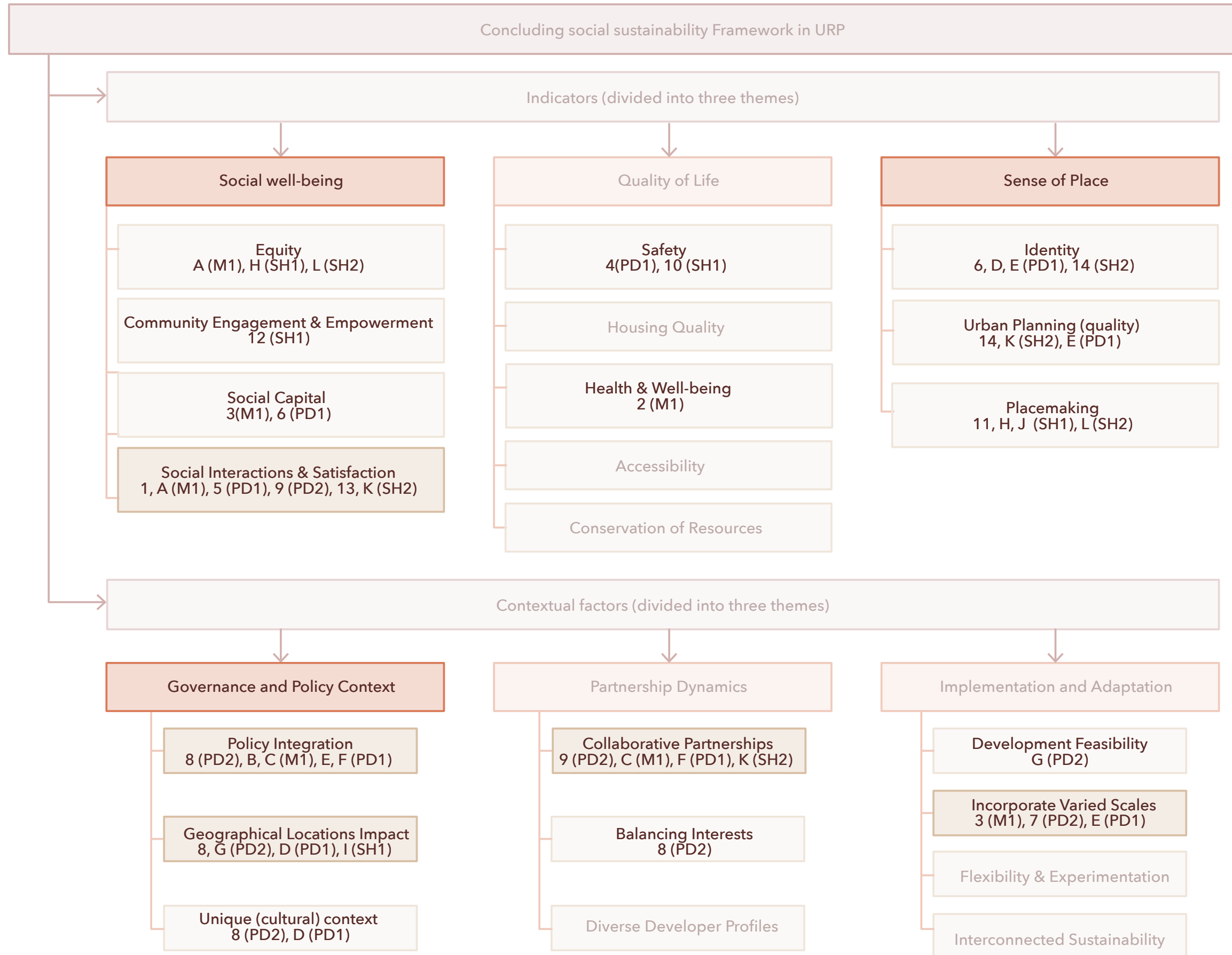
# CASES - PRACTICE



# EXPERTS



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# CONCLUSION

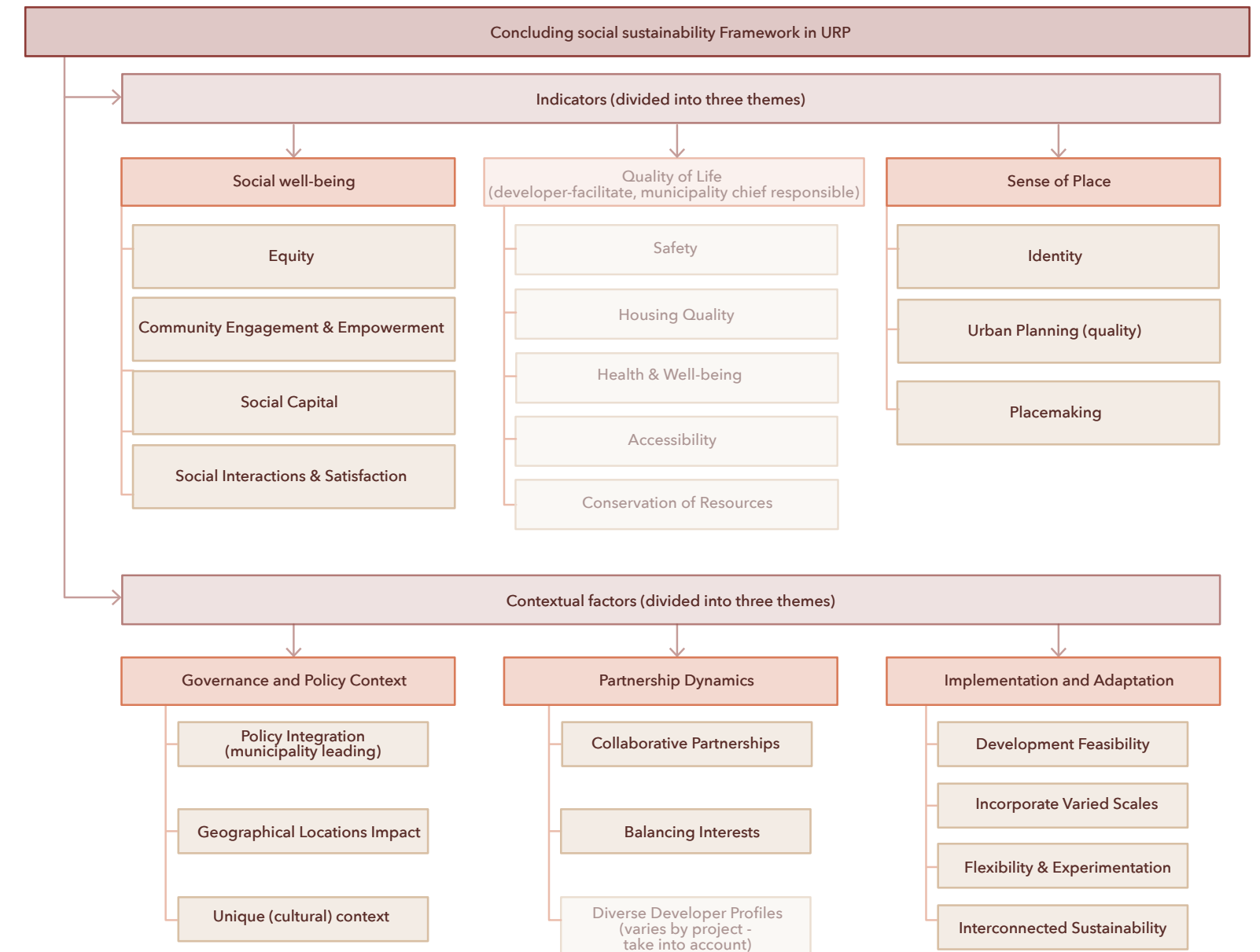
# SUBQUESTIONS

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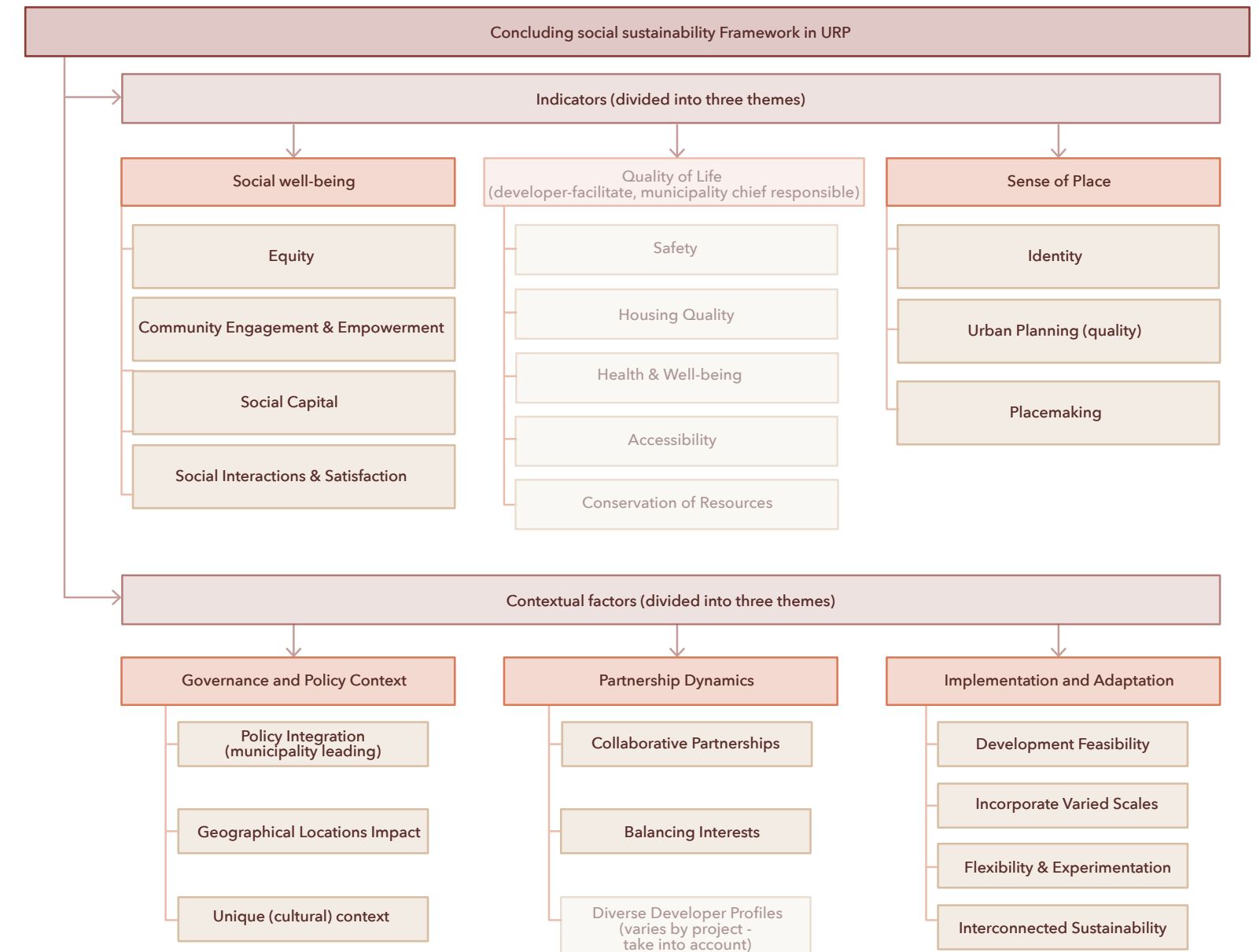
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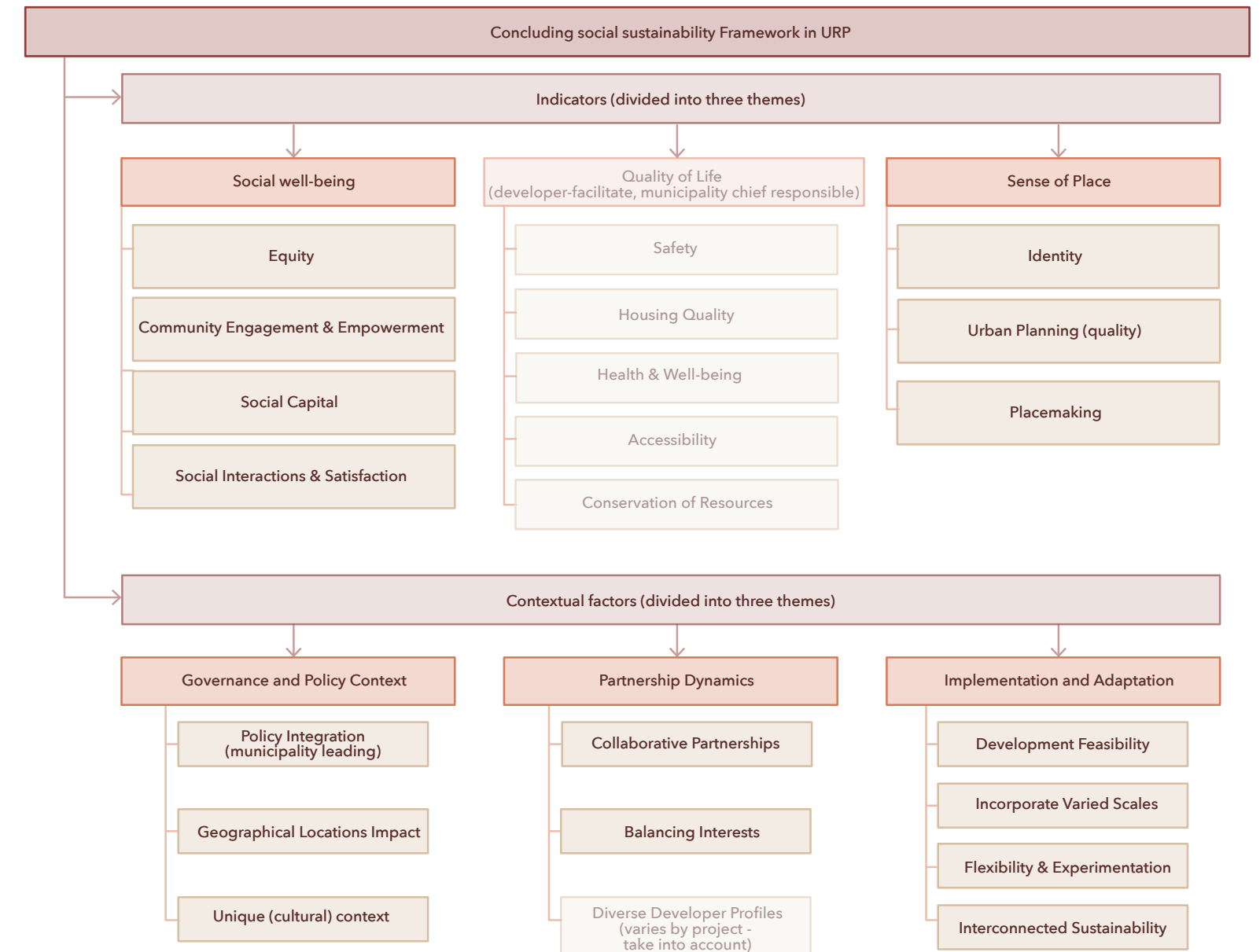
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# SUBQUESTIONS

## 1. What key elements do private-led urban developers emphasize in interpreting the concept of social sustainability in the context of urban regeneration?

1. Use the framework
2. Municipality - clear guidelines
3. Challenge 'development bubble'
4. Vital elements: community engagement, fieldwork, collaboration with local experts, integration with the existing neighborhood.



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2. What processes are employed by private-led sector developers to incorporate social sustainability into their urban regeneration initiatives?

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Developer type - different approach

ERA:

1. Stewardship model - long-term sustainability & societal responsibility
2. Use of frameworks (QPR & Q-team) - quality & social sustainability metrics.
3. Community collaboration, placemaking initiatives (Bospolder Fund).
4. Co-making processes (user perspectives)
5. Collaborative approach
6. Partnerships with financially supportive entities



**"Strong neighborhoods, happy residents"**





# SUBQUESTIONS

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Focus residents' perspectives  
(Le Medi & The Hudsons)

	H1	H2	H3	H4	H5	H6	H7
Connecting (physical and social)							
Physical connection of neighborhood (Dakpark, bospolder)	Y	Y	Y	M	M	Y	Y
Social connection in neighborhood	N	M	Y	M	N	M	Y
City elevator							
Ensures housing diversity in neighborhood	Y	Y	Y	M	Y	Y	Y
Chosen for project (P) or district (N)	P	P/N	P	P/N	P	P	P
Collectivity & Diversity (interaction within community)							
Sense of community (through narrow streets & courtyard)	Y	Y	Y	M	Y	Y	Y
Outdoor Play Guarantee (family-friendly)							
Family-friendly project	Y	Y	Y	M	Y	Y	Y
Family-friendly neighborhood	M	M	N	M	M	Y	Y
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Example - End-users The Hudsons

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Focus residents' perspectives  
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### Project level:

Residents appreciate social elements  
(living in a 'bubble')

### Neighborhood level:

lack of social connections with the broader  
neighborhood (gentrification)

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Limitations - influencing end-users' experiences (community integration & socio-economic disparities)

Continuous efforts needed - ongoing collaboration with broader community stakeholders is essential



# DISCUSSION

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## **Gaps remain:**

balancing user needs with broader  
integration

# RECOMMENDATIONS



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Broadening scope (other developer types/ business models & urban regeneration areas)

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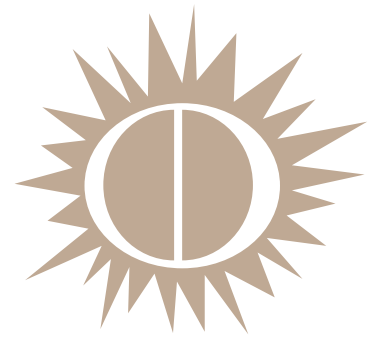
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Use the Framework

Incorporating diverse perspectives (local businesses and residents)

Address the bubble - integrate the neighborhood & study impact of public-private partnerships

Investigate emerging issues (gentrification & use of lifestyle profiles)



# QUESTIONS?

P5 - 18.06.24

NINA VAN DEN BROEK - 4660153



FIRST MENTOR: YAWEI CHEN  
SECOND MENTOR: ELLEN GEURTS  
INTERNSHIP MENTOR: DAMIR TURSIC (ERA)

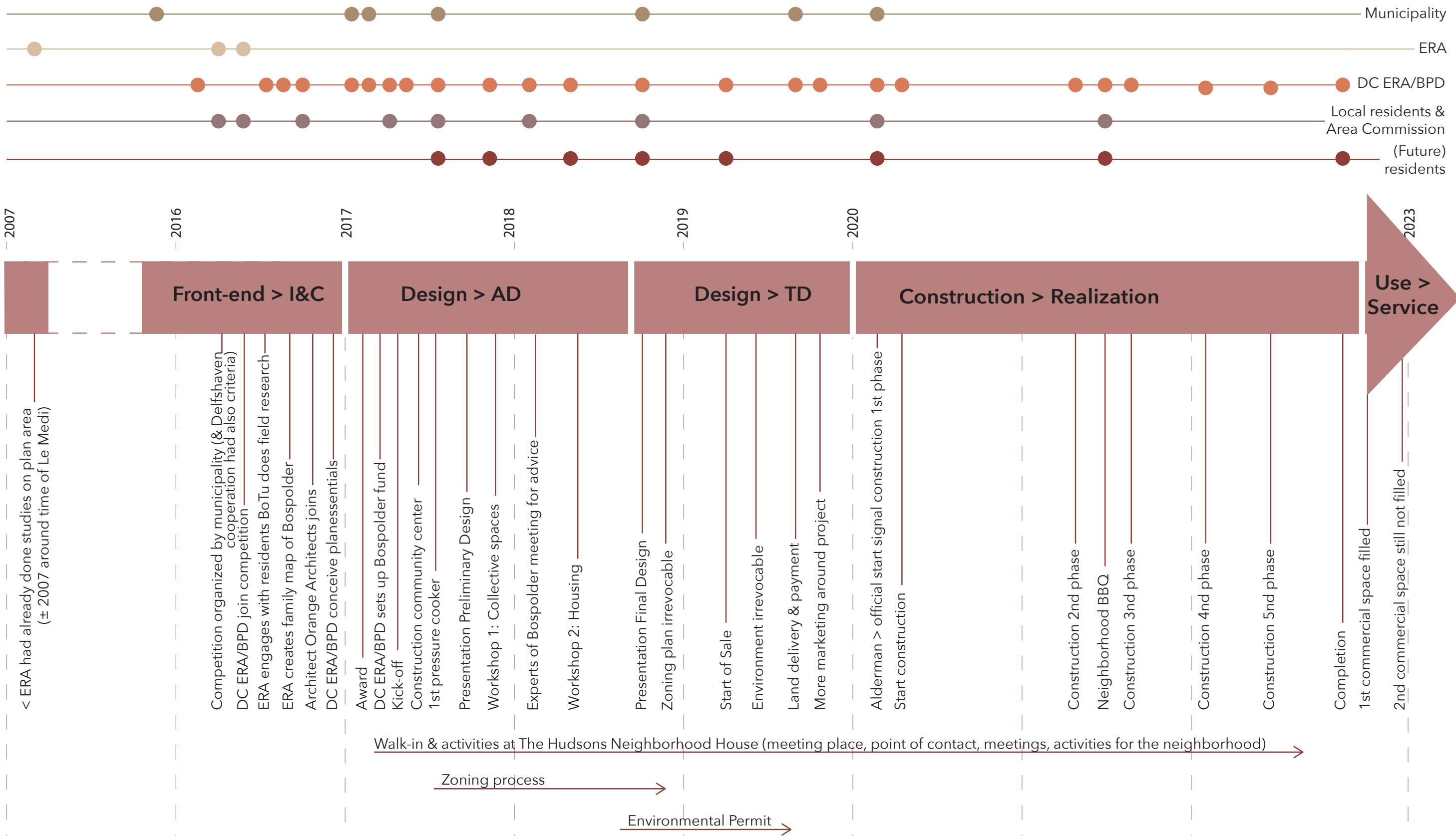
# LIMITATIONS OF THE RESEARCH

Scope of cases and developer type

Geographical focus

Limited perspectives

# TIMELINE





# COMPARISON OF CASE STUDIES

		THE HUDSONS	LE MEDI
VISION	City vision	Le Medi	The Hudsons
	Area vision	Multicolored city policy for multicultural planning.	Woonvisie Rotterdam for attractive (housing) environments.
	Assignment	Performance agreements for BoTu with state support (pracht/krachtwijk).	Increase neighborhood livability and attract higher-income people in BoTu.
	Comparison	First multicultural housing concept, later in neighborhood BoTu.	Tender document to attract families and integrate BoTu.
PROGRAM	Partnership	Both projects aimed to improve neighborhood livability driven by municipal vision. Medi received additional State support for BoTu. Over time, the municipality increasingly targeted financially stronger residents.	
	Planessentials	Collaboration with two corporations and a developer (construction). Community engagement included.	Collaboration between ERA (construction) & BPD (banks). Community engagement included.
	Comparison	Living around one's own inner world, water, central space, growth opportunities, gates and enclosure, color & materials.	Connectivity, growth opportunities, collectivity & diversity, outdoor play guarantee, carefree & comfortable living.
PROJECT	Design	<b>3   Empirical research - Cross-case</b>	
	Process	Both projects partnered with financially supportive parties and emphasized creating unique/tailored living environments. Medi focused on individual living experiences and multicultural aspects, while Hudsons prioritized social and physical connectivity and community integration.	Both projects partnered with financially supportive parties and emphasized creating unique/tailored living environments. Medi focused on individual living experiences and multicultural aspects, while Hudsons prioritized social and physical connectivity and community integration.
	Comparison	Gated community with central meeting space, flexible home design. Focus on safety, community, and architectural diversity.	Communal courtyard gardens, alleyways, collective maintenance, social community facilities.
USE	Resident experience	Community engagement through lifestyle research, surveys, co-design, community center, events, buyers' associations, VvE.	Community engagement through field research, leveraging BoTu experience, Expert meeting, Bospolder Fund, BouwAkademie, co-design, events, VvE.
	Community engagement	Le Medi's design emphasized security and individuality in a multicultural context. The Hudsons aimed for an open, integrated community design, focusing on social and local economic empowerment, shifting from a closed to open appearance over time.	Le Medi's design emphasized security and individuality in a multicultural context. The Hudsons aimed for an open, integrated community design, focusing on social and local economic empowerment, shifting from a closed to open appearance over time.
	Comparison	Strong community within the project, secure and flexible housing. Mixed socio-economic feelings (towards outside project and Medi-project).	Early community feeling, family-friendly design, but dissatisfaction with sustainability features. Integration is developing.
	Community engagement	Limited integration with broader BoTu, residents focused on their own bubble.	Connections to local facilities, but residents feel disconnected from BoTu. Concerns about traffic and gentrification.
	Comparison	Both projects faced challenges with broader community integration, despite their internal community successes.	

# DEVELOPERS' PERSPECTIVE

## **Motivations:**

Market potential and differentiation

Government influence

Demographic change

Geographical impact

## **Image building strategies:**

Visions: livability, community-centered & sustainability