

Partner selection methods and sustainability ambitions in urban redevelopment plans

A qualitative analysis of the relationship between partner selection methods and the incorporation of sustainability ambitions



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Preface

This report is the master thesis of my research for the master track Management in the Built Environment (MBE) of the faculty of Architecture, Urbanism and Building Sciences of the University of Technology in Delft. In a period of fourteen months I conducted this research and have written this theses.

In 2016, when I came to Delft to study Architecture I quickly found out that becoming an architect was probably not the specialist I wanted to become. However, many aspects of architecture, like designing concepts, buildings in their context and telling a story do have my interests. During the bachelors, my interest for the buildings on greater scale, urbanism and the built environment grew. The intangible aspects of these subjects interested me most. This led to following the MBE master, and complex urban area development with great societal impact. During my internship at Kondor Wessels Vastgoed, gaining insights from practice really helped me in linking theory to processes and meanings in practice. Especially for a broader understanding and having a better understanding of the intangible aspects was beneficial. Via Kondor Wessels Vastgoed, organizing interviews with different stakeholders and talking with practitioners was really interesting for me, and for my thesis.

The choice for this topic comes from interests in designing and developing projects and processes in the field of Urban Development Management. Personally, looking ahead in solving long-term problems and towards a sustainable future is combination of two aspects that I find interesting. This regards my own future and the built environment that I live in. In this, designing and determining how other peoples' life is physically shaped comes with great responsibility for me as future designer of the built environment. The combination of my long term focus and shaping a sustainable built environment led me to this research subject.

This research focuses on the collaboration between private parties and public parties and developing sustainable urban redevelopment plans. Key actors, like real estate developers and municipalities have different perspectives on how to deal with the sustainable built environment. With the different perspectives, actors still have to collaborate and design a sustainable built environment together.

This led to the main research question this thesis addresses: *“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”*

For answering this question literature and document reviews, together with explorative interviews were used to design a framework for studying the cases from practice. Findings from this case study are validated via an expert panel to form a conclusion. This study provides new insights in the relationship between the negotiation of the partner selection methods and incorporating sustainability ambitions in urban redevelopment plans. The objective of this study is to give recommendations for improve for the negotiations in partner selection methods.

Bart Jan de Jonge

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Glossary

Awarding criteria: In tenders, criteria are used to assign value to a certain point for an assessment. Example: sustainability, program, price, architectural appearance. By applying award criteria a fair decision can be made about the winner of the competition.

Built environment: The built environment relates to man-made shaped conditions and facilities that come together in buildings and their environment in which people work and live. This regards, for example infrastructure, public spaces, buildings, and urban planning.

Partner selection method: Public parties can select a market party to collaborate with, see public-private partnership. For this collaboration public parties can use different methods to select a market party in which public parties sets up awarding criteria for the assignment and assessment.

Public-private partnerships (PPP): A form of collaboration or cooperation between public and private actors in which joint products and processes are developed towards a plan. In this collaboration, tasks, role, control and share of risks are come together to do a project.

Sustainability ambitions: Sustainability ambitions are targets or guiding principles for urban area development and used in urban redevelopment plans. These ambitions represent the state of urban environment. Also, it can have the purpose of long-term policy goals that contain a holistic strategy of the economic, social and environmental ambitions.

Sustainable development: Sustainable development is a comprehensive approach of the three dimension of People (societal), Planet (environmental), and Profit (economical) of development. Sustainable development strives for development that meets the need for the present without compromising the ability of future generations to meet their own needs.

Urban area development: Kind of development on the scale between building and city in which public and private parties collaborate with other actors involved towards an integrated approach. In this approach products and process come together resulting in the implementation of spatial projects.

Urban redevelopment plan: A plan for urban area development in which ambitions and targets are incorporated to develop the built environment. Mostly, this plan is designed by public and private parties that represent their interests and values.

Abstract

Context - Globally, there is climate change that affects life of people and nature on earth. The built environment is responsible for nearly 40% of global energy consumption and approximately one-third of global CO² emissions (JLL, 2020). Therefore, the built environment must become more sustainable. Public and private parties incorporate sustainability ambitions into urban redevelopment plans, in a complex context with high ambitions and quality for high costs materials, labour and energy. All these factors put pressure on the feasibility of urban redevelopment plans. In the collaboration of public-private partnerships, there are these two conflicting interests that make it hard to develop the high requirements for urban redevelopment plans.

Objective – This research aims to provide new insights in the relationship between the negotiation in the partner selection methods and incorporating sustainability ambitions in urban redevelopment plans. The main research question in this research is: *“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”*

Methods – This research consist of two parts. First, document and literature review provide a framework of definitions and processes from which the empirical part is studies. This empirical, second, part consists of explorative interviews, case study analysis and an expert panel.

Results – The defined concepts form literature are: sustainability ambitions, partner selection methods, and negotiations for urban redevelopment plans. The findings of the empirical part state that negotiations occur in the two partner selection methods (partner selection method and tender) about the incorporation of sustainability ambitions. Both methods differ in moments and types of negotiations.

Conclusions – The main conclusion is that negotiations contribute by having moments in which key stakeholders discuss about how the sustainability ambitions are incorporated in the urban redevelopment plan. In these moments different types of negotiation occur in which stakeholders deal with the sustainability ambitions. This research gives insights about negotiations in the process of the two selection methods and which elements are important for improving both. With this improvement, key stakeholders should be better able to negotiate about how to incorporate sustainability ambitions for urban redevelopment plans.

Key concepts: *Partner selection method, sustainability ambitions, negotiations, urban redevelopment plans, public-private partnerships, collaboration*

Management Summary

Introduction

Globally, there is climate change that affects life of people and nature on earth. The built environment is responsible for nearly 40% of global energy consumption and approximately one-third of global CO² emissions (JLL, 2020). Therefore, the built environment must become more sustainable. In the Netherlands, designing and building process take place in plans for urban area developments. These plans are made during a collaboration between public and private parties. In this collaboration, public parties have a more facilitating, stimulating and regulating role, and are so dependent on private parties to implement and realize their plans (Heurkens, 2020). Mostly, in this collaboration sustainability ambitions are set by public parties by which these ambitions are 'extra' on top of the already existing norms, like het Bouwbesluit (Building Code). This starts with vision documents in which governments write down their future vision for provinces and cities. This can be done via tenders or land-use plans in which sustainability ambitions are part of the requirements and so still have to be realized by real estate developers.

Problem statement

Since, the built environment has to become more sustainable public parties put pressure on the market by setting high ambitions for urban redevelopment plans (H. Visser, personal communication, February 25, 2022). As this requires more from market parties in terms of resource management, knowledge, and making smart solutions. This pushes the market towards innovating for sustainable solutions in integrally urban area development. Moreover, these sustainability ambitions must be realized in an increasingly complex area redevelopment with mixed programs and functions (K. Ghiabi, personal communication, March 16, 2022). At last, costs of materials, labour and energy are rising fast for contractors, and so for real estate developers (Consultancy.nl, 2022). All these factors put pressure on the feasibility of urban redevelopment plans. So, the built environment must become more sustainable and must be constructed with a fast pace, but in a complex context for a certain price. These two conflicting interests make it hard to develop high requirements in urban areas. Before making an urban redevelopment plan public parties select their market partner via different selection methods. In this selection method, negotiations take place about the collaboration between public and private parties and how these parties are going to realize sustainability ambitions. In this negotiation phase and after the negotiation phase, the collaboration phase, both public and private parties want to make sure their interests are respected and represented in the urban redevelopment plan. In both phases, discussions take place about these interests. In the negotiation of selection method an agreement will be made with the real estate developer for their collaboration (Akro consult, 2019). Since these interests are conflicting and collaboration is essential for urban redevelopment plans it is an interesting question if and how selection methods can be organized differently to develop sustainable and feasible urban redevelopment plans. Therefore, it is important to conduct research on the relationship between negotiations in selection methods and developing feasible and sustainable urban redevelopment plans. Additionally, it is interesting to gain insights on how this negotiation is set up within the partner selection methods.

Research objectives and question

This research aims to provide new insights in the relationship between the negotiation of the partner selection methods and incorporating sustainability ambitions in urban redevelopment plans. Also, this research has objectives for sub-questions that help to answer the main question.

The research objectives thereby are the following:

- Definition on the current situation of sustainable and feasible urban redevelopment plans via literature and document reviews, and explorative interviews.
- An expounded literature and document review on sustainability ambitions, negotiations and partner selection methods for urban redevelopment plans.
- An in-depth case study analysis of two negotiations processes in partner selection methods in the Netherlands.
- Recommendations for key stakeholders to better negotiate about sustainability ambitions for urban redevelopment plans following from cases and expert panels.

The sub-questions have the following structure:

Theoretical framework

1. *“What are sustainability ambitions for urban redevelopment plans?”*
2. *“What are negotiations in partner selection methods?”*
3. *“How does the process of incorporating sustainability ambitions in partner selection methods work?”*

Case study

4. *“How does the process of incorporating sustainability ambitions via two different partner selection methods work, in practice?”*
5. *What are the perspectives of experts on the negotiation processes in the two partner selection methods?*

Recommendation

6. *“How does an improved partner selection method look like?”*

Finally, the sub-questions in this research help to answer the following main question:

“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”

Methodology

This research is conducted in three parts. First, a theoretical framework is designed by defining the concepts. Secondly, a qualitative content analysis is conducted to understand the processes in partner selection methods. Thirdly, two cases were studied using in-depth interviews and document reviews. The results were validated via an expert panel.

Theoretical framework

For this part, the three concepts are defined: sustainability ambitions, partner selection methods for public private partnerships, and negotiations.

Sustainability ambitions

In 1987 were the first fundamentals built about sustainability and environmental problems of our planet. This fundament is the Brundtland report in which the future of our planet is described regarding to sustainable development: *“Sustainable development is development that meets the need for the present without compromising the ability of future generations to meet their own needs”* (World Commission on Environment and Development, 1987). Elkington (1998) defined sustainability in three dimensions: People, Planet and Profit. Elkington tried to design a framework, that is called ‘The Triple Bottom Line, in which environmental and social dimensions were added. With his view he looked beyond economical dimensions, like return of investment (Slaper & Hall, 2011). Lombardi (2009) describes that decision making at urban level for sustainable redevelopment requires an understanding of the multiple issues implied in the problem. Also, making decisions for sustainable redevelopment takes into account the understanding of multi-dimensional consequences in the built environment, requires a multi-scale, transdisciplinary approach that integrates many different perspectives and its connections (Lombardi, 2009). This points out that the understanding is broad and interconnected. However, Senge et al. (2010) defines the concept as a broad but coherent which consists of three elements: Environment, Society and Economy. This could be linked to the three dimensions of Elkington: Planet, People, and Profit. According to Runhaar et al. (2009), ambitions are guiding principles for spatial developments in urban areas. Also, sustainability ambitions are represented by SI’s (Sustainability Indicators) as they show progress of development and represent the state of urban environment (Hamilton & Atkinson, 1996). The SI’s are linked to operationalize and define sustainable development. Moreover, these SI’s were meant as long-term policy goals that contain a holistic strategy of the economic, social and environmental ambitions (Pupphachai & Zuidema, 2017). Therefore, sustainability ambitions are other words for sustainability targets or goals.

Partner selection methods for public private partnerships

In order to define the partner selection methods, this is split up in: public-private partnership, partner selection methods, types of selection methods and sustainability ambitions in partner selection methods. Starting with public-private partnership which is defined as a sustainable cooperation between public and private actors who develop a project in which risks, costs and profit are shared (Klijn and Teisman, 2000). Then, partner selection methods are a medium for by public parties to select a private party who is capable of implementing the set ambitions or requirements (De Zeeuw, 2019). Thereafter, different partner selection methods are explained from which two are chosen for further research: market selection light (partner selection) and the classic market selection (tender). In these two selection methods negotiations take place about the incorporation of sustainability ambitions.

Negotiations

Negotiations are defined as the process of discussing towards an agreement (Cambridge University Press, 2022). Negotiations occur in the partner selection methods in different ways and can be conceived by various models. For this study, a distinction is made between two different types of negotiations: integrative and distributive (Baarveld et al., 2015).

	Integrative negotiation	Distributive negotiation
Focus	<i>Cooperation</i> Searching together for creative solutions Satisfying shared and common interests Focusing on underlying interests	<i>Competition</i> Trying to get the best deal for oneself Satisfying own interests Holding on to own perceptions and positions
Communication	Openly sharing information Open communication	Withholding or manipulating information Threatening, applying pressure
Trust	Mutual trust	Distrust

Table 5: analytical framework for negotiations processes (Baarveld et al., 2015)

Qualitative content analysis

In this study, the processes of incorporating sustainability ambitions and partner selection methods are conducted via explorative interviews. For this, the concepts defined in the previous chapter form the basis for this study part. With the outcomes of the explorative interviews a general understanding of the processes is formed, that helps to conduct and understand the two cases in the case study research. Below, four main points are stated:

- Process of incorporating sustainability ambitions
- Collaboration forms of public-private partnerships
- Preconditions for collaboration forms to incorporate sustainability ambitions
- Selection methods for collaboration

Case studies

For the case study, two different cases were selected and analysed. The first case used the partner selection or market selection light. The second case used the tender for selecting a private party. The negotiation processes in these selection methods were analysed.

The first selection method used is the partner selection in which negotiations take place about how public and private parties can incorporate the ambitions together towards a shared goal. This starts with sustainability ambitions written in policy on greater (regional) scale that transforms into municipal policy. From this policy, a preselection for market parties is set up based on vision, experience and sustainability ambitions. Then, the municipality selects three parties and wants to get to know them better by organizing negotiation and dialogues. After that phase, one party is selected and collaborates further with the municipality in the dialogue and elaboration phase. In this phase negotiation take place about how to incorporate the sustainability ambitions which are elaborated into a urban redevelopment plan. The second method used is the tender in which the municipality knows what to demand from market parties from their policy. Also for this method the policy starts on greater scale and is worked out towards municipal policy. From this policy, a list of requirements and wishes is set up that will be assessed via awarding criteria. These criteria are designed via market consultation to adjust the requirements to market standards. Then, a selection framework is set up for the preselection for market parties based on experience, projects, size, complexity and public space. After the preselection, the dialogue phase starts in which multiple negotiations are organized with the parties involved. This leads to the awarding criteria for the tender and assessment. Finally, a winner is selected who can elaborate the urban redevelopment plan.

Recommendations and conclusion

The improvements regard a strategy for the negotiation processes for key stakeholders to better negotiate in order to keep sustainability ambitions in and design a feasible urban redevelopment plan. The strategy for the partner selection consists of the following four aspects of negotiation with appurtenant elements.

Aspect	Important elements
Key stakeholders should be fully transparent and fully trust each other, early on.	Trust is essential for the collaboration, which benefits the process, progress and focus.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions.	For negotiations it is essential to know the other party well, know all interests, what is essential for them, have mutual understanding, and know who the persons are. For the awarding process a fair start is important.
Negotiation about how to keep sustainability ambitions within reach.	In order to achieve a sustainable qualitative plan, managing these ambitions as a whole is essential. Being flexible within a set framework makes it possible to reach an optimum.
An integrally approach of sustainability ambitions maximizes sustainable quality.	This leads to finding a balance for the best result. However, by making explicit agreements greenwashing can be prevented.

Table 23: Strategy for partner selection (own table)

The strategy for the tender consist of the following four aspects of negotiation with appurtenant elements.

Aspect	Important elements
Municipality, real estate developer, and owner should be involved in all negotiations.	Involving the owner or end user can help to incorporate sustainability ambitions.
In elaboration phase there must be limited room for tweaking ambitions.	Sticking to agreements is a condition, therefore making agreements at a more abstract level gives the developer room to design a feasible and sustainable plan.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach.	Flexibility is important in finding a fitting solution. When assessing or making agreements and setting up criteria, sustainable awareness is key towards that solution.
Key stakeholders should listen to each other and do something with the input for the process.	Listening is the starting point for trust and transparency. While being transparent, stakeholders should remind each other of the goal to develop a sustainable plan. When doing so, stakeholders should keep in mind that there is limited room for adjustments later on.

Table 24: Strategy for tender (own table)

To conclude, negotiations contribute by having moments in which key stakeholders discuss about how the sustainability ambitions are incorporated in the urban redevelopment plan. In these moments different types of negotiation occur in which stakeholders deal with the sustainability ambitions. With the strategy above, key stakeholders should be better able to negotiate about how to incorporate sustainability ambitions for urban redevelopment plans.

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Phase 1. Introduction

1. Introduction

Globally, there is climate change that affects life of people and nature on earth. This is widely known around the world and also in the Netherlands. Internationally, there is the Intergovernmental Panel on Climate Change (IPCC) that is the body for assessing the science related to climate change (IPCC, 2022). Since the foundation IPCC publishes every five year a report that support policy makers, scientists and specialists for their profession and has great influence on environmental policy. Nationally, the Dutch government of the Netherlands argues that in the past 130 years the average temperature is risen by one degrees Celsius (Ministerie van Infrastructuur en Waterstaat, 2022). There are several causes of climate change, like sun activity, increase of carbon emissions in the air, and natural disasters (volcano eruptions). Since the industrial revolution the pollution of carbon emissions increased rapidly, that let the temperature rise even more. This causes changes in environmental equilibrium and are therefore partly irreversible (NOS, 2022). According to the second report of the Intergovernmental Panel on Climate Change (2022) the situation is worse than estimated and emphasizes also the limitations of adaptability of humans to this climate change. Hence, people have great influence and contribute to the rising carbon emissions and so this is what needs to be focussed on. Besides, this means that the reduction of carbon emissions has even more priority.

The built environment is responsible for nearly 40% of global energy consumption and approximately one-third of global CO² emissions (JLL, 2020). Therefore, a big step can be made in reducing the emissions in this sector towards a more sustainable future. Also, due to being a big part of production of emissions acting quickly is thereby even more important. Vastgoed Journaal (2020) emphasizes that the transition of the built environment cannot wait any longer.

As mentioned before, both people and the built environment are responsible for the pollution and climate change. Hence, people who are involved in the process of designing and building should take their responsibility regarding this transition. Though, this is not always the case.

In the Netherlands, designing and building process take place in plans for urban area developments. These plans are made during a collaboration between public and private parties. In this collaboration, public parties have a more facilitating, stimulating and regulating role, and are so dependent on private parties to implement and realize their plans (Heurkens, 2020).

This facilitating, stimulating and regulating role starts with regulations and ambitions written down by governments, provinces and municipalities. Regarding these ambitions, the transformation of the built environment for a more sustainable one also starts with these regulations and sustainability ambitions. The ministerie van Binnenlandse Zaken (BZK) have formed twelve measures in which seven million dwellings and one million must be natural gas free by 2050 (Ministerie van Economische Zaken en Klimaat, 2022). Also, in the Klimaatakkoord is stated that the built environment must be CO²-neutral (TNO, 2021).

Looking at the private side, real estate developers play a bigger role in urban area development since the shift of power moved from public towards a more private-societal centre of gravity (Heurkens, 2012). Also, real estate developers hardly go beyond compliance when it comes to sustainability requirements, mostly because of financial barriers (Heurkens, 2020 & Lambert, 2021).

Mostly, in this collaboration sustainability ambitions are set by public parties by which these ambitions are 'extra' on top of the already existing norms, like het Bouwbesluit (Building Code). This starts with vision documents in which governments write down their future vision for provinces and cities. As mentioned before, public parties need private parties to translate and develop their ambitions into a physical built environment. This can be done via tenders or land-use plans in which sustainability ambitions are part of the requirements and so still have to be realized by real estate developers.

1.1 Problem statement

As mentioned before, the built environment has to become more sustainable. Public parties put pressure on the market by setting high ambitions for urban redevelopment plans (H. Visser, personal communication, February 25, 2022). As this requires more from market parties in terms of resource management, knowledge, and making smart solutions. This pushes the market towards innovating for sustainable solutions in integrally urban area development.

So, innovations are needed only this costs money, because new ways of construction have to be discovered. At the same time, real estate developers have to earn money with their projects. Therefore, financial and physical feasibility is key in their work and projects can only be developed when the business case is closed. If projects are not feasible development will not start.

Moreover, these sustainability ambitions must be realized in an increasingly complex area redevelopment with mixed programs and functions (K. Ghiabi, personal communication, March 16, 2022). At last, costs of materials, labour and energy are rising fast for contractors, and so for real estate developers (Consultancy.nl, 2022). All these factors put pressure on the feasibility of urban redevelopment plans.

So, the built environment must become more sustainable and must be constructed with a fast pace, but in a complex context for a certain price. These two conflicting interests make it hard to develop high requirements in urban areas.

How do these conflicts appear in an urban redevelopment plan? Before making an urban redevelopment plan public parties select their market partner via different selection methods. In this selection method, negotiations take place about the collaboration between public and private parties and how these parties are going to realize sustainability ambitions. In this negotiation phase and after the negotiation phase, the collaboration phase, both public and private parties want to make sure their interests are respected and represented in the urban redevelopment plan. In both phases, discussions take place about these interests. In the negotiation of selection method an agreement will be made with the real estate developer for their collaboration (Akro consult, 2019).

Since these interests are conflicting and collaboration is essential for urban redevelopment plans it is an interesting question if and how selection methods can be organized differently to develop sustainable and feasible urban redevelopment plans. Therefore, the main research question in this research is can negotiations in selection methods help to develop feasible and sustainable urban redevelopment plans, and if so how this negotiation can be organized.

Therefore, it is important to conduct research on this relationship and how this negotiation is set up within the partner selection methods. This research aims to fill this tactical gap between partner selection methods and incorporating sustainability ambitions in urban redevelopment plans.

1.2 Scientific and societal relevance

Scientifically, this research focusses on the relationship between the negotiation in partner selection methods for urban redevelopment plans and the incorporation of sustainability ambitions. This relationship will be explored into what extent the effect of the negotiation contributes to the incorporation the sustainability ambitions. With this, a conclusion can be made on how the negotiations can be set up to help incorporate sustainability ambitions for the built environment.

Before, research has been done on negotiations in urban redevelopments projects by Baarveld et al. (2017), but no relationship has been made specifically with realizing sustainability ambitions or the negotiation process in partner selection methods. Though, the study focussed on successfully implementing joint ambitions and negotiation process and strategies. The outcome of Baarveld et al (2017) makes clear that the negotiation process is a dynamic process in which several strategies are used for stakeholders to secure their interests. Fundamentally, in this negotiation process four components need to be respected. This research built on this knowledge.

As mentioned in the introduction the built environment contributes to the carbon emissions on our planet and a transition is needed. Transforming urban areas includes matching societal demand to the norms of today together with the transition. This means that not only buildings but also the surrounds and public spaces must be designed integrally. Societal themes and concepts that include this transformation are health, climate adaptivity (water and energy), innovation, biodiversity, use of materials, economy and organizations. This touches multiple subjects and problems that are relevant for society today.

1.3 Research objectives

The objective is to improve the negotiation processes in partner selection methods for key stakeholders to incorporate sustainability ambitions and design a feasible urban redevelopment plan. With an improved negotiation process framework a more sustainable urban redevelopment plan can be made.

This research aims to provide new insights in the relationship between the negotiation of the partner selection methods and incorporating sustainability ambitions in urban redevelopment plans. Incorporating these sustainability ambitions into urban redevelopment plans helps to contribute to build a more sustainable built environment and reach the targets set. Therefore, in the collaboration the negotiation processes and the sustainability ambitions are discussed. By comparing two different cases with different partner selection methods, in which the negotiations have taken place and sustainability ambitions are incorporated, the relationship between these two concepts can be clarified. Different and corresponding relationships can help to draw a conclusion.

With this comparison the conclusion can be elaborated about which negotiation and incorporating sustainability ambitions work more effectively. Thereafter, this can contribute to the incorporation of sustainability ambitions during the negotiation processes and so achieve the sustainability goals. Finally, this can help practitioners to design and develop a more sustainable and feasible built environment.

In order to achieve this, this research has the following deliverables:

- Definition of concepts and current processes of partner selection methods, negotiations and sustainability ambitions.
- Explorative interviews that give more practical insight into the processes of negotiation, public-private partnerships, and incorporating sustainability ambitions from different perspectives.
- In-depth case study in which two different partner selection methods will be analysed.
- Recommendations and improvements for the incorporation of sustainability ambitions in partner selection methods from experts.

1.4 Research question

Theoretical framework of this research in which the three concepts are shown. In here, the relationship between negotiations in the partner selection methods and sustainability ambitions will be analysed. From these concepts the process of incorporating is addressed after which two cases are conducted in the case study. In here, two different partner selection methods are chosen and compared with two questions about process and expert perspectives on this. Finally, recommendations are given for an improved selection method.

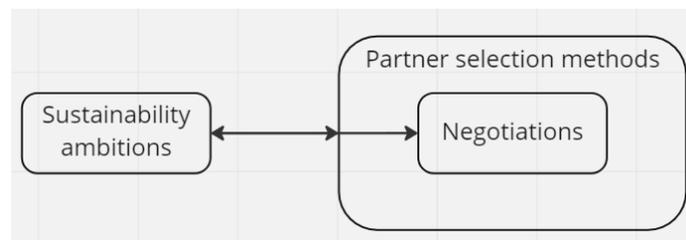


Figure 1: Conceptual framework (own figure)

Main question

“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”

Theoretical framework

1. *“What are sustainability ambitions for urban redevelopment plans?”*

- What are sustainability ambitions?
- What are urban redevelopment plans?

2. *“What are negotiations in partner selection methods?”*

- What are negotiations *and how can we conceive of negotiations?*
- What are partner selection methods?

3. *“How does the process of incorporating sustainability ambitions in partner selection methods work?”*

Case study

4. *“How does the process of incorporating sustainability ambitions via two different partner selection methods work, in practice?”*

5. *What are the perspectives of experts on the negotiation processes in the two partner selection methods?*

Recommendation

6. "How does an improved partner selection method look like?"

- Who should be involved in the negotiations?
- When should the negotiations take place?
- What should key stakeholders negotiate on?
- How should key stakeholders negotiate?
- So, what are the recommendations for key stakeholders to better negotiate in order to keep sustainability ambitions in and design a feasible urban redevelopment plan?

1.5 Conceptual model

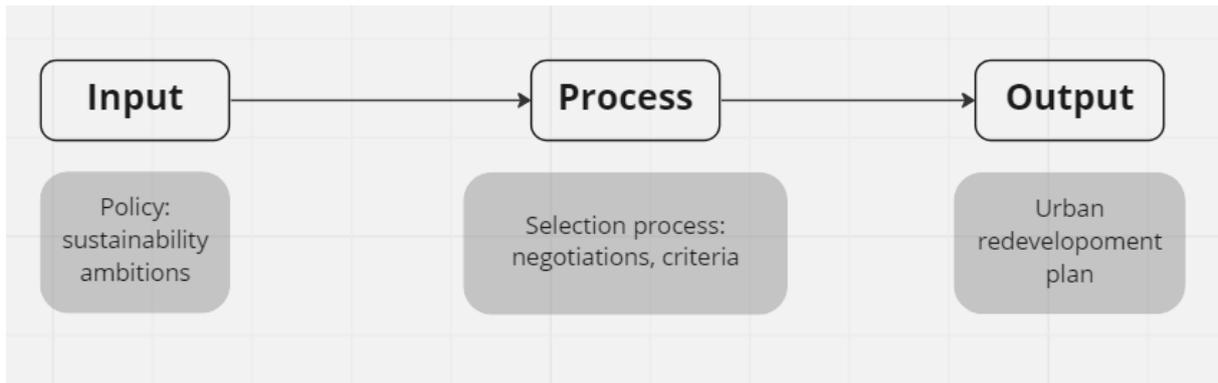


Figure 2: Conceptual model (own figure)

In the figure above the process of a partner selection method is described. This starts with sustainability ambitions in policy that is the input for the process in which negotiations take place with selection criteria for private parties and sustainability ambitions. The output is the urban redevelopment plan with the ambitions incorporated. These concepts and process are defined in the theory part after which the case studies describe the processes of different selection methods, and so the output.

1.6 Research output

The goal of this research is to provide new insights in the relationship between the negotiation in partner selection methods and incorporating sustainability ambitions in urban redevelopment plans.

The objective is to improve the negotiation processes in partner selection methods for key stakeholders to incorporate sustainability ambitions and design a feasible urban redevelopment plan. The outcome is an improved negotiation process framework that helps to design a sustainable and feasible urban redevelopment plan can be made. This can be helpful for municipalities, advisors, real estate developers, governments and other stakeholders involved in the process of designing a urban redevelopment plan. In terms of academic purposes, this research gives insights in practical processes and therefore enriches the knowledge of contemporary practices in relation to theory.

1.7 Research design

In the figure below the research design is visualized. In this research design the steps taken are set out with goal of every method and step. First, in the introduction the problem statement is given by conducting explorative interviews and document review. Here, the current situation of sustainable and feasible urban redevelopment plans is explained. Secondly, literature study defined the three concepts: sustainability ambitions, negotiations and partner selection methods. Then, in the empirical part two cases are used and analysed via in-depth case study method by interviewing stakeholders and reviewing documents. Fourthly, in the synthesis recommendations and improvements can be given for the improved partner selection method. At last, the findings are validated by experts via a consultation, so a conclusion and discussion can conclude this research.

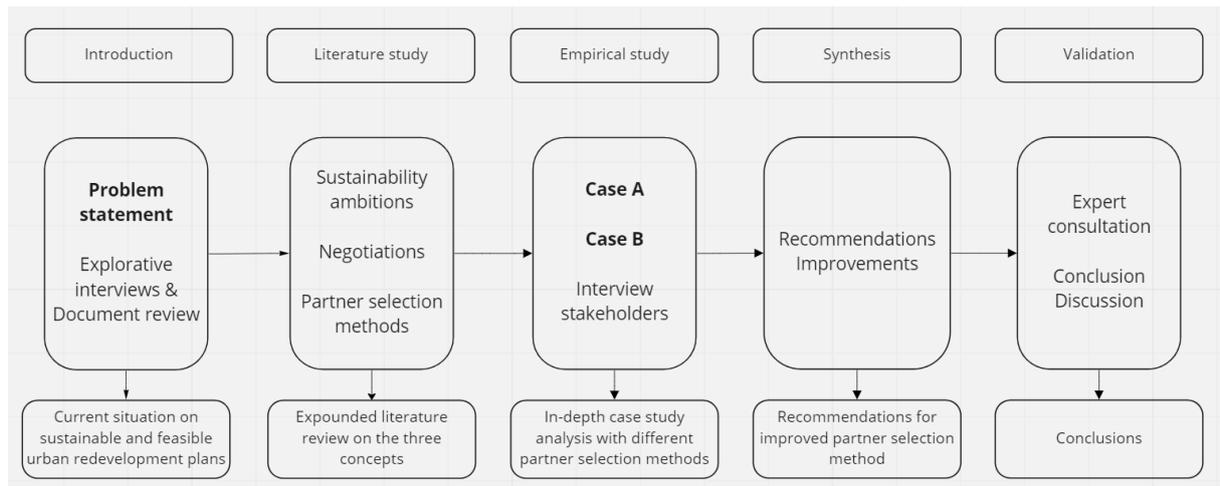


Figure 3: Research design (own figure)

Phase 2: Methods

This chapter focuses on the methods used for this research. The aim of this research is to improve the negotiation processes in partner selection methods to incorporate sustainability ambitions into an urban redevelopment plan. Because very little research has been done in negotiations combined with different partner selection methods and sustainability ambitions multiple study methods and techniques will be used to conduct this research.

2.1 Methodological framework

The table below gives overview of the structure of the methodologies used in this research. The framework consists of the conceptual analytical model and used methods and techniques. Per dimension a specific aim and questions is set up (Heurkens, 2012).

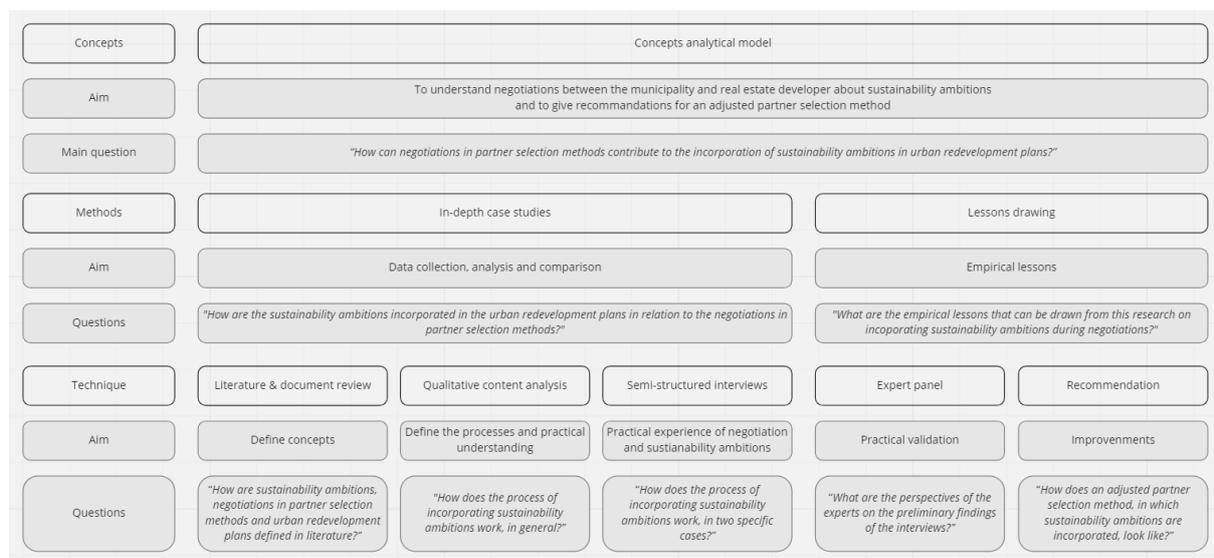


Figure 4: Methodological framework (own figure, based on Heurkens 2012)

2.1.1 Concepts: Theory and methodology

This part of this research is about theory and methodology in which the concepts of sustainability ambitions, negotiations in partner selection methods and urban redevelopment plans are defined.

Objectives: Define the concepts of sustainability ambitions, negotiations (in partner selection methods) and urban redevelopment plan in order to create a theoretical framework. The second objective is to understand the processes of incorporating sustainability ambitions for urban redevelopment plans, via partner selection methods.

Questions:

- How are sustainability ambitions, negotiations in partner selection methods and urban redevelopment plans defined in literature?
- How does the process of incorporating sustainability ambitions work via different partner selection methods in general?

Techniques:

- Literature review
- Document review
- Explorative interviews

2.1.2 Practices: Process of incorporating sustainability ambitions

Objective: To get a better understanding of the process of incorporating sustainability ambitions in general, and in two specific partner selection methods.

Questions:

- How does the process of incorporating sustainability ambitions work via two different partner selection methods? (explorative interviews and case study analysis)
- What are the similarities and differences between the two negotiation processes of incorporating sustainability ambitions? (cross-case analysis)

Techniques:

Two in-depth case studies:

Project analysis, Policy documents, Key stakeholders interview

2.1.3 Synthesis: Lessons & implications

Objective: To draw lessons of the two partner selection methods and negotiation processes and improve the processes and partner selection methods to incorporate sustainability ambitions better for Dutch practice.

Question: How can key stakeholders better negotiate to keep sustainability ambitions in and design a feasible urban redevelopment plan?

Techniques:

- Case based lesson drawing
- Expert panel

2.2 Research methods

The research method is divided into four parts that will help to answer research questions. First, a literature review is conducted for basic knowledge. Then, a qualitative content analysis is done to study the practice after which a case study is examined. At last, the findings of the case studies will be reviewed by experts via an expert panel.

2.2.1 Literature review

In this first part of the research the focus is on investigating what is already known about the subjects, concepts, theories, methods and studies done within this field of research. With this conflicting outcomes and proposals for further research can be found that can help to find a goal and objective for this research (Bryman, 2012).

The output of the literature review is used as the basis for the empirical part. The literature review itself defines the concepts of incorporation of sustainability ambitions in partner selection methods for urban redevelopment plans. This can be divided into the following subdivision:

- Sustainability ambitions
- Partner selection methods for public private partnerships
- Negotiations

Via document review these concepts are related to each other which forms the theoretical framework is set up. All these concepts take place in Dutch national context.

2.2.2 Qualitative content analysis

The second part of this research starts with explorative reviews and document reviews because no research has been done on negotiations in partner selection methods for urban redevelopment plans. According to Bryman (2012), these techniques using a systematic but not hard set approach can be seen as a qualitative content analysis. Using these techniques, the aim of this part is to create a better understanding of the subject, context and testing assumptions.

This research is a qualitative research and therefore several explorative interviews are held with experts from practice. Also documents are reviewed to gain a more complete understanding. The explorative interviews are set up as semi-structured interviews consisting of several prepared questions. The focus of the interviews is to map the negotiations processes, partner selection methods, criteria and collaborations in the field of urban redevelopment. For these interviews multiple interviewees with different roles and backgrounds have been selected in order to get a complete understanding of the context of public-private partnerships in urban redevelopment projects. The different roles and background provide different point of views and experiences of different projects across the country.

Name	Functions	Organisation
X	Project leader, consultant urban development	Municipality, advisor municipality and private parties
X	Real estate developer	Kondor Wessels Vastgoed
X	Real estate developer	Kondor Wessels Vastgoed
X	Director, consultant process management urban development	Fakton Capital, advisor municipality
X	Senior consultant real estate and urban development	Akro Consult
X	Real estate developer	FSD
X	Senior consultant and real estate developer	Fakton Development, advisor municipality

Table 1: Overview interviewee for explorative interview (own figure)

2.2.3 Case studies

2.2.3.1 Case study design

In this third part, empirical data will be collected and analysed starting with the theory after which a case selection and data collection model is designed, see figure 4 (Yin, 2003).

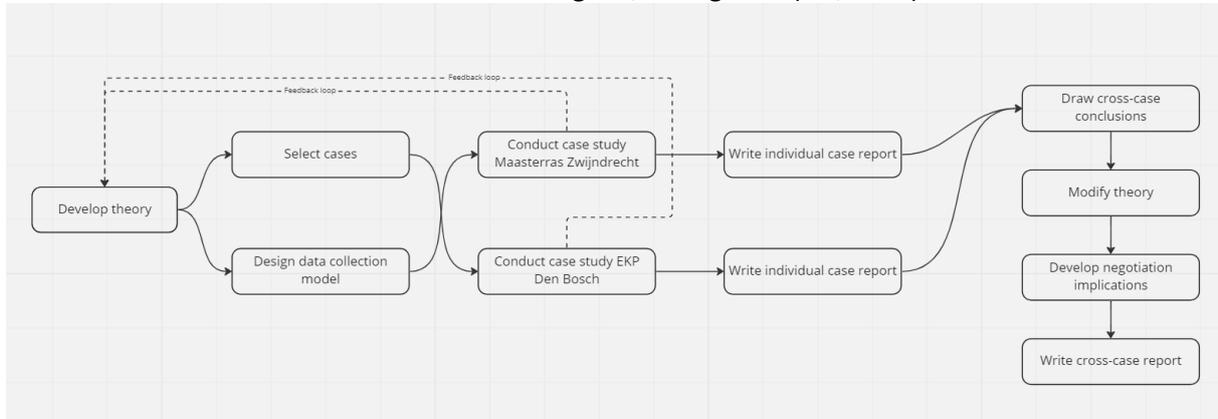


Figure 5: Case study method (own illustration based on Yin, 2003)

2.2.3.2 Case study selection

For the selection two cases are chosen located in the Netherlands and for which the winner (real estate developer) is already known, since the selection process and documents are not publicly open. Also, the numbers of market selection light method is minimum since this method does not exist that long.

Finding and selecting cases that fit this study is difficult. Since this research focuses on negotiations in partner selection methods and analysing these negotiation processes require time, only two cases are selected for a complete in-depth analysis. According to Yin (2003), using two different cases with a different context is legit to do comparative analysis and draw common conclusions, as long as the same framework is applied for both cases. However, because of the difference in partner selection method used between the two cases it is difficult to recommend specific improvements for both methods each. So, general recommendations for both methods can be given, but specific improvements are only applicable for that specific method.

For the case selection, criteria are set up as following:

- Situated in the Netherlands
- Negotiation must have taken place between a real estate developer and a municipality
- Sustainability ambitions are part of the urban redevelopment plan
- The plans are in final stage
- Real estate developer must be selected via classical market selection method, or market selection light
- The cases should be fairly comparable in terms of context, program and size.

Case characteristics overview

	Maasterras	EKP-terrein Noord
Selection method	Partner selection (market selection light)	Tender (classical market selection)
Location	Zwijndrecht	's-Hertogenbosch
Surface	11,5 acres	4,5 acres
Stakeholders	<ul style="list-style-type: none"> - Municipality of Zwijndrecht - VORM - Blauwhoed - Woonkracht 10 	<ul style="list-style-type: none"> - Municipality of 's-Hertogenbosch - PostNL - NS - SDK Vastgoed
Program	905 dwellings, shops, offices, social facilities, catering industry, P+R station, commercial spaces, services, public transport, greenery, less car traffic, more space for cycling and walking	820 dwellings, student housing, offices, catering industry, Art academy, exposition spaces, office activity spaces, small retail, greenery, less car traffic, more space for cycling and walking, use of de Dieze
Sustainability ambitions	Environmental: <ul style="list-style-type: none"> - <i>Energy neutral in 2050.</i> - <i>Climate adaptive in 2050.</i> - <i>Circular economy in 2050.</i> Economical: <i>feasibility, mix of functions</i> Societal: <i>target group, mix of functions, greenery</i>	Environmental: <ul style="list-style-type: none"> - <i>A healthy, green and climate adaptive municipality.</i> - <i>CO2-neutral municipality.</i> - <i>Value retention of raw materials.</i> - <i>Sustainable mobility.</i> Economical: <i>feasibility, mix of functions</i> Societal: <i>target group, mix of functions, greenery</i>

Table 2: Case characteristics overview (own table)

2.2.3.3 Methods

The methods that are used for this in-depth case studies are data collection, analysis and comparison. For the collection of the data literature review and document review is used to answer the research questions and so get a better understanding of the process of incorporating sustainability ambitions in general, and in two specific partner selection methods. The analysis and comparison will contribute to the understanding of the relation between the process of incorporating sustainability ambitions of the two methods and negotiation.

For the collection of the data policy documents of the municipality are used to create first a context for a broader understanding. After that a program is set up, with a planning of the whole process of the selection method from planning documents of the municipality for case characteristics. Then the stakeholders are identified from plan documents after which the sustainability ambitions have been derived from policy documents. These ambitions start on greater scale (regional) and zoom in towards the plan itself. This data is the fundament for the interviews for understanding of the context and negotiations process.

The semi-structured interviews are used to get practical experience of negotiation and sustainability ambitions. For the interviews the theory (concepts) and related aspects for the negotiation, together with the information of the policy documents are the input for the structure. The interview is build up in four sections: general questions, situation before the negotiation, during and after. At the end of the interview a reflection was conducted. The interview questions can be found in the appendix. All this information was then translated into a process map or flowchart, which is structured per phase according to the documents and interviews. Each phase contains motivation, choices, sustainability ambitions, criteria, important aspects, collaboration- and content related elements.

This process map is then analysed per phase according to the following four questions:

- Who was involved in the negotiations? (related to selection criteria)
- When did the negotiations take place? (moments or moments that lead to)
- What was the negotiation about? (content or process)
- How did they negotiate? (strategy or approach)

In this, the relevant phases in which negotiation took place is analysed. Then a general analysis is made about important aspects that relate to the collaboration and selection criteria, the approach in the negotiation process and reflection is analysed. Finally, a conclusion is made according to the four questions above that will act as input for the expert panel.

2.2.4 Expert panel

The fourth part of this research is to validate findings of the literature, explorative and case studies with the outcomes of the interviews. In the discussion and recommendations the validation can be found. The goal of this study is to gain knowledge about the perspective of the experts on the findings and finally draw empirical lessons on incorporating sustainability ambitions. According to Yin using a focus group helps to measure and discuss the internal and external validity of the findings (2003).

2.2.4.1 Method

The method used for this study is interviews. Findings from the case study are translated into statements on which the experts can react. With this setting, experts can react on statements with arguments and on each other's perspective. This is interesting because the selection methods and negotiation processes take place in a setting with the experts involved. With their perspectives it is possible to improve the incorporation of sustainability ambitions.

For the focus group four different experts are selected with different background, role and experience. All experts are known with both selection methods and context of similar projects and related negotiations processes regarding sustainability ambitions.

Name	Organisation	Role
X	Kondor Wessels Vastgoed	Real estate developer
X	Kondor Wessels Vastgoed	Real estate developer
X	Municipality Utrecht	Senior consultant circular construction
X	Interim multiple municipalities	Project manager and advisor for municipalities

Table 3: Participants expert panel (own table)

With the output of the expert panel a conclusion can be made for improvements and recommendations to improve the incorporation of sustainability ambitions for the partner selection methods.

Phase 3. Theories

3. Theoretical framework

For this framework concepts will be elaborated and defined in order to know what will be examined in the practice part of this research. This framework act as a basis for this research.

3.1 Sustainability ambitions

To define sustainability ambitions, the term is split into two sections in which first sustainability in general and sustainable development regarding urban area development will be explained. After that ambitions will be defined and at last these two will be combined.

In 1987 were the first fundamentals built about sustainability and environmental problems of our planet. This fundament is the Brundtland report in which the future of our planet is described regarding to sustainable development:

“Sustainable development is development that meets the need for the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987).

Elkington (1998) defined sustainability in three dimensions: People, Planet and Profit. Elkington tried to design a framework, that is called ‘The Triple Bottom Line, in which environmental and social dimensions were added. With his view he looked beyond economical dimensions, like return of investment (Slaper & Hall, 2011).

Lombardi states that sustainable development does not have a clear definition. This is confirmed by Johnsen et al. (2007) who states that it has several meanings and that it is defined as far from holistic. Though, Lombardi (2009) describes that decision making at urban level for sustainable redevelopment requires an understanding of the multiple issues implied in the problem. Also, making decisions for sustainable redevelopment takes into account the understanding of multi-dimensional consequences in the built environment, requires a multi-scale, transdisciplinary approach that integrates many different perspectives and its connections (Lombardi, 2009).

This points out that the understanding is broad and interconnected. However, Senge et al. (2010) defines the concept as a broad but coherent which consists of three elements: Environment, Society and Economy. This could be linked to the three dimensions of Elkington: Planet, People, and Profit.

Linking this to urban development, sustainable urban development is defined as software and hardware combined: facilities and services in the surroundings, the long-term perspective, the mix of different functions, the aesthetic quality, social security and many more (Regales, 2017). Also, the benefit of large scale of urban areas is that on one hand there is large use of energy consumption, but could on the other hand solve this problem by building the infrastructure, services and technology to reduce the environmental impact (Dixon, 2011).

The link is also made by Buskens (2015) in which he states that sustainability is the result if urban area development societal, financial and ecological strengthen each other, also related to the three dimensions of Elkington.

Then ambitions have to be defined. According to Runhaar et al. (2009), ambitions are guiding principles for spatial developments in urban areas. This is related to environmental conditions as policy stimulates that environmental and spatial planning must be design integrally, as these two domains could be conflicting. In the Netherlands integrating ambitions in different policy domains is not unique and is even considered as having leading position (de Roo et al., 2017).

Also, sustainability ambitions are represented by SI's (Sustainability Indicators) as they show progress of development and represent the state of urban environment (Hamilton & Atkinson, 1996). The SI's are linked to operationalize and define sustainable development. Moreover, these SI's were meant as long-term policy goals that contain a holistic strategy of the economic, social and environmental ambitions (Pupphachai & Zuidema, 2017). Therefore, sustainability ambitions are other words for sustainability targets or goals.

These ambitions or targets can also be too ambitious by overestimating the current resources or policy instruments. Though, the ambitions give direction for urban development and at the same time act as measuring the performance of the target (Pupphachai & Zuidema, 2017). Also, ambitions can be defined as targets or goals. Moreover, linking sustainability ambitions to an urban redevelopment context, these targets or goals contain a holistic strategy of People, Planet and Profit of the built environment.

How are sustainability ambitions represented in practice? Mostly, municipalities divide these ambitions into categories (personal communication with Hendrik Visser, 1 October 2021). Gemeente Amsterdam does this as follow: The Gemeente Amsterdam (2021) represents their sustainability ambitions in a working plan for the development strategy of Haven-Stad in Amsterdam. Here, ambitions are described that have been realized and recalibrates the unrealized ambitions regarding to new insights. These ambitions are put in four categories: Climate adaptation, Materials and recourses, Energy, and Finance.

Climate adaptation is defined as designing and securing main structures of green and water. This contains: water safety, heat stress, rainproof, and a nature-inclusive city. This last category relates to the location in connection to the ecological networks, and biodiversity.

Materials and resources is defined as circularity with a broader scope that contains the flow of materials, like water, energy, food and social aspects. The circularity also takes the integrality of material flows into account. At last, construction waste, the re-use of building materials and its carbon footprint is an important aspects since 360 kilo ton of waste is produced in Haven-Stad.

Energy focuses on the increase the generation by making use of sustainable systems and energy use will be reduced by solving demand locally and sharpening the (building)regulations. Electricity and heat systems in the area are integrated smart systems so they deliver the right amount on time.

Finance is about the costs of sustainability measurements that is related to innovation and development of knowledge. This means that costs cannot be defined yet. Also, extra measurements and ambitions in the transition to a more sustainable built environment contain changes of systems that does not fit within the usual financial budget.

3.2 Partner selection methods for public-private partnerships

In order to define partner selection methods and public-private partnerships, it is needed to start with the context because these definitions are related to that context and shall therefore become clear. The context is urban area (re)development, but what does it mean? The definition of Dutch urban area development, according to Daamen (2010):

“A way of working in which government bodies, private parties, and other actors involved reach an integration of planning activities and spatial investment, eventually resulting in the implementation of spatial projects” (Daamen, 2010).

Also, Friso de Zeeuw (2019) describes the essence of urban area development as: *“Area development is the art of connecting functions, disciplines, parties, interests and money flows, with a view to the development or transformation of an area.”*

De Zeeuw (2019) mentions several characteristics of urban area development:

- The process and the content are inextricably linked;
- Many different parties are involved: authorities, developers, social organisations, residents and local residents;
- It often involves a combination of public and private interests;
- Cooperation between governments and market parties is therefore unavoidable.
- At least one interest and an associated party with investment resources are required;
- There is a long term;
- It always takes place in a context with (external) effects in the area beyond

As mentioned as one of characteristics a combination of public and private interests is involved, and cooperation is therefore needed. However, there are more reasons why cooperation or public-private partnerships are needed (Akro consult, 2019):

- Public and private parties are dependent on each other. Private parties need public parties for planning cooperation, input of land, and developing public spaces. Public parties need private parties for realization of urban transformation.
- Public parties have often lack of specific expertise and capacity, like demand, sustainability, branding, design and optimizations of land and real estate exploitation.

3.2.1 Public-private partnerships

Despite that public-private partnerships (PPP) have been mentioned couple of times it is important to make clear what the definition is:

“Public–private partnership can be described as a more or less sustainable cooperation between public and private actors in which joint products and/or services are developed and in which risks, costs and profits are shared” (Klijn and Teisman, 2000).

De Zeeuw (2019), describes public-private partnerships as a form of collaboration between a public and private party in which tasks, role, control and share of risks come together to do a project.

Akro Consult (2019) emphasized that a good collaboration is essential for multiple facets:

- Process-wise: in order to smoothen the process it is important to make clear process agreements. This can be done by linking knowledge and skills of all participants to the process of urban development and to using this for collective purposes.
- Financial: Risks can be reduced by collaborate and corporate transparently, and so working more efficiently. By this, spreading risks is better possible and becomes therefore cheaper.

In the Netherlands, different forms of PPP’s are known. These PPP’s have certain characteristics that are shown in table x. The table starts with collaborations in which public parties are responsible for most of the tasks on the left side, towards collaborations becoming more privately steered on the right side. In the middle, mixes of these PPP’s differ depending on the characteristic in the first column.

	Municipal exploitation	“Bouwclaim”	Joint venture (super) light	Joint venture	Private exploitation	Concession
Initiative	Municipality	Municipality or market	Municipality or market	Municipality or market	Municipality or market	Municipality
Land acquisition	Municipality	Market sells to municipality	Free for all	Free for all; investment in “GEM”	Market	Municipality sells to market
Land exploitation	Municipality	Municipality	Free for all	Together	Market (met exploitation agreement)	Market
Outline planning - Programme - Density & height - Phasing - Public space - Participation	Municipality	Municipality with input market	Together	Together	Market and municipality	Market (within shared frame)
Plan elaboration	Market of Municipality	Market	Free for all	Together	Market	Market

Table 4: Models of collaboration in PPP’s (de Zeeuw, F., 2019)

3.2.2 Partner selection method

From the different collaboration forms, shown in table 3, different roles and tasks derive. Since the last crisis of 2008, public parties do not invest in urban area development with public money and the importance of risk mitigation is increased. Therefore, their role is changed toward their traditional role in which municipalities and governments focus on public tasks by facilitating these developments with policy and other steering instruments. This leaves real estate exploitation and development for market parties.

The need for collaboration between public and private parties is clear, but who will public parties work with? For choosing a (market) partner governments have the freedom to select a party if land or real estate is in their property. However, ownership of land or real estate is not necessarily required for selecting a partner. Public-private collaborations and selections can play a role when a third party has ownership, but is not able to develop (De Zeeuw, 2019).

Before choosing a partner selection method the public party needs to know what they want, in terms of:

- What is the assignment?
- What are content- and process-wise priorities?
- What role does the public party have within the collaboration?

The government has much freedom for selecting a market party for urban area development. In this selection process transparency is beneficial for the municipality, because market parties have to compete based on price and quality (and sometimes process). This competition is based on an assessment in which points will be awarded per criteria, like price and quality. Quality can be determined as: spatial quality, architecture, and sustainability. And so, partner selection methods are the medium for public parties to select the 'best capable' partner who can incorporate and realize the sustainability ambitions. (De Zeeuw, 2019)

Since the Didam- arrest in 2021 the High Council (Hoge Raad) has ruled that competition is obliged when selling land for development to market parties (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2022). However, this depends on the type of selection procedure. An open selection procedure gives the municipality more freedom to choose a developing partner, based on fair criteria. A tendering procedure requires a standard process with fair criteria and chances. Thus, in the open selection procedure the municipality can choose a party without competition. At last, there is another reason that the municipality cannot select a market party: when the land is already in ownership of a real estate developer (Bregman, 2022).

Depending on the type of PPP a private partner has to be selected for the tasks the municipality wants to outsource. This is done via a partner selection method. The process for choosing a collaboration strategy and partner selection is shown in the table below.



Figure 6: How to choose a partner for collaboration (Akro consult, 2019)

From municipal point of view, there are basically two strategies select a market partner for a collaboration: the one-on-one collaboration and the tender strategy.

First, the one-on-one collaboration which consists of two situations. The municipality invites one private party for contract formation, because this private party has ownership position of land in the area and land policy of the government. Secondly, a private party can initiate development self by stepping towards the municipality. However, the one-on-one collaboration can be excluded by the municipality, because policy obliged competition for selling municipal land.

The tender strategy focusses on how to get to the collaboration partner. In this strategy the analysis of the assignment, development strategy, and collaboration strategy determine the plan-, price- and partner selection. Hereby, the scope, methodology and assessment criteria shape the procedure that follows. So, this selection method can be customized more precisely, but gives the public party also more freedom. Though, this requires internal knowledge and skills.

According to Akro Consult (2019), the importance of using selection methods for urban redevelopment plans has several reasons:

- High complexity; the final requirements are not clear at starting point, or can be framed and shall therefore be designed in a long process. This applies mainly to big projects that have to be realized in phases for which market knowledge is essential or an yet unknown demand of end users or sales market.
- Long lead time; agreements have to be flexible and adaptable along the way. This is essential because economic circumstances or user wishes change. For this, agreements regarding the collaboration are more important than agreements regarding the result to control risks.
- Major public interests; these interests put pressure on the feasibility of the project. This regards urban planning, setting high ambitions and requirements, like affordable living, sustainability, energy transition, social-cultural functions, accessibility and parking.
- The necessity to incorporate interests of stakeholders via participation. This is essential for the success of the project.

Next to the reason why selection methods are important the question is: what selection methods do exist in the Netherlands? And what are their basic characteristics?

Neprom (2011), mentions are four selection methods:

- One-on-one collaboration
- Market selection light (focus on vision and qualities of parties)
- Classic market selection (design/development assignment)
- Competitive dialogue

Since, the main question in this research is whether negotiations in selection methods can help to develop feasible and sustainable urban redevelopment plans, and if so how this negotiation can be organized, two different selection methods should be compared in which the negotiation is different. Then a conclusion can be made if there is a relationship between negotiations and developing feasible and sustainable plans, and whether the difference in negotiation lead to different outcomes in terms developing feasible and sustainable plan. Thereafter, it can may be concluded which aspects of the two different forms of negotiation have effect on this development.

Therefore, it is logical to compare market selection light, in which the negotiation is merely collaboration between the municipality and real estate developer versus classical market selection (tender), in which the selection is an assignment for a concrete development job.

3.2.2.1 Market selection light

Projects with high risk profile and major societal impact are perfect for this method. The essence of this method is that the selection focuses on the profile of the partner instead of a bid or price. Hereby, the chosen partner designs together with the municipality the collaboration in which they determine what solutions are best fitting in their opinion. The solution are, however, not clear and so a good collaboration is needed to translate public and private interests an agreement. Though, this method starts with global starting points with a main goal. Further on in the collaboration process the assignment will be elaborated on and so emphasis is on the development process instead of a concrete end result (Akro consult, 2019).

Though, for this collaboration mutual trust is essential. This requires a different attitude in which agreements are made that matches demand. The selection of the market partner is based on experience, vision, commitment and competencies. (Akro consult, 2019)

For this selection, exploratory conversations take place between the public and private parties to get to know each other better and discover boundaries, solutions and their vision. Essential for these conversations is that this selection process needs to be clear and that their ideas will not be used for other collaborations. Eventually, only one market partner will be chosen for the assignment (Neprom, 2011).

This method has the benefit of low transaction costs, more room for investments in planning and a greater chance of optimizing the result. However, because this method has a more free approach it is possible for market parties to not take risks, which can put the success of the project in (de Zeeuw, 2019).

3.2.2.2 Classic market selection

This selection method focuses on a design and development assignment in which a public program of requirements, a plan, vision, design, financial bid and planning is required. The reason for private parties to choose for this method has mostly two reasons: public parties know what they want to develop (from policy), and via this method the public party can require a certain level of quality that is translated into criteria. In here, the coherence in the plan is about putting public and commercial functions together. Depending on criteria the market party with the best bid of price-quality or quality wins (Akro consult, 2019).

The classic market selection consists of several phases and moments, in which information is exchanged, choices are made, and the winner is announced (Neprom, 2011):

Information exchange and consultation moments

- Information round; for information exchange and questions
- Space for elaboration by market parties

Preselection

- Maximum or minimum; the amount of market parties will be chosen that can apply
- Approach of selection; what is required of market parties

The final assignment

- Explanation; plan, procedure, essence of the assignment
- Bid by market parties; how to deal with risks, (high) requirements, bid for land, solutions

Assessment criteria

- Quality
- Price

Evaluation

- Clear and transparent evaluation by commission.
- Fitting compensation

3.2.3 Sustainability in partner selection methods

From the People, Planet, Profit (Elkington, 1998) approach sustainability in urban area (re)development must be seen integrally in order to be all-encompassing. Sustainability is reflected in urban redevelopment plans in various themes. There is no standard division for themes, though some of frequently used ones are mentioned below (de Zeeuw, 2019):

- Energy supply, -use and -transformation,
- Climate proof and adaptive,
- Health and safety,
- Mobility,
- Circular economy,
- Area history and identity,
- Greenery, biodiversity and landscape.

Some of these themes can strengthen or suppress each other, depending on the place and context. The consideration between the sustainability ambitions is about the balance of the whole in which financial-economic feasibility and (societal) support is key (de Zeeuw, 2019).

Nowadays, sustainability ambitions are part of the 'standard' requirements set out for tenders and selection methods. By this, setting high ambitions or requirements and risks elaborating plans in detail does not match, because there is too much uncertainty and risks. The focus should be on reduce the uncertainty of demand. These uncertainties and risks have to be discovered and also cost money. Especially, when a certain level of quality is required. However, it is essential for innovation towards a more sustainable urban development (Akro Consult, 2019).

In order to achieve this level of sustainable quality. Municipalities must analyse the risks because the projects must also be feasible and matching demand. Market consultation is a way to get these insights and analyse the risks (Neprom, 2011).

3.3 Negotiations

Before, research has been done about negotiations in PPP's during projects. However, this research focusses on the negotiation in the partner selection method. Though, it is important to know what negotiations are and how negotiations take place in projects.

Definition by Cambridge University Press (2022): *"The process of discussing something with someone in order to reach an agreement with them, or the discussions themselves."*

In table 4, the negotiation process is analysed based on two types of negotiation in PPP's; Integrative and distributive. These two forms have different intentions. Integrative has a cooperative intention and distributive more competitive. Both forms are analyse based on three elements: focus, communication and trust.

	Integrative negotiation	Distributive negotiation
Focus	<i>Cooperation</i> Searching together for creative solutions Satisfying shared and common interests Focusing on underlying interests	<i>Competition</i> Trying to get the best deal for oneself Satisfying own interests Holding on to own perceptions and positions
Communication	Openly sharing information Open communication	Withholding or manipulating information Threatening, applying pressure
Trust	Mutual trust	Distrust

Table 5: Basic analytical framework for negotiation processes (Baarveld et al., 2015)

In table 4, a study is shown in which 10 case studies negotiation strategies were compared on the project outcomes (implementation of joint ambition). Concluded, there is no relation between a negotiation strategy and success of implementation. However, there are criteria that are essential as drivers in the negotiation process: knowing and respecting others' interests, willingness to cooperate and bring the project forward, mutual trust and listening (Baarveld et al., 2017).

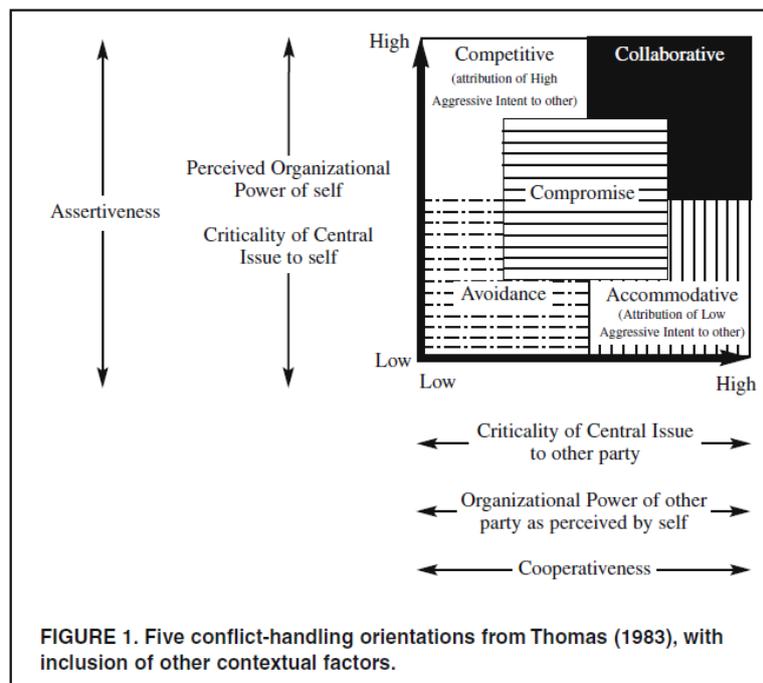


Figure 7: Conflict-handling orientation (Callanan et al., 2006)

Why is negotiations so important and at the same time hard. In figure 9 is shown conflict-handling orientation. Since, negotiation is needed for collaborations conflicts can occur. The goal of negotiations in coming to an agreement. This should be happening in the compromise zone. Though, as shown in studies negotiations are dynamic and conflicts can stop the negotiations and therefore a compromise or an outcome.

<i>Hard bargaining</i>	<i>Soft bargaining</i>
Making a commitment of not giving in Criticizing the other side	Signalling flexibility Making a conciliatory statement, praising the other side
Instigating of joining a defensive coalition Making a threat	Seeking partners for compromise Making a proposal for compromise

Table 6: Typology of negotiation tactics (DÜR & MATEO, 2010)

In table 5, two forms of negotiation tactics are shown: Hard and soft bargaining. This could be linked with the Integrative and distributive negotiations of Baarveld et al. (2017).

Arthur & Dygert (2017), describe four negotiation or bargaining principles in order to become a good negotiator, which are based on the Harvard method:

- Separate the people from the problem or issue
- Insist on using objective criteria
- Focus on interests, not positions
- Create options for mutual gain

All four principals together create an intentional and thoughtful approach to negotiation. Good communication skills are inherent to these and active listening must not be underestimated. In order to become a good negotiator, personal integrity is most important: don't promise things that cannot be delivered. At last, evaluating experiences is essential (emotionally, mistakes and things that went well).

To conclude, all the negotiation variables can be divided in the three negotiation elements of Baarveld et al. (2015). The four negotiation or bargaining principles of the Harvard method, the soft and hard tactics can be found in the three elements of Baarveld et al. (2015). So the elements of this model will be used for the empirical study. Moreover, this study is conducted in the same context. The model below is the final model including the variables used for the empirical study.

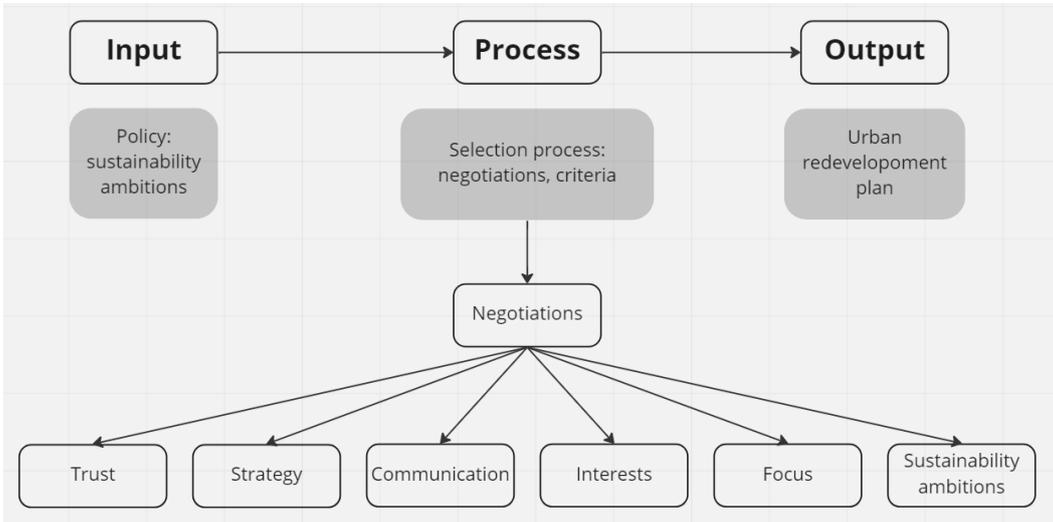


Figure 8: conceptual model with variables (own figure)

Phase 4: Practice

4.1 Explorative interview

In order to gain a practical understanding of the processes of incorporating sustainability ambitions and partner selection methods Explorative interviews are conducted. For this, the concepts defined in the previous chapter form the basis for this study part. With the outcomes of the explorative interviews a general understanding of the processes is formed, that helps to conduct and understand the two cases in the case study research. In the table below the takeaways of the interviews are stated.

Interviewee	Takeaways of interview
X	<ul style="list-style-type: none"> - Market consultation is used to adjust the tender to market 'standards'. - In a tender the private party wants to win the tender, and so is eager to. - For tenders awarding could be focused more quality instead of money, regarding to sustainability ambitions. - Trust and transparency is important. - After winning the tender negotiating back happens often.
X	<ul style="list-style-type: none"> - Public parties set high requirements for sustainability ambitions, which is not always feasible in every context. - Choices must be made and ambitions need to be prioritised. - Financial compensation could help for the feasibility by adjusting the land price. - Every project is different and therefore needs a different plan of approach . - Important aspects for collaborations with municipalities: transparency, prevent disappointment, making things clear early on, people work. - Hard interests are important: depends on colour of coalition, living program, parking and mobility.
X	<ul style="list-style-type: none"> - Urban area development is a long term project and depended on the market (prices) for feasibility. - Inflation and purchasing power influence the amount of money that is available and so the feasibility of sustainability ambitions. - Process from initiative, to development to realisation phase.
X	<ul style="list-style-type: none"> - If comparing two cases, they should be fairly comparable in size and type. - Tender is a selection tool for municipalities - Different collaboration forms and contracts mean different roles for public and private parties. - Less framework means more collaboration, knowledge and use of creativity. More framework means more tender and less freedom. - Collaboration depends on: structure, long/short term vision, interests, selection process, participation.
X	<p>Interview can be found in the appendix.</p> <ul style="list-style-type: none"> - The use of different partner selection methods. - Negotiations in these selection methods. - Interesting roles for interviews about process and sustainability ambitions. - Relation to sustainability ambitions. - Suitable cases.
X	<ul style="list-style-type: none"> - Implication for further research of his thesis - Preconditions for collaboration forms to realize sustainability ambitions. - Tools of municipalities. - Tender vs other forms of collaboration or selecting partner. - In tenders the assessment is fixed and so little room for open process and creativity.

Table 7: Takeaways of explorative interviews (own table)

4.2 Case studies

This chapter focuses on the empirical part of this study. For the design of the case studies, goal, research questions, case selection, and methods used can be found in the chapter Research methods, Case study. Below the two cases that are selected and will be discussed are shown.

Overview case characteristics

	Maasterras	EKP-terrein Noord
Selection method	Partner selection (market selection light)	Tender (classical market selection)
Location	Zwijndrecht	's-Hertogenbosch
Surface	11,5 acres	4,5 acres
Stakeholders	<ul style="list-style-type: none"> - Municipality of Zwijndrecht - VORM - Blauwhoed - Woonkracht 10 	<ul style="list-style-type: none"> - Municipality of 's-Hertogenbosch - PostNL - NS - SDK Vastgoed
Program	905 dwellings, shops, offices, social facilities, catering industry, P+R station, commercial spaces, services, public transport, greenery, less car traffic, more space for cycling and walking	820 dwellings, student housing, offices, catering industry, Art academy, exposition spaces, office activity spaces, small retail, greenery, less car traffic, more space for cycling and walking, use of de Dieze
Sustainability ambitions	Environmental: <ul style="list-style-type: none"> - <i>Energy neutral in 2050.</i> - <i>Climate adaptive in 2050.</i> - <i>Circular economy in 2050.</i> Economical: feasibility, mix of functions Societal: target group, mix of functions, greenery	Environmental: <ul style="list-style-type: none"> - <i>A healthy, green and climate adaptive municipality.</i> - <i>CO2-neutral municipality.</i> - <i>Value retention of raw materials.</i> - <i>Sustainable mobility.</i> Economical: feasibility, mix of functions Societal: target group, mix of functions, greenery

Table 8: Overview case characteristics (own table)

4.2.1 Case 1: Maasterras in Zwijndrecht



Figure 9: Context of Maasterras in Zwijndrecht (VORM, 2022)



Figure 10: Area of Stationskwartier (Gemeente Zwijndrecht & Woonkracht 10, 2019)

4.2.1.1 General information

For a complete understanding of the project it is important to know where the project is located, functions, and what the relationship is with the close surroundings and on greater scale.

Maasterras is part of a greater area in Stationskwartier in Zwijndrecht. Stationskwartier is again part of a bigger redevelopment plan 'Sporzone'. For this plan Regio Drechtsteden (municipality Dordrecht, Zwijndrecht and the province of Zuid-Holland) have the ambition to improve the living quality and economical structure with excellent connections around stations areas in the region. Next to contribute to the housing challenge, also better the economical position, connecting areas, improve public transport and create a sustainable, healthy and climate proof area are part of this plan.

From regional scale, we zoom in to Stationskwartier which is the area around the station. The station of Zwijndrecht is located at the south end of the 'Oude Lijn' (old railway line) from Rotterdam to Amsterdam. The Drechtsteden are the key link form the Randstad to the cities in West-Brabant, Antwerpen region and Vlissingen, Terneuzen and Gent. In this central position, Zwijndrecht and Dordrecht are also part of the delta landscape around the Maas. This landscape together with the infrastructure results in a dense area with many different heights and levels, see figure 1.

The urban area development of Stationskwartier is split up into three sections: Noord, Maasterras and Indische Buurt (see figure 2). In order to make a fair comparison between the two cases, the focus is only on Maasterras. Maasterras is an area of 11,5 acres and is surrounded by the A16 highway, the railway and general highways. In this area dwellings, shops, companies, greenery and leisure are located here. Still, some space is not used yet. The infrastructure and connections provide the area a more traffic space profile and are therefore huge barriers that deteriorate the liveability of the area. Though, when these barriers are fixed, the area has great potential for public space and quality of stay.

4.2.1.2 Program

The province of Zuid-Holland has a housing challenge of building 230.000 dwellings between 2010-2030 (Gemeente Zwijndrecht, 2022). To contribute to that goal the municipality of Zwijndrecht has mad agreements with the Drechtsteden to build another 2200 dwellings before 2031 (Gemeente Zwijndrecht, 2019). However, because of grew of population and influx the municipality of Zwijndrecht made agreements with the province and region to increase the number of new dwellings up to 4900 (Gemeente Zwijndrecht, 2020). In Stationskwartier 1375 new dwellings will be built, of whom 905 will be constructed in Maasterras. At this moment, 279 dwellings are located in Maasterras that will be demolished and replaced be new ones (Gemeente Zwijndrecht, 2022). Next to adding houses, a complete new program is designed to develop a resilient live- and work environment, see table below.

Functions	Numbers or m²
Dwellings	905
Shops	
Offices	5500 m ²
Social facilities	500 m ²
Pick-up catering industry	
P+R and K+R at station	
Services	
Commercial spaces	4860 m ²
Public transport	
Greenery	
Less car traffic	
More space for cycling and walking	

Table 9: Program (own table)

4.2.1.3 Planning

Policy phase 2010 – 2030

Provincial policy and motivation for development

Selection phase

European tender November 20 - March 2021

Pre-selection (3 parties left) March 21 – July 2021

Get-to-know one another phase

Feasibility study – October 2021

Dialogue and elaboration phase

Urban plan – May 2022

Verkoopovereenkomst Q4 2022

GREX March 2023

Moving Woonkracht 10 - Q3 2023

Construction phase

Start demolishing Q3 2024

Start construction Q1 2025

Construction finished Q4 2029

4.2.1.4 Stakeholders

Since this research focuses only on the negotiation between the municipality and real estate developer those parties are selected. However, in this case other key stakeholders were involved in the negotiation process since they have land position in Maasterras.



VORM - Real Estate Developer



Blauwhoed – Real Estate Developer



Woonkracht 10 – Housing corporation



Gemeente Zwijndrecht - Municipality

4.2.1.5 Municipal policy on sustainability ambitions

General policy on sustainability ambitions is written down in four documents on different scale levels starting with a high overview and zooming in to concrete goals for the Maasterras itself. The levels are: *Spoorzone*, *Omgevingsvisie*, *Stationskwartier*, and at last goals for *Maasterras*.

Spoorzone

Starting with the ambition document of the *Spoorzone* written by the Province of Zuid-Holland, Dordrecht, and Zwijndrecht five ambitions are formulated for the areas around stations (Gemeente Dordrecht et al., 2018):

- Contribute to the housing challenge in the Drechtsteden and Zuid-Holland.
- Growth of jobs and empower the economical position.
- Connecting of neighbourhoods and lift spatial barriers.
- Public transport as supporter of urbanization and economy.
- Sustainable, health, safe and climate proof.

From the ambition document of *Spoorzone* the municipality of Zwijndrecht has set up sustainability ambitions in their *Omgevingsvisie* (Gemeente Zwijndrecht, 2020) divided in several themes:

- Living, liveability and health
- Economic vitality
- Sustainability, energy, environment and climate.
- Attractiveness and identity
- Accessibility

Omgevingsvisie or environmental vision

The *Omgevingsvisie* has to be approached integrally, since each subject cannot be seen separately from others. Also, the themes together determine the development of an area and the development of Zwijndrecht in general. Therefore, the municipality has chosen for a broad and integral urban area vision. The different subjects do not only touch physical aspects, but also social and economic ones. The coherency in this vision ensures a long-term vital, attractive and liveable area of Zwijndrecht (Gemeente Zwijndrecht, 2020). For all themes key points are written down as focus points in the *Omgevingsvisie: Living, liveability and health*

Stationskwartier

Zwijndrecht aims for a balanced population, by steering via housing offer. The municipality does this by adding houses and improve the quality of the current stock. In this theme the key points are:

- Striving for a more balanced population with an appropriate housing stock and facilities.
- Inclusive society.
- Striving for a healthy, green, energy neutral, climate adaptive and sustainable living environment.
- Striving for a more healthy living environment by greening public space and stimulate exercise.
- Striving for a complete offer of facilities in Zwijndrecht and accessibility of facilities elsewhere.
- Good Education.
- Making a proportional contribution to the duty of care.

Economic vitality

Entrepreneurship is an important pillar for Zwijndrecht, spread in different sectors. The diversity in job offers is a future proof quality. In this theme the key points are:

- Strengthen the economical position.
- Maintain the diversity of company and locations.
- Enough space for companies.
- Create an attractive business environment.
- Using water-related plots for water-bound companies.
- Better connection between education and economic sectors.
- Striving for spatial clustering of activity.
- Ensuring a good connection between employment and the composition of labour force.
- Aim for job growth in the region, included 4600 in Zwijndrecht.
- Striving for a healthy functioning office market.
- Preservation of the Veerplein as a catering plaza, with attention to safeguarding quality of life and liveliness in catering concentration areas.
- Stimulate tourist-recreational use of rural areas with attention to maintain balance and quality.
- Striving for a future-proof store structure.
- Working on improving the accessibility of industrial estates.
- Preventing advancing housing construction.

Sustainability, energy, environment and climate

The municipality is a role model for sustainability. All activities has to be focused on stimulating sustainability, circularity, energy neutrality and climate neutrality. Key points within this theme are:

- Municipality is role model for sustainability
- Towards an energy neutral and climate adaptive municipality in 2050.
- Collaborate with housing corporations, companies and individuals to stimulate the energy transition and climate adaptation.
- Working structurally towards an area focused environmental policy.
- Improving living environment quality by creating sustainable conditions for further development.

Attractiveness and identity

Zwijndrecht offers an unique 'package' of working, living and attractiveness in the form of an urban village with large-scale work along the banks and green residential areas. This is the starting point and has the following key points:

- Strengthen the green identity and cherish of the garden city concept.
- Use the location as green-blue intersection, near Dordrecht, Rotterdam and Breda.
- Greening the stony living- and work areas.
- Strengthen the accessibility and improve the experience quality of countryside.
- Increase biodiversity.
- Preventing flooding, by retaining, storing and draining water.

Accessibility

The municipality is optimally accessible by the position between the A16 highway, railway line, public transport connection and the Oude Maas. This has to be more visible and change the impression of inhabitants. Thereby, key points are set up:

- Improve the accessibility for companies, tourists and inhabitants.
- Increase the accessibility by water, road and railway.
- Better use of water as transport line for people and goods.
- Focus on more sustainable and healthy forms of transport (bike and public transport).
- Safe and walking-friendly traffic areas.
- Less nuisance of car traffic for the living environment.

Masterplan

In the *Masterplan for Stationskwartier* many sustainability ambitions are mentioned. Starting with the energy transition which one of the main pillars in this plan (Gemeente Zwijndrecht & Woonkracht 10, 2019). The focus is therefore on BENG in an innovative area with high norms of sustainability that also determine quality. An high-quality spatial quality goes hand in hand with a low environmental impact. From that starting point, the ambition is to create a careful and environmentally-aware living and working and climate. This all within the optimum of costs, sustainability and user-friendliness. Sustainability norms will be stricter and costs will rise for non-sustainable energy generation (Gemeente Zwijndrecht & Woonkracht 10, 2019). Therefore, the municipality wants to use available spatial and technical resources efficiently to develop an area with space for water, greenery and low as possible energy-use. The ambitions demand for a future-proof design of this area consisting of a balance between seven functions:

- Living,
- Working,
- Recreate,
- Nature,
- Water,
- Open area,
- And infrastructure

From the seven functions, several ambitions are formulated that Stationskwartier, and so Maasterras focusses on (Gemeente Zwijndrecht & Woonkracht 10, 2019):

- Gas-free in 2035
- CO₂ neutral energy generation in 2050.
- Warmth-supply
- New sanitation
- Synergy: future proof in relation to temporary use of locations
- Spatial development: Optimizing of the network for slow traffic, limit flooding risk, and optimizing ecological values.
- Area climate: optimizing of thermal outer climate, wind climate, noise, and light entry.

Within the *Masterplan for Stationskwartier* some goals are set up for the development of Maasterras (Gemeente Zwijndrecht, 2022):

- Improve the quality of stay for pedestrians.
- Connecting to the Zwijndrecht identity, especially in buildings and layout
- Creating an attractive city centre area.
- Due to its strategic location, Stationskwartier can improve the connection between the two sides of the both sides of the rail- and highway.

These goals are specifically translated into concrete sustainability ambitions (Gemeente Zwijndrecht, 2022):

- *Energy neutral in 2050.*
- *Climate adaptive in 2050.*
- *Circular economy in 2050.*

To achieve these ambitions, the municipality sees greenery and biodiversity as an important means.

Energy neutral in 2050

Houses in Maasterras must be heated in a sustainable way. One of the criteria is no new connection for houses to the gas-heating net. Also a preference of heating sources the next criteria are set:

- Directly usable heat
- To be upgraded heat
- Less preference goes to generate new heat

The focus for an energy system is about integral coherence, e.g.: heat, renewable gas, electricity (managing peaks and connecting to heat net). From this integral approach, energy use and demand can be cleverly combined. For the energy reduction the municipality is striving for an optimum in EPC-requirements and BENG-requirements in relationship to solar panels and green roofs.

Climate adaptive in 2050

In order to cope with the consequences of climate change with extreme weather the goal is to develop a climate adaptive Zwijndrecht. Therefore, the municipality and the province of Zuid-Holland have set requirements:

- Rainfall
- Heat stress
- Drought
- Ground subsidence
- Increase biodiversity

Circular economy in 2050

The excessive use and unnecessarily loss of resources and materials has to be prevented. The municipality wants to achieve this by:

- Using a material/building passport.
- Using materials with low environmental performance score
- Avoid scarce and toxic materials
- Design buildings flexible for possible change of function and set up in the future

Also, waste separation and collection is part of this plan. Separating different waste in different containers and collection points for inhabitants close to their homes is integrally part of a circular economy.

To conclude, the municipality and province have high ambitions, also for sustainability. All of the ambitions fit within the people, planet, profit approach. However, the public parties name sustainability ambitions as environmental aspects, that excludes the people and profit aspects. Though, the *Omgevingsvisie* states that an integrally approach is needed to develop a future-proof area.

4.2.1.6 In case analysis

For the in-case analysis, three key stakeholders have interviewed using semi-structured interviews. The interviewees consist of one participant of the municipality, a project leader, involved in all negotiations and phases, included the one regarding sustainability ambitions. The other two participants is the adjunct director and real estate concept developer of the market party, also involved in all negotiations.

Interviews

The interviews are conducted with questions about the partner selection method regarding negotiations (strategies), sustainability ambitions, collaboration, criteria, key stakeholders involved, choices been made, and phases. The interview questions and outcomes can be found in the appendices.

Questions

In the figures below the questions are visualized per phase.

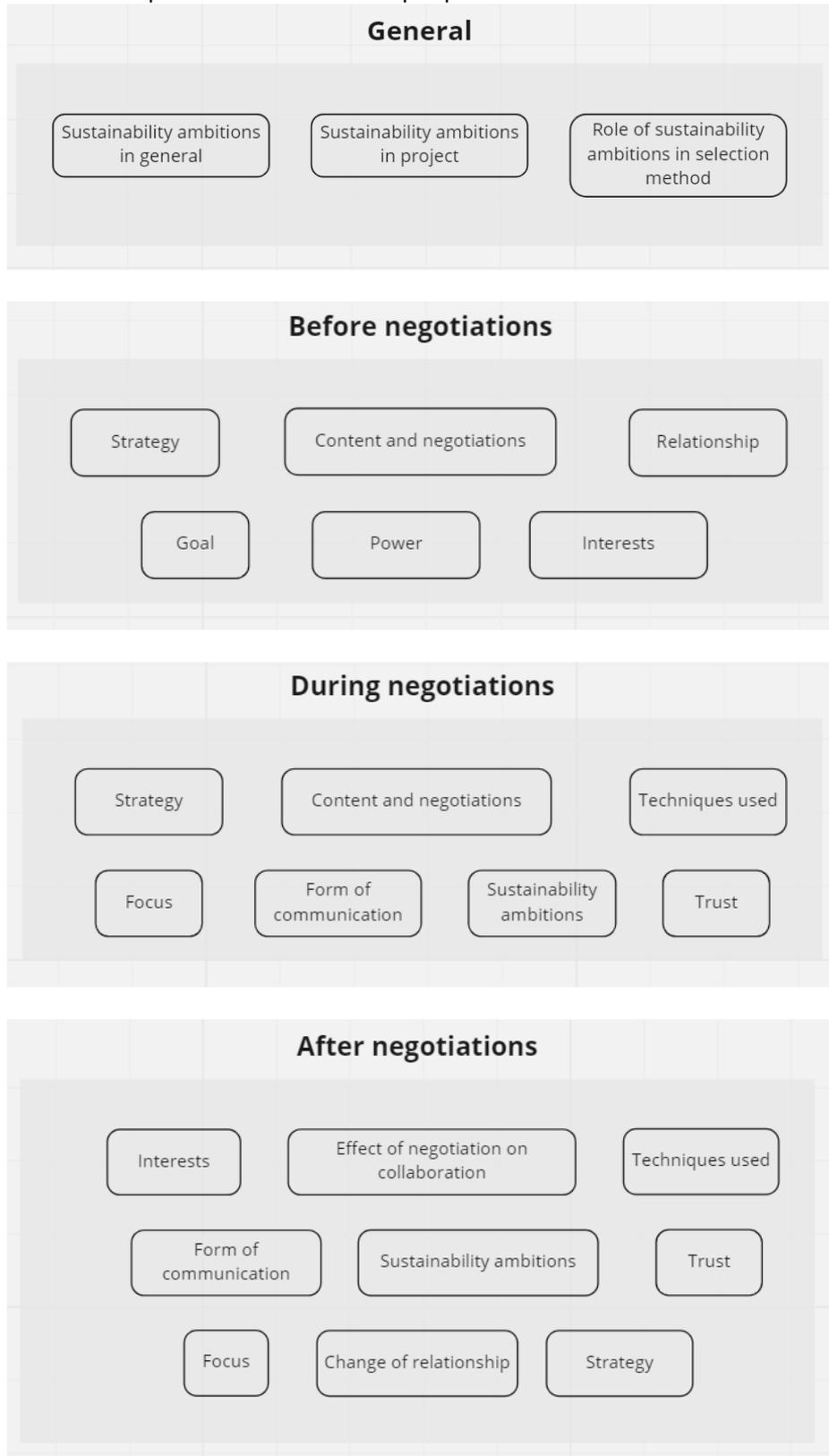


Figure 11: Visualisation of questions for interviews Maasterras (own figure)

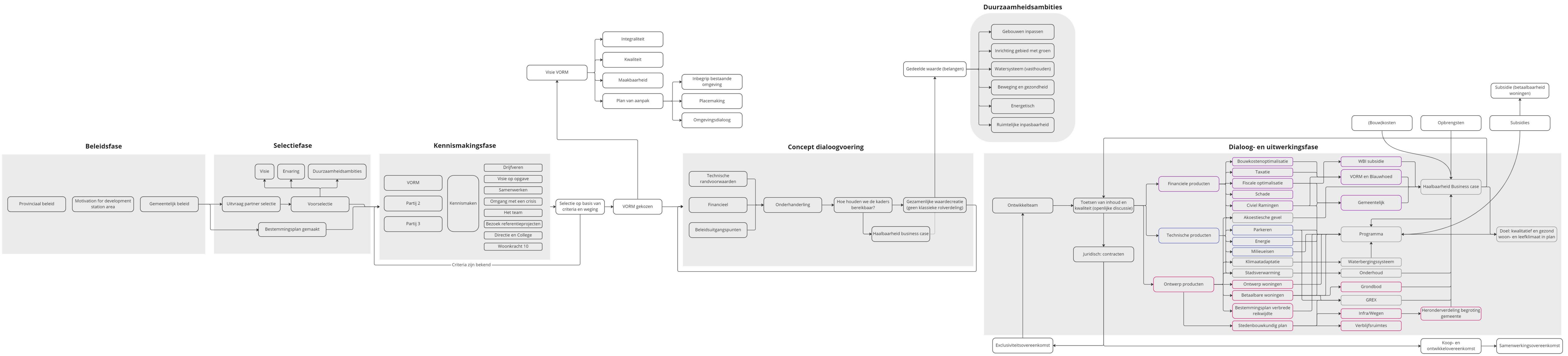




Figure 13: Policy phase (own figure)

Starting with the policy phase, in which policy itself is designed from greater scale, by the Regio Drechtsteden. In this policy, there is motivation and reasons for development of station areas. As mentioned in the general information of this case, Regio Drechtsteden wants to contribute to the housing challenge, improve economical position, connecting areas, improve public transport and create a sustainable, healthy and climate proof area. Thereafter, the municipality develops her policy for the *Spoorzone* and *Omgevingsvisie*.

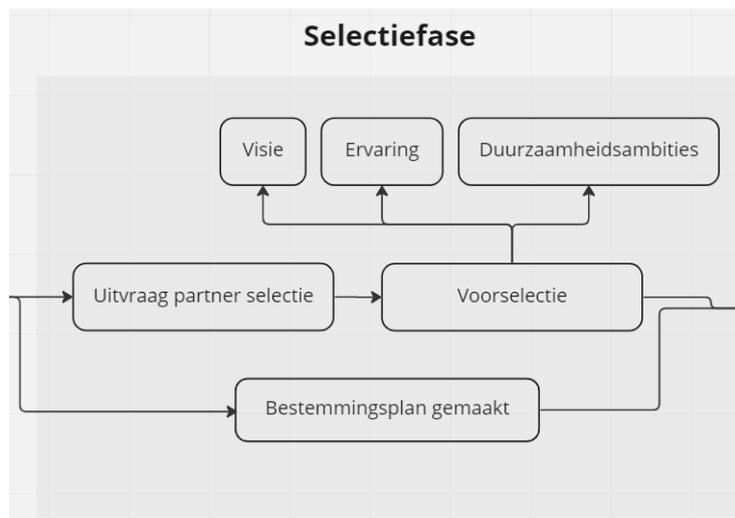


Figure 14: Selection phase (own figure)

The second phase starts with looking for a market party who wants to develop the area. From the policy and motivation the municipality knows what to put in the invitation (Europese tender). This led to a preselection of three parties, based on vision, experience and sustainability ambitions. At the same time, a zoning plan has been made for the area by the municipality.

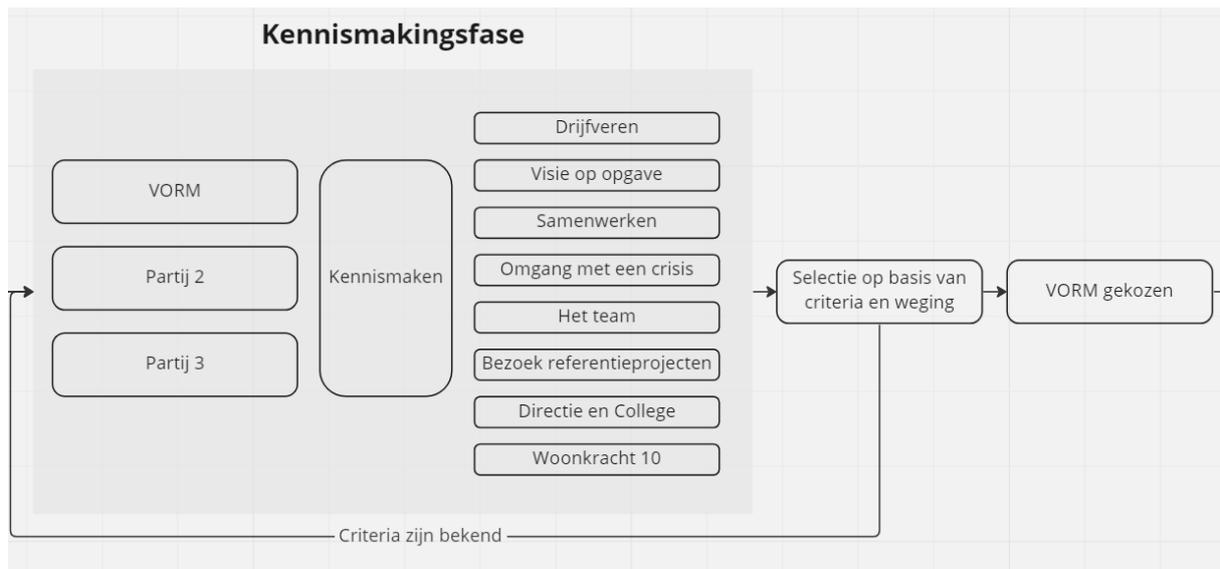


Figure 15: Get-to-know-one-another phase (own figure)

The third phase is the get-to-know-one-another phase. The three parties from the previous phase have multiple sessions in which the municipality gets to know the market parties, focussing on the following aspects:

- Motivation or driving force
- Vision on the assignment
- Collaboration
- How to deal with each other during a crisis or uncertainties and risks
- Get to know the project team and organisation
- Visiting reference projects
- Get to know direction and College van bestuur
- Get to know Woonkracht 10

The criteria for the selection are known for all parties before this phase starts. Based on these criteria a 'winner' is chosen, which is eventually VORM.

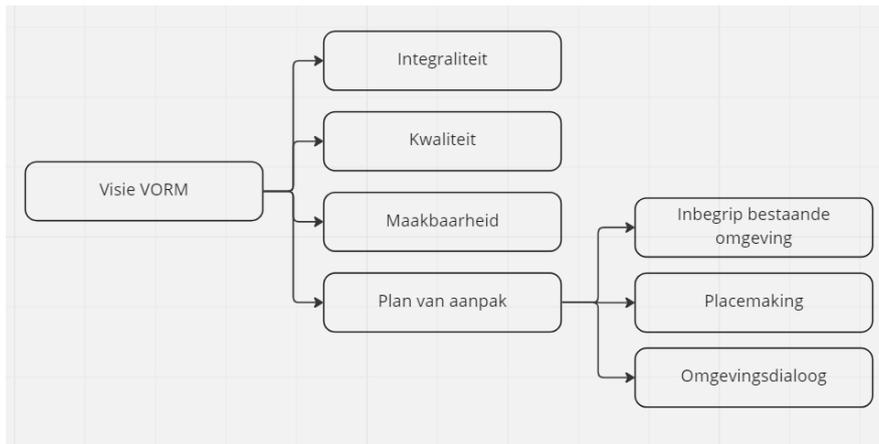


Figure 16: Aspects and criteria of the chosen winner (own figure)

To understand why VORM is chosen, a side step is taken for a broader explanation. As mentioned the get-to-know-each-other phase, the vision on the assignment is one of the aspects that the municipality focussed on. The vision of VORM was assessed as fitting the vision of the public parties because of the following elements:

- Integrality,
- quality,
- feasibility,
- plan of approach; including of existing environment and context, placemaking and dialogue with residents.

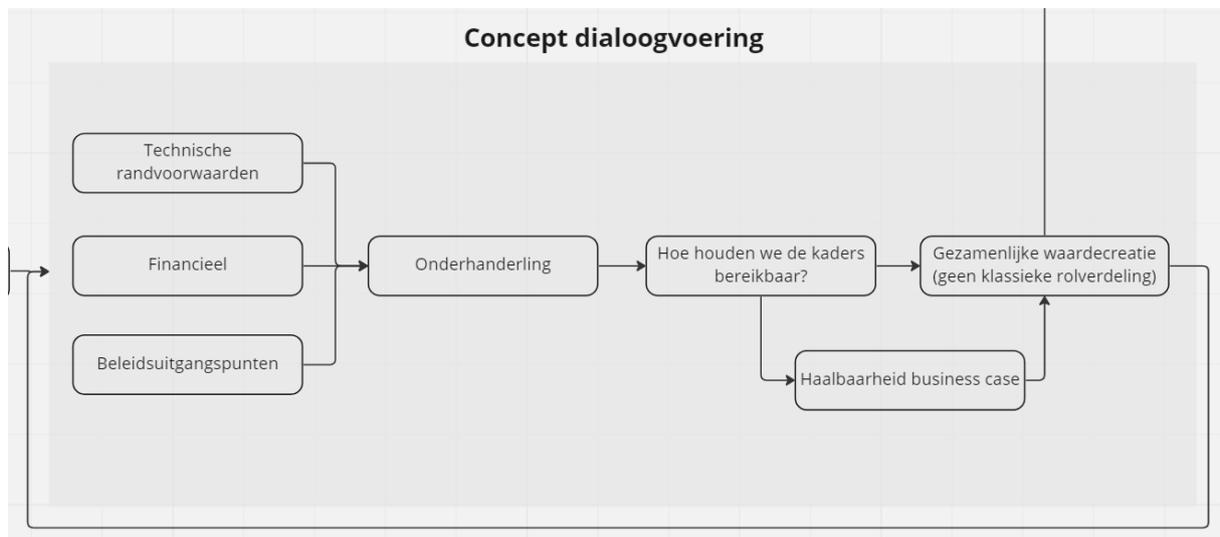


Figure 17: Concept dialogue process (own figure)

Then, a concept is made for the dialogues and negotiations. The input for these conversations consist of three components: technical preconditions, financial, and policy starting points. In the negotiations the main questions was how to keep the frames within reach, so that there is still flexibility later in the process. The goal for these negotiations is to create a shared value for the plan and area. At the same time, the plan must be feasible. If the plan is does not represent the shared value or is not feasible, then the process starts over again.

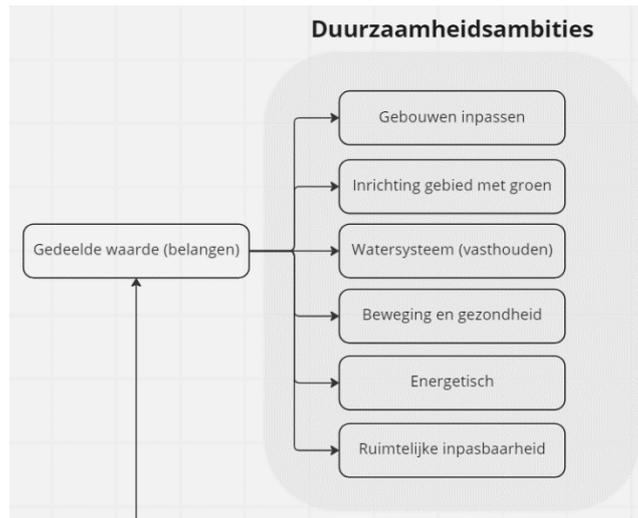


Figure 18: Shared values translated in sustainability ambition themes (own figure)

To take another side step for the shared value creation, these were the thematical sustainability ambitions during the negotiations:

- Layout of buildings,
- Layout of area with greenery,
- Water system,
- Exercise and health,
- Energy,
- Spatial layout and planning.

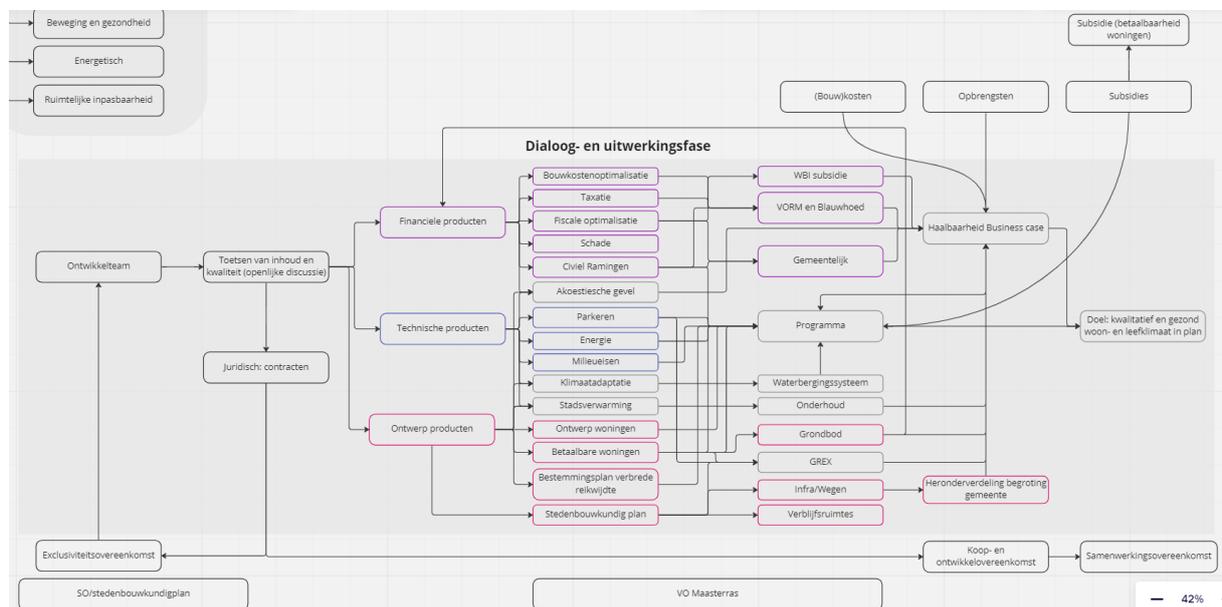


Figure 19: Dialogue and elaboration phase (own figure)

At last the dialogue and elaboration phase with VORM, Municipality and Woonkracht 10 has started. At this moment, VORM has signed an exclusive agreement for development of the area and the master urban plan is complete. Then, a development team has been set up that openly discussed (sustainability) subjects on quality and content. The discussions were structured in three parts:

- Financial,
- Technical,
- Design products.

Within the financial part, coloured in purple, the following subjects were discussed: construction costs optimization, valuation, tax optimization, damage, civil estimation, and the acoustic façade. Then, these subjects relate to WBI subsidy, public and private estimations, program and eventually the feasibility of the business case.

For the technical part, coloured in blue, the subjects discussed were: acoustic façade, parking, energy, environmental requirements, climate adaptation, city heat net. Most of these subjects relate to the program, water system, maintenance and at last the feasibility of the business case.

In the design products part, coloured in red, the discussion was about the next subjects: acoustic façade, climate adaptation, city heat net, design of dwellings, affordable dwellings, zoning plan 'verbrede reikwijdte', and urban plan. Most of these subjects also relate to the program, land bid, GREX, infrastructure, public spaces, restructure public budget, and so feasibility of the business case.

In the process map, most boxes have just one input arrow. However, boxes some have more because that box is related to multiple boxes (coloured in grey), like the acoustic façade, program and feasibility case. These boxes are influenced by multiple subjects of the negotiations, and explains also the importance the integrally approach.

A last step that is related to the main goal is the feasibility of the business case. As can be seen, the feasibility depends on multiple subjects and aspects, like costs, revenues, and subsidies. These influence again the program and leads to reassess the financial, technical and design products. At last, there has been signed a buy- and develop agreement, working towards a collaboration agreement. At the same time, a preliminary design for the Maasterras has been made.

Process map analysis

In the next step the phases in which negotiations take place and moments that lead to negotiation will be analysed according to the following questions:

- *Who was involved in the negotiations? (related to selection criteria)?*
- *When did the negotiations take place? (moments or moments that lead to negotiation)?*
- *What was the negotiation about? (content and process)*
- *How did they negotiate? (strategy and approach)*

Relevant moments for negotiations will be elaborated in this section with the questions. After that a further analysis is made about elements that relate to the collaboration in general and an analysis of the reflection of the interviewees.

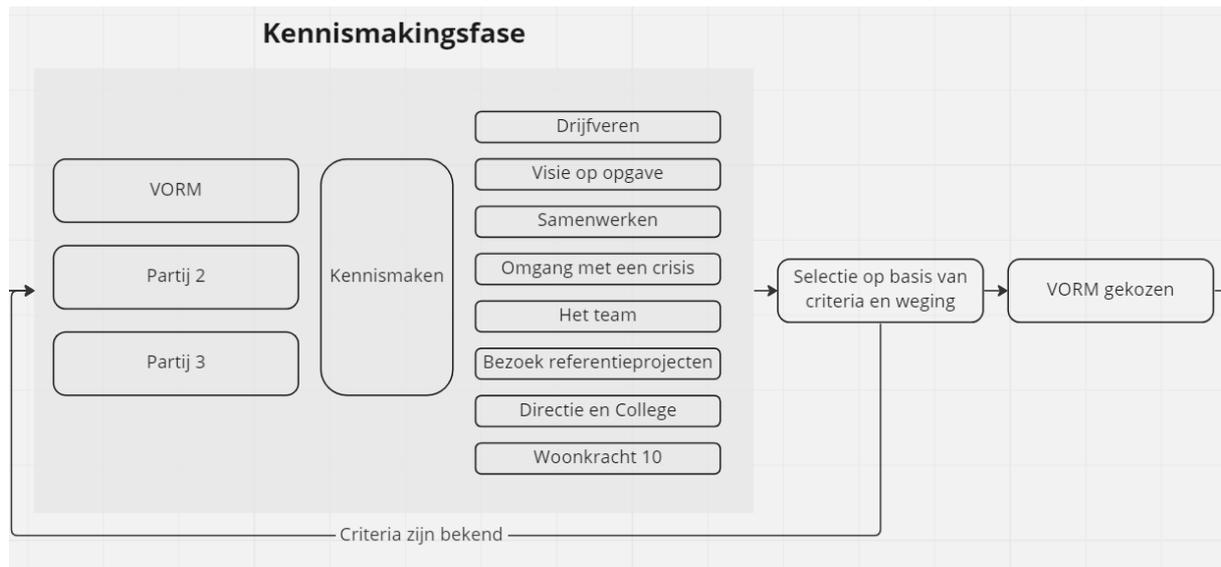


Figure 20: Get-to-know-each-other phase (own figure)

The first phase in which negotiations take place is the get-to-know-each-other phase.

- *Who was involved in the negotiations?*

In the negotiations the municipality has sessions with each of the real estate developers and Woonkracht 10.

- *When did the negotiations take place?*

In multiple sessions the subjects in the figure above were discussed that lead to the selection of the winner.

- *What was the negotiation about?*

The subjects that are discussed in the sessions can be seen in the figure above. Mostly the subjects are focussed on process (how to deal with situations, partners, experience). Content is not discussed in this phase, however interests, vision and societal motivation is discussed here and is fundamental in how parties deal with content-wise aspects during the collaboration.

- *How did they negotiate?*

From municipal point of view the goal was to get to know the market parties better, since this selection method focuses on the partner characteristics first instead of the project. From private point of view, it is their goal to show who they really are and that they are capable for this project. By discussing the different subjects parties show what their knowledge is, their motivation, and who the persons are at direction and project team level. These sessions have an open way of communication, building a relationship for mutual trust, and focusing on underlying interests because their focus is to search for a solution together: the urban redevelopment plan.

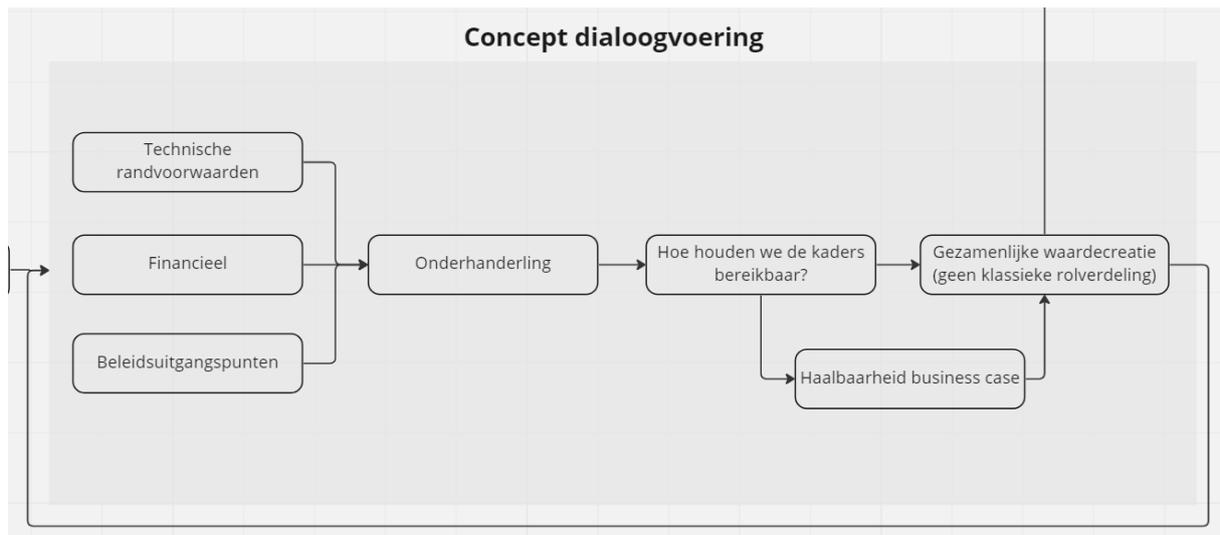


Figure 21: Concept dialogue process (own figure)

- *Who was involved in the negotiations?*

The municipality, VORM and woonkracht 10, and additional advisors were involved.

- *When did the negotiations take place?*

For this concept of dialogues negotiation were continuously ongoing. There is no clear beginning or end, since this whole phase consists of elaborating and talking about new insights, effects of outcomes and the effect it has on other elements in the plan, concerning sustainability ambitions.

- *What was the negotiation about?*

From sustainable perspective, the negotiations were divided in three parts in which the ambitions are interwoven. In order to translate the ambitions into a plan negotiations take place about how to translate the ambitions in a plan, also for the long term. This is indicated by how do keep the framework (and so the ambitions within that framework) in reach. So, process and content are discussed simultaneously, and cannot be seen separately: In order to realize the 'what', the 'how' is essential. At bigger scale, the what is determined: Creating the shared value; a healthy, high qualitative living environment. Therefore, the 'how' is left to negotiate about. At the same time, the what and how are also related to a feasible perspective. A certain level of (sustainable) quality has a price tag, and so influences what is feasible since there is no unlimited financial recourses. This can result in that the *what* cannot be achieved at the required level of quality and should therefore be negotiated again. That is why the feedback loop in introduced.

- *How did they negotiate?*

Then, the question remains how to negotiate about the *how* (and *what*). In this method mutual trust is fundamental to all negotiations, since creating a plan together is built on creating a shared value and so finding an optimum in the complex context. This is inherent to the type of urban development (complex context) in which sustainability ambitions influence the total sustainable quality of the plan, and the integrally approach that needs a collaboration in which information is openly shared and the final outcome has to be discovered together. So, the approach and strategy has to be cooperative: openly sharing information, mutual trust, shared interest and finding solution together.

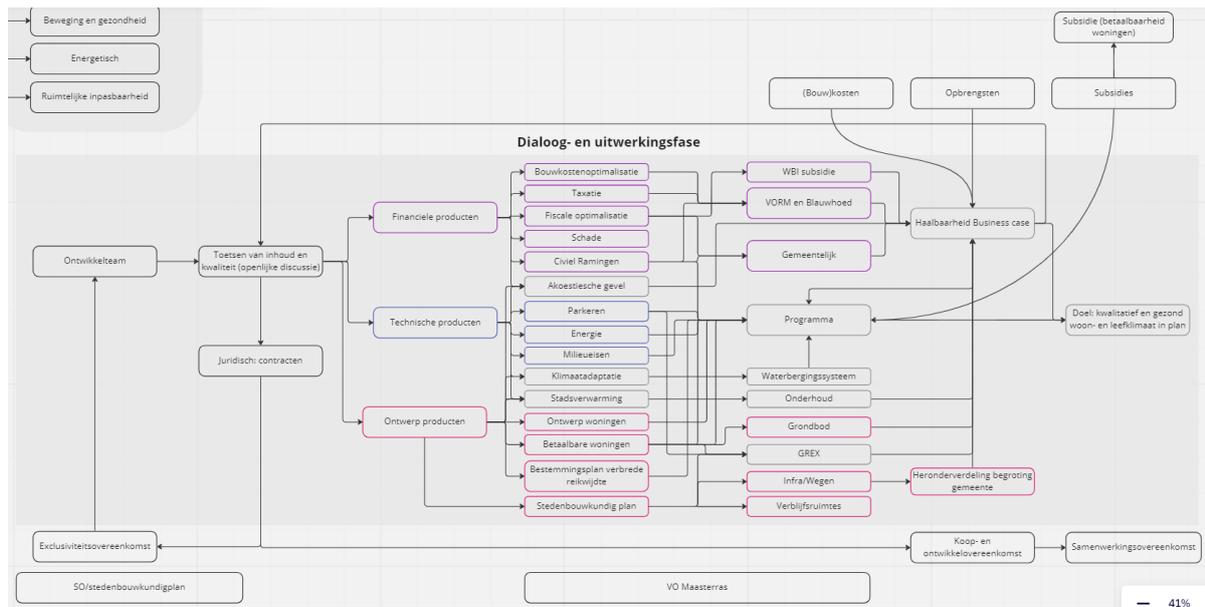


Figure 22: Dialogue and elaboration phase (own figure)

- *Who was involved in the negotiations?*

Again, municipality, real estate developer, relevant advisors, and Woonkracht 10.

- *When did the negotiations take place?*

In this phase of the project, the negotiations take place all the time. There are no fixed moments in the process, except for the meetings that are planned. New insights, outcomes and the effect on other aspects or subjects discussed will be taken into account for new negotiations.

- *What was the negotiation about?*

As mentioned before, all subjects in the figure above are discussed and negotiated about content and process. The figure structured the subject per product and suggests that the subjects are negotiated chronologically from left to right. However, this is not per se the case since subjects relate to multiple other subjects and so the outcome of an subject could affect others. Also, the negotiations take place parallel to other negotiations and so the outcomes and effects describe the complexity and integrally planning process. Most of these subjects have to be physically realized in the plan and are therefore related to the program, which is related to the main goal: a qualitative healthy living environment. In order to keep this goal in sight the focus is on how can stakeholders keep the sustainability ambitions within reach over time. Due to uncertainties and external factors that influence the process over time, the (side) effects of time must be included in the process management. So, taking time into account shifting boundaries and keeping the ambitions within reach is an ongoing process that is key for reaching the goal. At the same time, the feasibility of the business case checks the total sustainable quality of the plan and can result in a feedback loop for re-negotiate certain subjects. All agreed subjects are translated in the plans and agreements in the boxes at the bottom side.

- *How did they negotiate?*

In order to create a sustainable qualitative urban redevelopment plan, a cooperative form of collaboration is essential. Openly discussing the subjects and agreements give all parties most flexibility in time to incorporate the sustainability ambitions in a plan. With open sharing, mutual trust, shared interest there is the opportunity to push at all buttons to find an optimal solution that benefits all. This requires a mentality to give and take during the whole process while keeping the main goal in mind.

Analysis Miro

In this part an analysis made about surprising elements that came above, after the process map has been made. Two analyses will be elaborated on: important aspects during the collaboration that relate to selection criteria, and the approach of the negotiations and collaboration that relate to selection criteria and strategy.

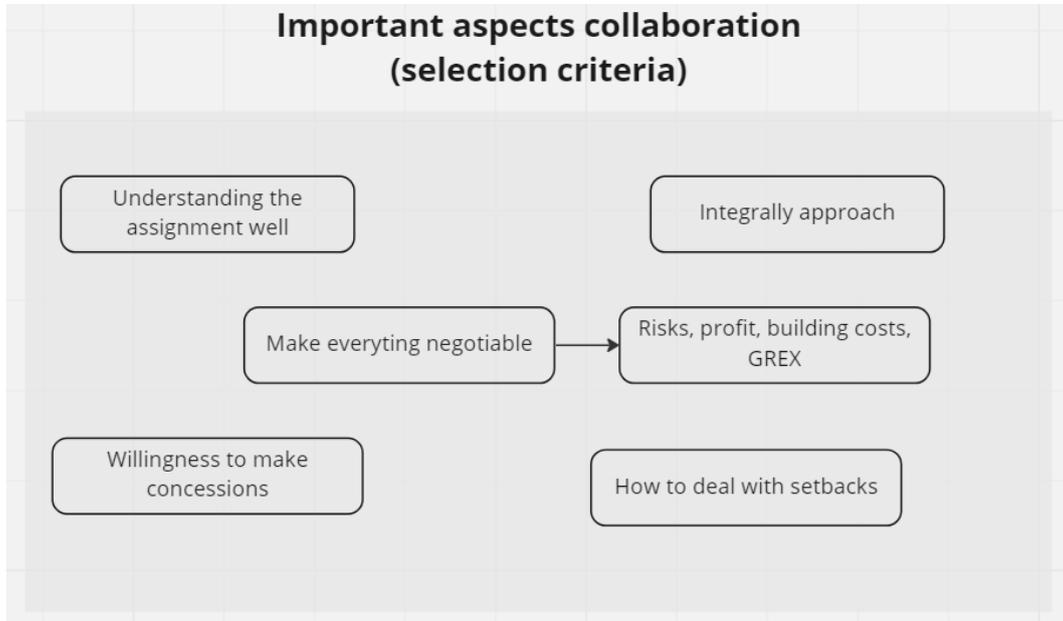


Figure 23: Analysis important aspects collaboration (own figure)

During the interviews there were some elements that came forward about the approach in the collaboration. The elements are:

- Understanding the assignment well,
- Integrally approach,
- Making subjects negotiable, like: Risks, profit, construction costs, GREX
- Willingness to make concessions,
- Setback management.

What became clear in the selection process and collaboration is the understanding of the assignment, with an integrally approach. Later in the process the open negotiations and subjects that were discussed together with the willingness to make concessions are essential in incorporating sustainability ambitions. At last the element about dealing with setbacks for the long term and how it affects the relation and collaboration. These elements relate to requirements for partner selection that can be taken into account in the selection criteria for this method.

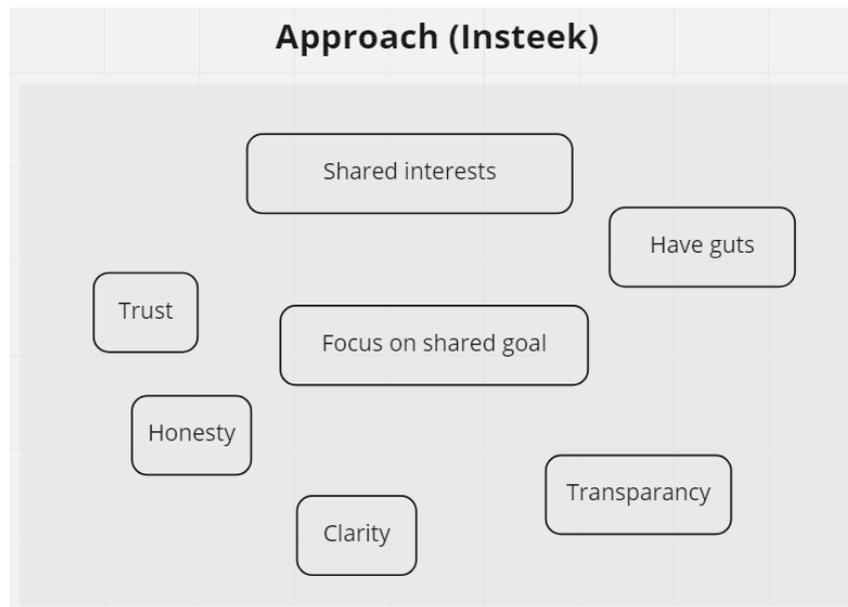


Figure 24: Analysis approach in collaboration (own figure)

In this approach the following elements describe the collaboration and how this influences the process of working towards a result, and incorporating sustainability ambitions:

- Open for shared interests
- Having guts to make subjects negotiable,
- Mutual trust,
- Focus on the shared goal,
- Being honest,
- Being transparent,
- Being clear.

These elements relate to requirements for partner selection that can be taken into account in the selection criteria and strategy for this method.

Reflection

At the end of the interview both parties have been asked to reflect on the process and selection method. Additional to the reflection the question was what would do differently.

Municipality

Organize a negotiation or dialogue about land use plan and choices that already have been made related to the land use plan. Because this was missing there were misunderstandings and assumptions that the design of the plan was based on, which led to delay. Also, Becoming transparent earlier in the process. Thirdly, organizing a development team with negotiations per theme, clearly structured early on in the process (financial, urban, landscape, sustainability and energy concepts). The highlight of those sessions then should be discussed in the general development team.

Real estate developer

No reaction, due to burn out.

Lessons learned

- *Who was involved in the negotiations?*

Key stakeholders (municipality, real estate developer, advisors and Woonkracht 10) must be present. Since open sharing information, mutual trust, shared interest, transparency are key in this method the selection criteria could be focusing on these competencies.

- *When did the negotiations take place?*

In the get to know each other phase and dialogue phase.

- *What was the negotiation about?*

In the first phase the focus is on getting to know the parties better which is fundamental for the collaboration later on. In here negotiation is about, motivations, vision, collaboration, crisis and risk management, get to know all parties, and references. These are the building blocks for the process later on. In the second phase, the negotiation is about both content and process. In order to reach the goal (*what: content*) the how (process) is essential. In this complex context an integrally approach provides the sustainability ambitions to be incorporated in an optimal way. Keeping the ambitions within reach over time is the challenge. In this, flexibility is key to secure feasibility.

- *How did they negotiate?*

In order to incorporate the ambitions an integrally approach for plan development is essential. For this approach an open, transparent, honest, and mutual trust provides room and the environment to be able to come to an optimum in sustainable quality.

4.2.2 Case 2 EKP-terrein Noord in 's-Hertogenbosch

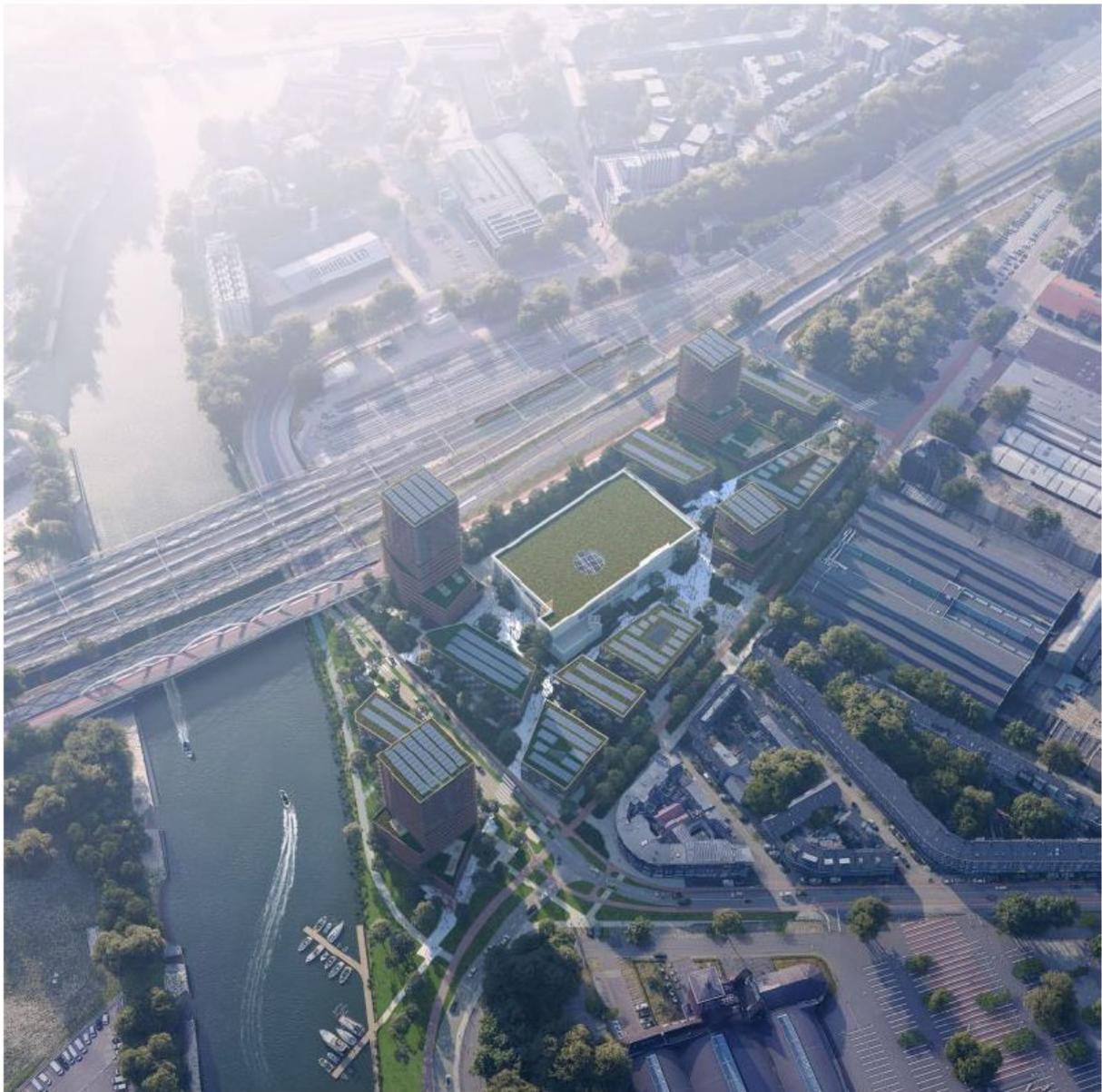


Figure 25: Impression concept urban plan 'Uit de kunst, aan de Dieze (Gemeente 's-Hertogenbosch, 2020b)

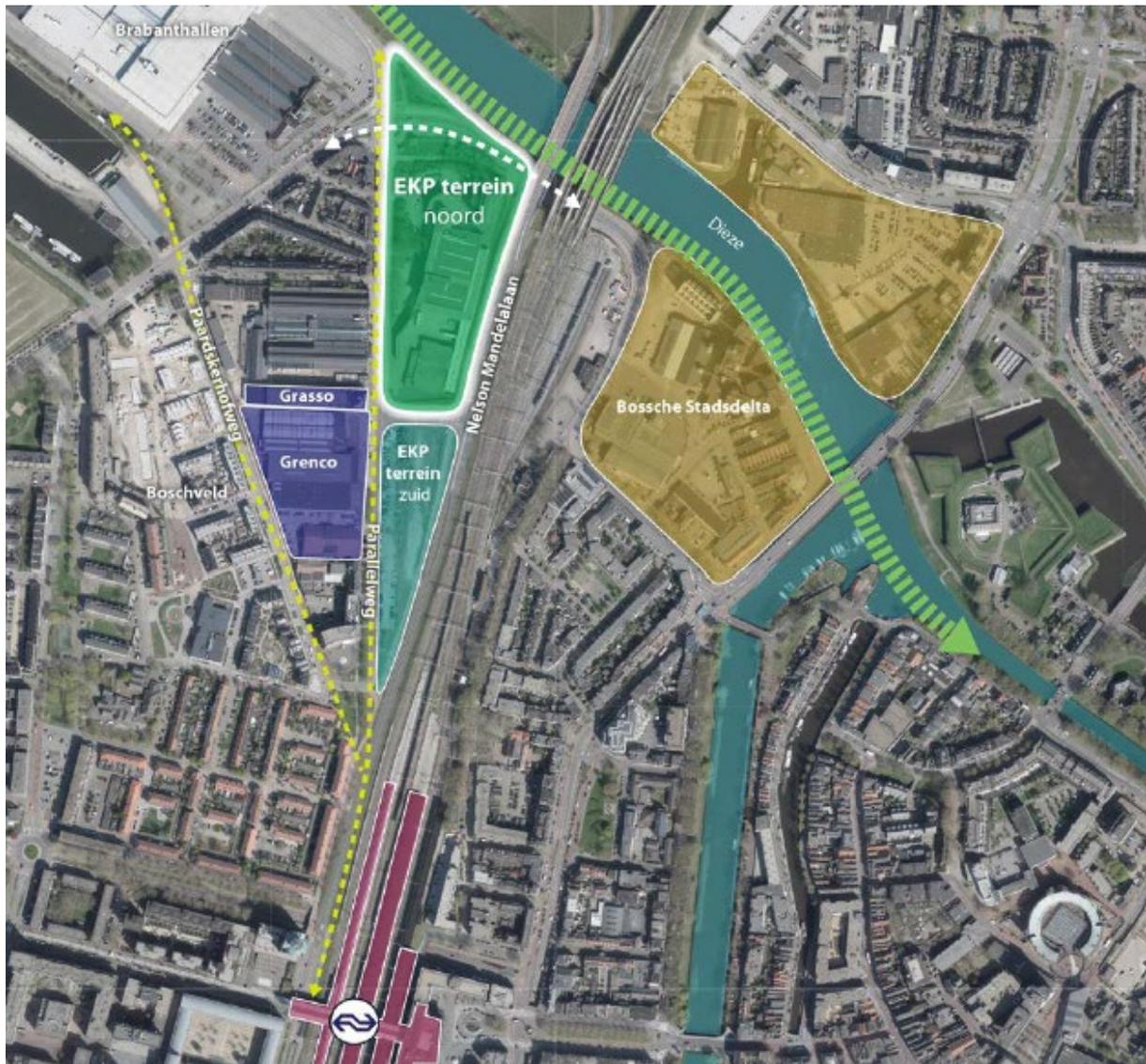


Figure 26: EKP-terrain noord (Gemeente 's-Hertogenbosch, 2020b)

4.2.2.1 General information

For a complete understanding of the project it is important to know where the project is located, what functions are located right now and why, and what the relationship is with the close surroundings and on greater scale.

's-Hertogenbosch is the fourth biggest city of province Noord-Brabant and is connected via railway to Utrecht, Eindhoven, Nijmegen and Tilburg. This connection gives the opportunity to 's-Hertogenbosch to develop the area 'de Spoorzone' for which many visitors come to the 'Brabanthallen', 'Verkadefabriek', and the 'Bossche Stadsdelta'. In area of 'de Spoorzone' the EKP-terrain Noord is located and destined as redevelopment for which the municipality wants to realize their ambitions. For this the focus is on developing a coherent area that connects to the existing situation and adds new economic and cultural value. In this area the unique qualities of diversity of the location, culture and history, transport hub and nature, presence of young people and employment, and at last progressive and sustainability must be combined (Gemeente 's-Hertogenbosch, 2020a).

The EKP-terrein is formerly used as Expeditie Knoop Punt (Shipping hub) of PostNL from which mail was distributed. After thirteen years of use this function was moved to De Rietvelden, and this terrain is now used by the Art Academy AKV|St.Joost as part of the Avans Hogeschool. Because of this existing situation and (land)position of PostNL and NS (National Railway) the municipality contacted the land owners for the development.

As can be seen in figure below, EKP-terrein has a north and south part. EKP-terrein Noord is surrounded by de Dieze river, Bossche Stadسدelta, Railway, and the Grasso/Grenco complex. Furthermore, the EKP-terrein Noord is connected to several roads, like the Nelson Mandelalaan for cars and a cycle lane, Parrallelweg, and the Veemarktweg in the North. The EKP-terrein Noord is about 4,5 acres and deals with difference in height because of the infrastructure. Here, these barriers hinder the connection to the surrounding areas and the water of the Dieze.

4.2.2.2 Program

Category	Specification
Program for dwellings	25% social rent or owner-occupied
	15% middle-high rent or owner-occupied
Student housing	Rent
Non-residential functions	Business activities
	Retail
	Catering
	Hotel
	Art academy

Table 10: Program (own figure)

In this tender, classical market selection, the plan is to build 820 new apartments. In the table above, the program for dwellings is set up. In the tables of requirements and wishes the total program derived from ambitions is stated.

4.2.2.3 Planning

Starting phase

Preparation conversations between municipality, PostNL and NS end 2016

Research development feasibility and Market consultation

'omgevingsdialoog' (dialogue with residents)

Council proposal: Ontwikkeldkader EKP-terrein januari 2019

Selection phase

Application tender December 2018

- Selection based on experience, projects, complexity

Final selection result January 2019

- 3 parties selected

Dialogue phase

Invitation for participation dialogues January 2019

Kick-off January 2019

Dialogues rounds February – June 2019

- Dialogue 1: Dialogue with residents (Feb – March 2019)
 - o Agenda proposal
 - o Joint dialogue with local residents
 - o Official report
 - o Reaction on official report
 - o Adjusted official report
 - o Signed official report

- Dialogue 2: Mobility (Feb – March 2019)
 - o Agenda proposal
 - o Send items to be discussed
 - o Dialogue
 - o Official report
 - o Reaction on official report
 - o Adjusted official report
 - o Signed official report
- Dialogue 3: Milieu, nuisance, and sustainability (Feb – April 2019)
 - o Agenda proposal
 - o Send items to be discussed
 - o Dialogue
 - o Official report
 - o Reaction on official report
 - o Adjusted official report
 - o Signed official report
- Dialogue 4: Agreement, land purchase conditions (March – April 2019)
 - o Agenda proposal
 - o Send items to be discussed
 - o Dialogue
 - o Official report
 - o Reaction on official report
 - o Adjusted official report
 - o Signed official report
- Dialogue 5: Planning (April 2019)
- Dialogue 6: Planning (June 2019)

Award phase

Application tender September 2019

Result and Winner of tender, end of 2019

Contract phase

Koop-/Ontwikkelovereenkomst januari 2020

Ruimtelijk en functioneel kader en BKP EKP-Noord December 2020

Elaboration urban redevelopment plan SDK

Construction phase

Wabo (Wet algemene bepalingen omgevingsrecht), zoning plan: begin 2023

Start construction phase 1 2023

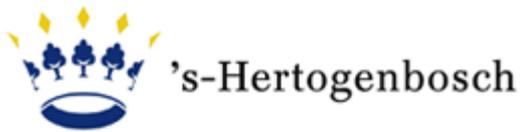
Sale of houses in first half 2024

Start construction phase 2 2024

Start construction phase 3 2026

Development EKP-terrein Noord complete 2028

4.2.2.4 Stakeholders



Gemeente 's-Hertogenbosch - Municipality



SDK Vastgoed - real estate developer



NS – Dutch railway



PostNL – Dutch Postal company

4.2.2.5 Municipal policy on sustainability ambitions

General policy on sustainability ambitions is written down in four documents on different scale levels starting with a high overview and zooming in to concrete goals for the EKP itself. The levels are: *Omgevingsvisie Koersdocument*, *Gebiedsvisie 's-Hertogenbosch*, *Sustainability ambitions EKP*, and at last *Sustainability ambitions EKP as awarding criteria*.

Omgevingsvisie Koersdocument or Environmental vision

Starting with the *Omgevingsvisie Koersdocument* which describes a long-term strategy that focuses on a healthy, inclusive, attractive and meaningful physical living environment. In this strategy it is about the coherence between, living, economy, space, water, milieu, health, nature, landscape, mobility, infrastructure and cultural heritage. This strategy has several themes on municipal level (Gemeente 's-Hertogenbosch, 2022):

- Urbanization challenge
- Meeting
- Smart, sustainable, and safe accessible
- Green and climate proof
- Energy neutral in 2045
- Leading data city (economical)
- Culture city of the south

Next to these themes, the municipality wants to strive for mixed, healthy and safe neighbourhoods with a good level of facilities. New dwellings can contribute to diversity, quality and future-proof environment. The new neighbourhoods must be completely sustainable: CO2 and energy neutral, circular, and climate proof, more greenery, less car traffic, and more sustainable mobility.

Gebiedsvisie 's-Hertogenbosch or Urban area vision

For the urban area vision of 's-Hertogenbosch the *'Ontwikkelrichtingen en aanpak Programma Spoorzone'* (Gemeente 's-Hertogenbosch, 2019b) has been written in which the point of direction for development and a program approach is elaborated. In this document the following points are mentioned:

- Urban program: a mix of functions for a living- and working area for knowledge workers, students and small households with low car-dependency.
- High level quality of public space: focus on staying, meeting and greenery.
- Optimal accessibility with public transport and slow traffic, a sufficient accessibility for motorized traffic of existing functions: development of station and innovative parking solutions.
- Repurposing and restoration of industrial heritage in coherently urban context.
- Offer space for innovative and experiments: develop projects of the program 'Slimme Buitenruimte'.
- Sustainable area development, by making an area focused plan for energy transition for the Spoorzone and explore the opportunities for circular economy.
- Explore the opportunities to contribute for the goals of project 'Natuur in de stad' by focusing on area design management.

Sustainability ambitions EKP

Sustainability ambitions for EKP have a main starting point for the development of EKP-terrein Noord, which is to transform the area into a high quality and lively urban area that contributes to the overall development of the Bossche Spoorzone (Gemeente 's-Hertogenbosch, 2020a). The EKP-terrein should act as an outward expression for the city and entrance to the city. This location gives opportunities for condensing program so that more people can live, work, meet and travel close to a station area. Condensing also offers chances for environmental aspects, like sustainability, energy and noise, and mobility. In this document the municipality mentions four pillars for sustainability separately:

- *A healthy, green and climate adaptive municipality.*
- *CO₂-neutral municipality.*
- *Value retention of raw materials.*
- *Sustainable mobility.*

Healthy, green and climate adaptive

The fundament for a good environment focuses on nuisance, external safety, and wind nuisance. To prevent heat stress more greenery and increasing of biodiversity (ecological and nature inclusive construction) should contribute to a pleasant living environment. At last, this development stimulates the climate adaptiveness of 's-Hertogenbosch.

CO₂-neutral

The ambition is to construct and develop a gas-free and energy-neutral buildings on area level. That means that the generation and use of warmth and energy for the whole area must be self-sufficient. By designing smart and energetic effectively the BENG-scores must be achieved on building level. The generation of energy is done by a WKO (heat-cold storage) and aquathermal energy of the Dieze river. Also, the use of a smart grid system, energy network that combines supply and demand has to be integrated in the area. At last, in the elaboration phase attention must be paid to future technical developments and further integration.

Value retention of raw materials

Waste must be reduced and reuse of materials must be applied as much as possible by using existing buildings, reusing demolition materials and working carefully. By selecting materials and installations systems the focus is on quality requirements and maintenance.

Sustainable mobility

The last pillar focuses on smart mobility. The innovative character for finding future-proof solutions focuses on monitoring and maintaining good service. Implementing a process for accessibility, communication and activating users is essential. This is done by the following starting points:

- High quality public space
- Mobility hub
- Alignment to the environment
- Zero emission
- Accessible and market conform
- Trustworthy
- Proactive and flexible

Awarding criteria of sustainability ambitions EKP

Then, these *sustainability ambitions for EKP* have been translated into the awarding criteria for the tender for the development of EKP-terrein Noord (Gemeente 's-Hertogenbosch, 2019a). The awarding is done via points awarded according to the table below.

Awarding criteria	Points
Quality	50
Price	40
Process	10
Total	100

Table 10: awarding criteria (Gemeente 's-Hertogenbosch, 2019a)

The awarding criterium 'quality' consists of two parts: *requirements* and *wishes*. The requirements is the minimum criteria for which the tenderer has to comply in order to participate. Tenderers can score point for the part *wishes*, and the tenderer with most points wins.

Requirements

Program	Category	Specification
	Program for dwellings	25% social rent or owner-occupied
		15% middle-high rent or owner-occupied
	Student housing	
	Non-residential functions	Business activities
		Retail
		Catering
		Hotel
		Art academy
Spatial quality		
	Urbanism and architecture	Max building height 60 m
	Public space	Connecting to the Dieze
Mobility	Remain slow traffic	
	Comply to the parking norms	
Environmental and sustainability		Energy neutral at area level
		BENG 2= 0% at building level
		BENG 3= 100% at area level
		Gas free; no gas connection
		Rain- and waste water must be delivered separately
		Realize water storage norm in the area
		Noise pollution

Table 11: Requirements for awarding criteria EKP (Gemeente 's-Hertogenbosch, 2019a)

Wishes

Concept		
	One integral vision	Cultural and economic
		Sustainability and innovation
		Use of location quality
		Nature
		Employment opportunities
		Fitting in unique character of Bossche Spoorzone
	Encompassing vision with all themes	
Program		
- Mix	Diverse program mix	Strengthen the liveliness and social safety
		Mix of dwellings
		Mix of non-residential functions
		Art academy
	Emphasis on liveliness and safety along important walking routes	
- Housing program	Mixed urban housing program	Added value for Bossche housing market and Spoorzone
		Emphasis on not only one-, two-person household
- Art academy	Use of Art academy of 5000 m ² , with added non-residential functions	
Spatial quality		
- Urbanism (appearance)	Unique and quirky character of Spoorzone	
	Image shaping entrance for the city	
	Entrance function with use of the Dieze	
	Parking has to be solved indoor	
	Visible relation with Grasso complex and the Dieze bank	
	High quality of coherence in public space and buildings	
	Linking to existing routes and line-of-sight	
	Human dimension for public space	
- Urbanism (compact urban environment)	Efficient use of space and double use (roofs)	
	Spatial integration: Mass, heights, scale, urban particle size	
	Alignment between clients' wishes and physical context of the environment	

- Urbanism (work-living environment)	Pleasant work-living environment	
	Emphasis on plinths for quality and safety	
	Focus on public space of new real estate	
	Main entrance is on ground level	
	No unattractive building sides	
- Architecture	High quality public space and use of material	
	Coherent image quality	
	Emphasis on green character	
- Public space (quality)	Use and stay friendly for residents and visitors	
	High quality for stay, meeting, greenery and biodiversity	
	Coherent image quality for public space	
	Attractive public spaces for stay	
	Walking routes with connections to the surroundings	
	Strengthening of water experience of the Dieze	
	Visible and functional space related to the Dieze	
	Connecting inspiration document 'Zuid-Willemspark'	
- Public space (greenery and smart space)	Emphasis on green character of public space	
	Connecting to greenery of the surroundings	
	Presence of technological facilities	
Mobility	Smart mobility	
	Supporting public transport	
	Limit car use	
	Facilities for charging electric vehicles and bikes	
	Smart solutions for visitor parking	
	Waling and cycling is primarily visible in design	
Environment and sustainability		
- Energy	Area focused approach for lower energy use, savings and generation	
	Energy neutral at building level	
- Living- and work climate	Develop an acceptable work and living climate for nuisance without hinder interests of current functions	
	Reduce the nuisance of vibrations	
	Create a safe environment taking air pollution into account	
- Climate adaptation	Deal with consequences of climate change, like heat stress and flooding	
	Visible experience of greenery and water	

- Flora and fauna	Increase biodiversity by nature-inclusive constructing	
- Circular economy	Raw materials and products have to be reused for development	

Table 12: Wishes for awarding criteria EKP (Gemeente 's-Hertogenbosch, 2019a)

Points evaluation for quality

The evaluation committee evaluates the plans and design integrally based on quality with one single grade, between 1 and 10. The total with the highest grade is maximum 50 points awarded. The tenderer with the lowest score will receive the fewest points. The tenderers' grades are related to the highest tenderer's grade. The point rating is rounded to two decimal places.

The points are awarded accordingly:

$$points = \frac{Grade\ of\ tenderer}{Grade\ of\ highest\ tenderer} \times 50\ points$$

Points evaluation for price

The awarding criteria for price is set out in requirements (must-meets), wishes (earned points), and the awarded points for how the price is calculated.

Awarding the winner

The tenderer with the highest grade wins, based on quality, price and points as shown in table 10

4.2.2.6 In case analysis

For the in-case analysis, two key stakeholders have interviewed using semi-structured interviews. The interviewees consist of one participant of the municipality, a project leader, involved in all negotiations and phases, included the one regarding sustainability ambitions. The other participant is the real estate developer of the market party, also involved in all negotiations.

Interviews

The interviews is conducted with questions about the partner selection method regarding negotiations (strategies), sustainability ambitions, collaboration, criteria, key stakeholders involved, choices been made, and phases. The interview questions and outcomes can be found in the appendices. All the information is then chronologically put in a process map that describes how the total partner selection process went, from policy towards plan. This process map has been validated by the project leader of the municipality who was lead the whole process.

Questions

In the figures below the questions are visualized per phase.

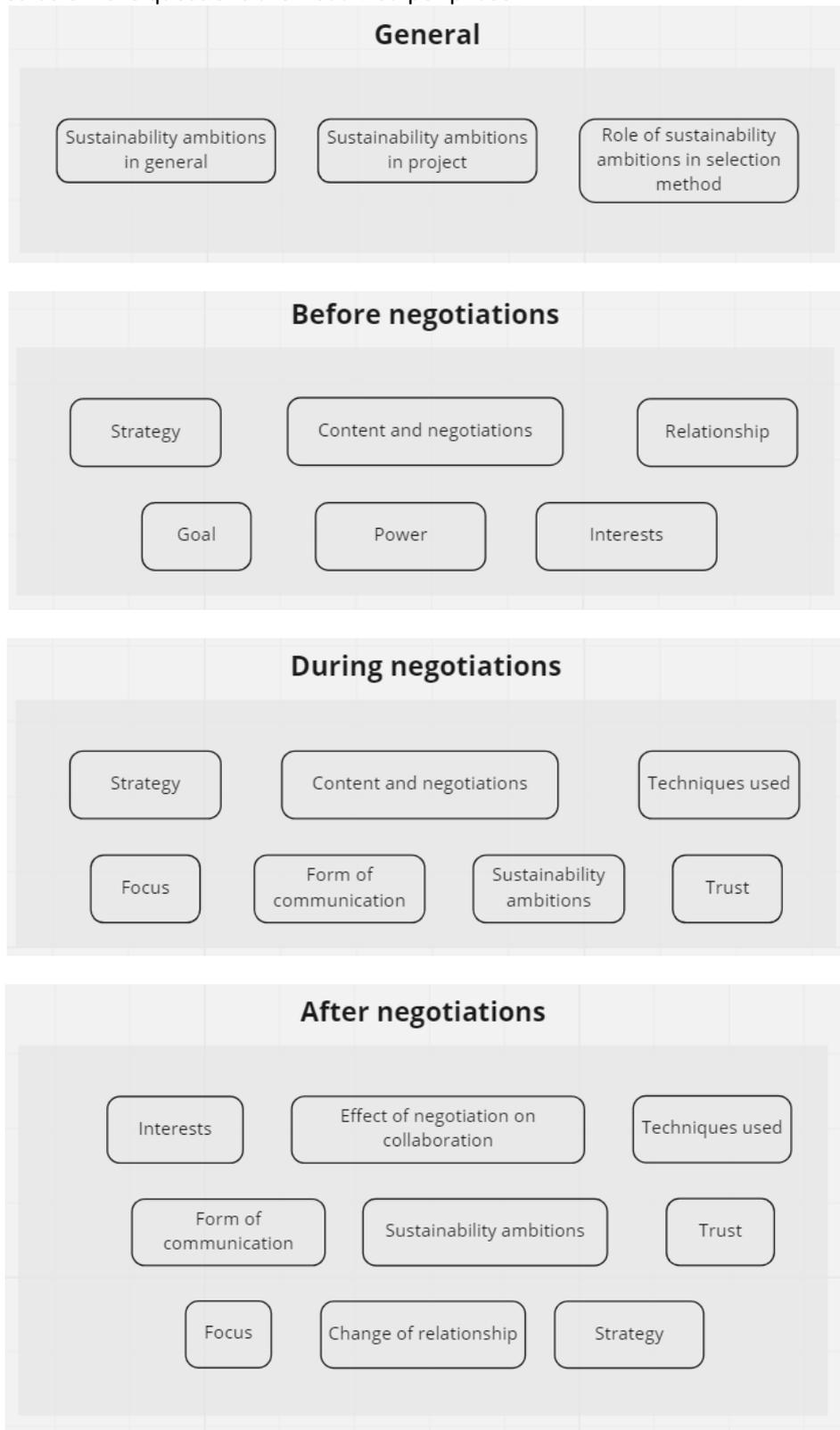


Figure 27: Visualisation of questions for interviews (own table)

Analysis interview

Based on the interviews a process map has been drawn chronologically that describes how the total process of partner selection method went, from policy towards plan. Thereafter the process map has been validated with the project leader of the municipality who has lead the whole process. The process map consists of several phases. Each phase will be elaborated on.

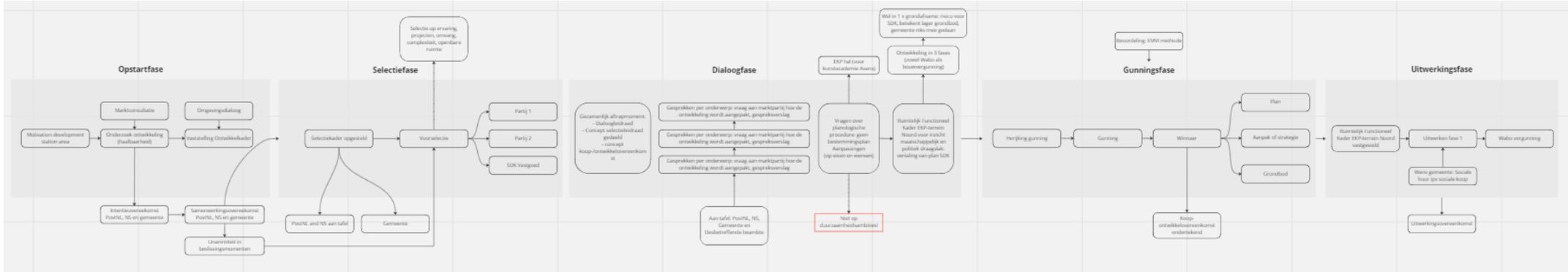
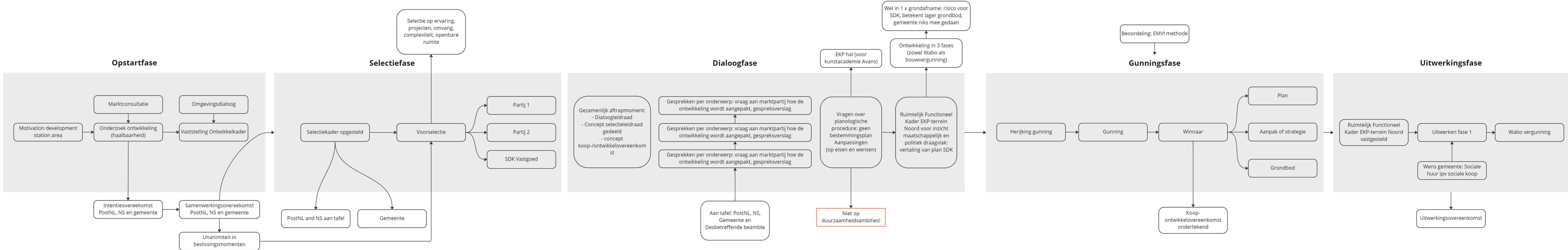


Figure 28: Process map of EKP-terrein (own figure)



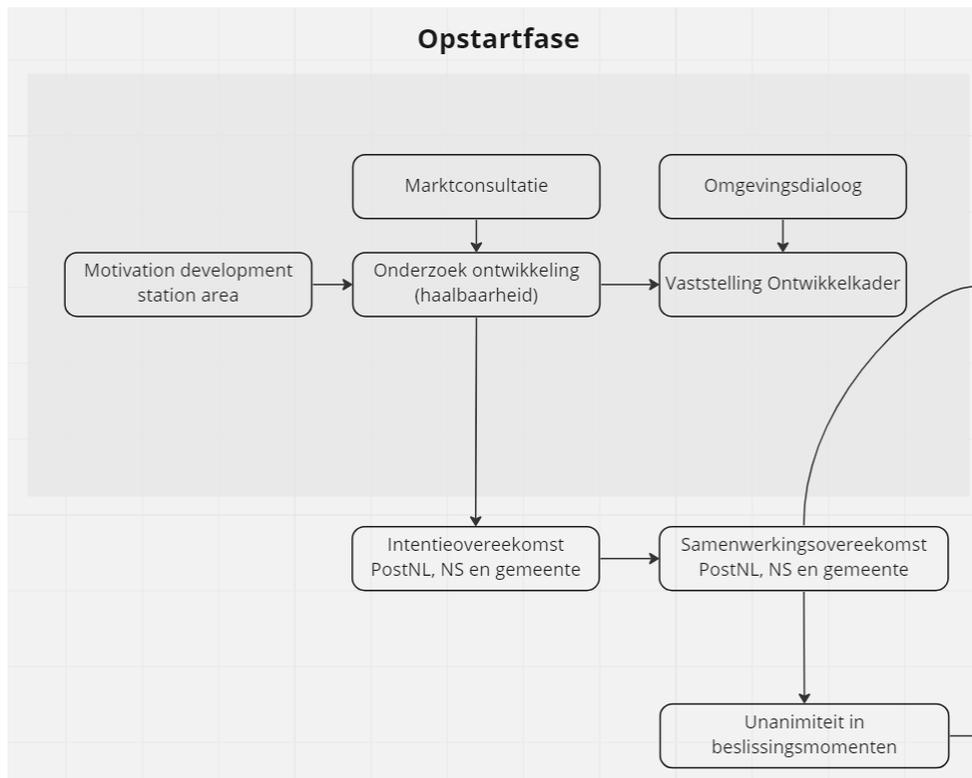


Figure 29: Starting phase (own figure)

The first phase starts with motivation for the development of the whole Spoorzone in 's-Hertogenbosch. The municipality had conversations with land owners PostNL and NS who want to develop the area for a long time. Moreover, the municipality designed policy as motivation for this development. Together with a market consultation and feasibility study some first plans are made for this development. In order to collaborate with the land owners, an agreement has been signed that resulted in a collaboration agreement. In this agreement all parties discussed how the process of plan design, selecting a partner and all different interests are incorporated will be organized. For the decisions about the preselection and final selection an unanimous approval of all parties is needed. The main interest of PostNL and NS was to sell their land and properties to earn money. The municipality has societal interest in the form of support of residents, sustainability ambitions, and other ambitions stated in the policy documents. The residential support is managed by having a dialogue with the residents. Finally, this comes together in the 'Vaststelling Ontwikkeldkader' which is approved by the municipal council.

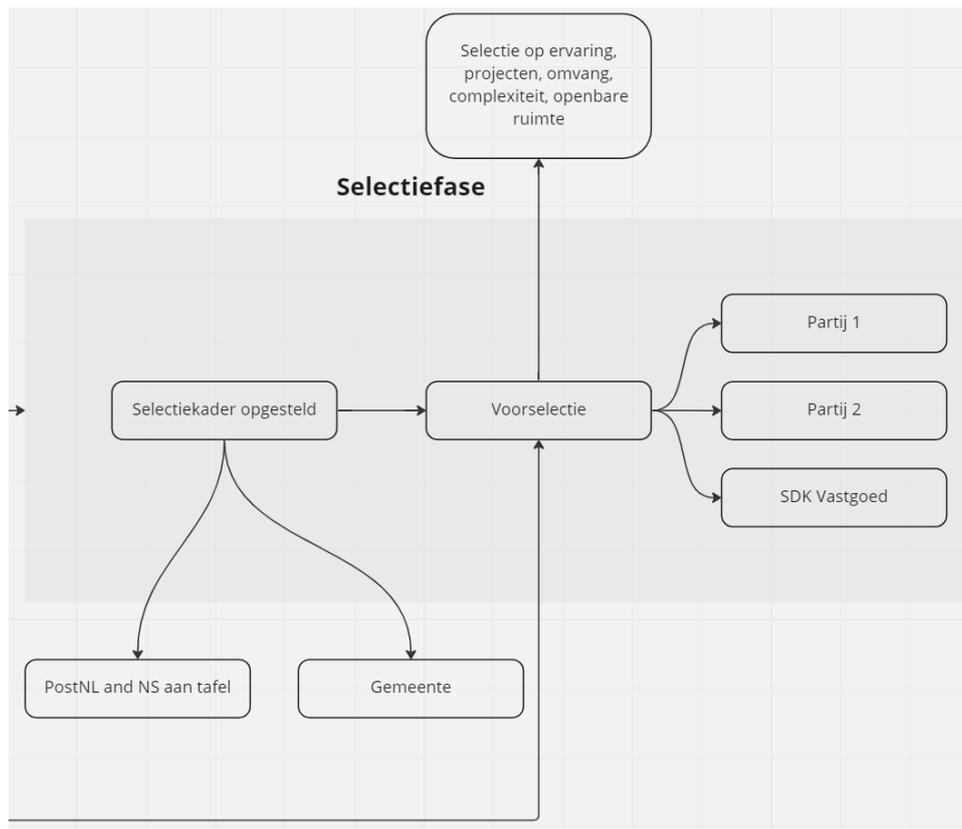


Figure 30: Selection phase (own figure)

From the 'Vaststelling Ontwikkeldkader' a selection framework has been set up from policy and approval of PostNL, NS and the municipality. In this document some requirements, ideas and ambitions are written down as input for the preselection. In the preselection the following aspects were assessed:

- Experience,
- Reference projects,
- Size,
- Complexity,
- Public space.

From this preselection only three real estate developers were selected for the next phase.

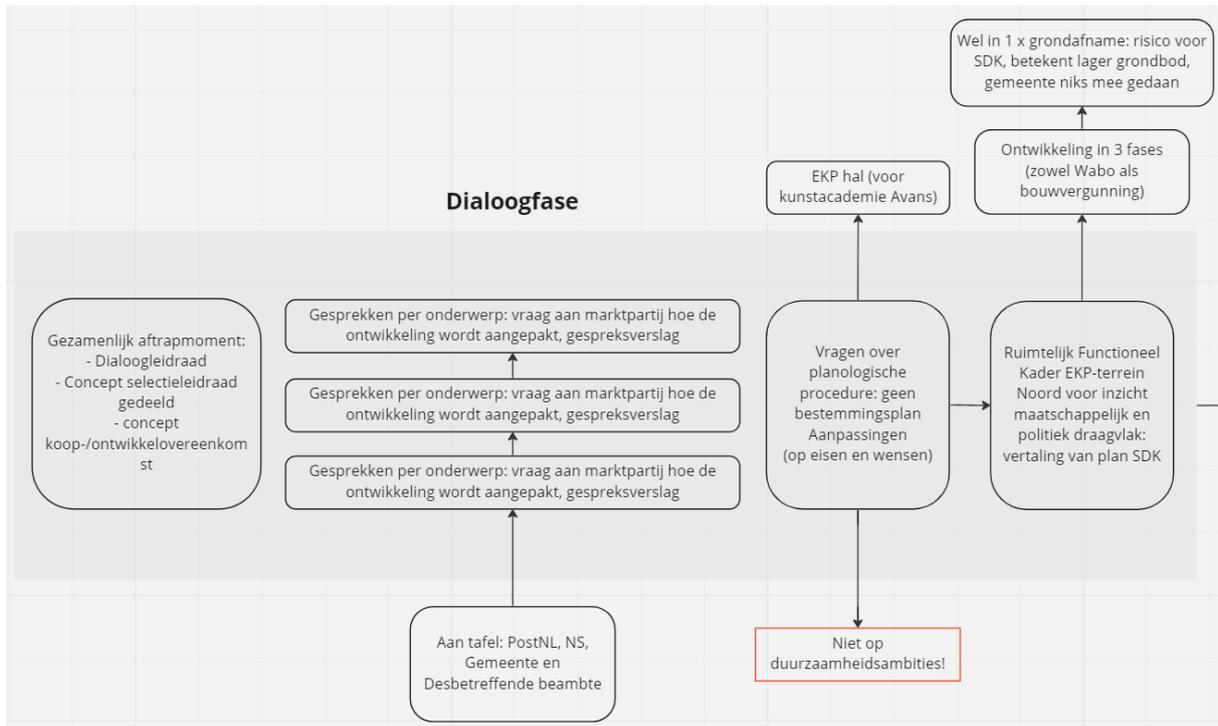


Figure 31: Dialogue phase (own figure)

The third phase is the dialogue phase. The three real estate developers of the preselection attended the joint kick off in which the idea of the assignment, together with supporting documents is elaborated. These documents contain:

- A guideline for the dialogues
- A concept version of the award criteria (with requirements and wishes)
- An agreement for buy-and development

Then the dialogues or negotiations were held, per developer, per theme or subject. In total six sessions were held. For each theme a relevant advisor of public and or private side was present, so questions can be answered specifically. At last, these negotiations were summarized and signed by all parties as reference work for the (legal) process. After these sessions there were some questions about the planning procedure and the land use plan for the EKP hall, which resulted in no changes for the sustainability ambitions, requirements or wishes. However, the land use plan for the EKP hall was finally changed due to private request. This change points from the negotiations were taken in the new 'Ruimtelijk functioneel kader EKP-terrein noord' for a check of societal and political support. This document is the basis for the final plan (of SDK vastgoed), and states that the development will happen in three phases with a single land purchase by SDK. This resulted in a lower land bid, since this is also a risk for the developer despite the warning of SDK during the negotiations.

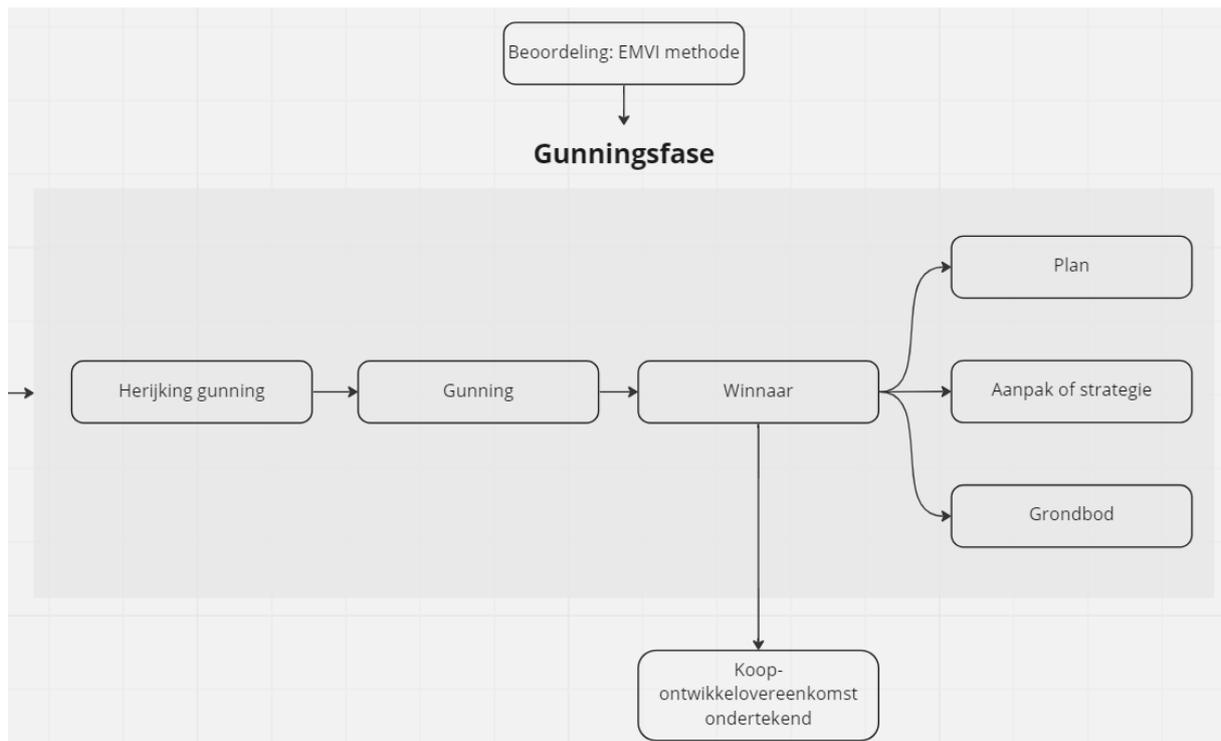


Figure 32: Award phase (own figure)

The fourth phase, the award phase, start with the adjustments in the criteria and wishes for the development. The application starts in begin of September and the winner is known at the end of September, and is assessed by the EMVI method. This method focuses on the combination of price and quality (and process or strategy, in this case). Finally SDK wins this tender and signed the buy and develop agreement.

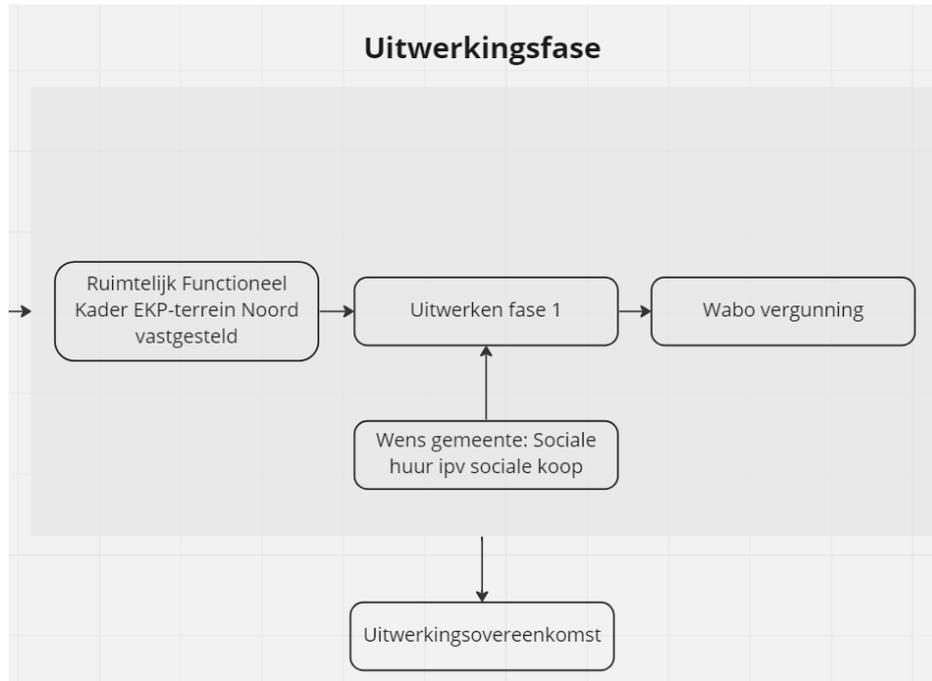


Figure 33: Elaborating phase (own figure)

At last, the elaboration phase is a combination of the contract phase and construction phase, as mentioned in the planning. After the buy- and development agreement the 'Ruimtelijk en functioneel kader' and 'BKP or beeldkwaliteitsplan' is assessed and approved by the municipal council. During the elaboration the municipality had an additional wish for the social housing to change the buy into rent dwellings, which is taken into the plan development. Finally, the 'WABO vergunning' or environmental permit is approved so construction for phase 1 is allowed to start in 2023.

Process map analysis

In the next step the phases in which negotiations take place and moments that lead to negotiation will be analysed according to the following questions:

- *Who was involved in the negotiations? (related to selection criteria)?*
- *When did the negotiations take place? (moments or moments that lead to negotiation)?*
- *What was the negotiation about? (content and process)*
- *How did they negotiate? (strategy and approach)*

Relevant moments for negotiations will be elaborated in this section with the questions. After that a further analysis is made about elements that relate to the collaboration in general and an analysis of the reflection of the interviewees.

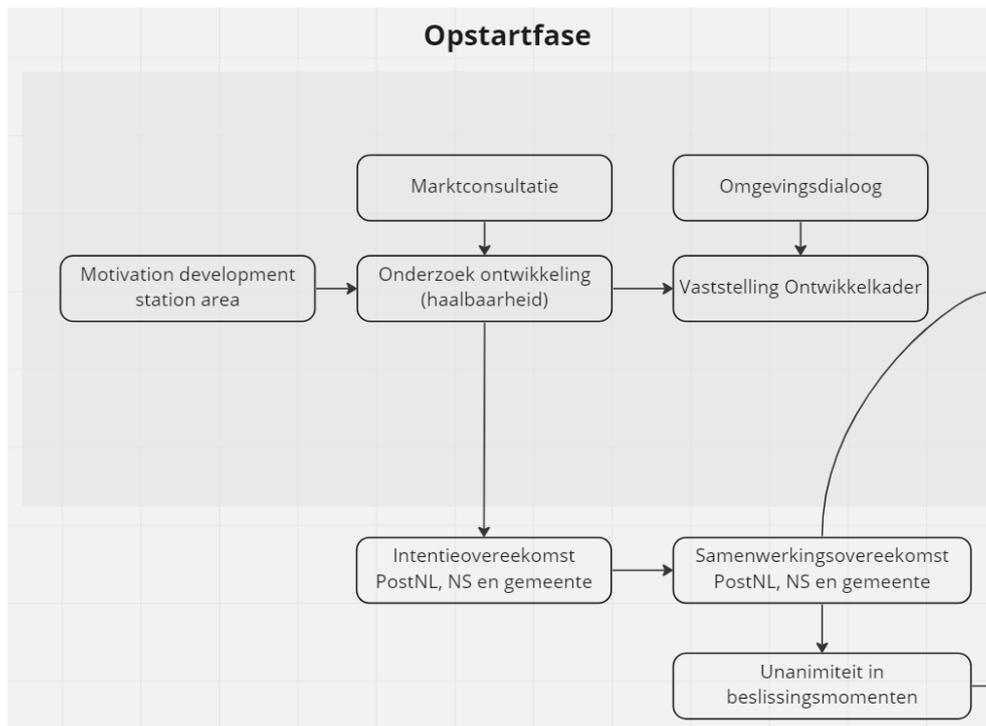


Figure 34: Starting phase (own figure)

The first phase in which negotiations take place is the starting phase.

- *Who was involved in the negotiations?*

In this phase the municipality negotiated with market parties for feasibility, residents and land owners towards the 'Vaststelling Ontwikkeldkader' and the collaboration agreement.

- *When did the negotiations take place?*

Actually there are three moments that lead to two documents/agreements. The market consultation and dialogues with residents lead to the 'Vaststelling Ontwikkeldkader' and the negotiations with the land owners lead to the collaboration agreement.

- *What was the negotiation about?*

The market consultation is about the feasibility of the project, and so about the content. Here, a check is done for the feasibility of the incorporation of the sustainability ambitions that are set. Tough, this is done on global scale towards a first approval of the municipal council. Secondly, a dialogue with the residents is held for information exchange, questions, and support for the process and plan idea of the municipality, PostNL and NS. The negotiations for the collaboration agreement was about the incorporation of the interests of all parties into a selection method, with assessment towards a plan. The interests of the land owners is translated into the scale for awarding points, the role for the land owners during the negotiations and the approval moments.

- *How did they negotiate?*

The goal of the municipality was to find out if the idea for the plan was feasible. For this, they negotiated with the land owners and residents. The strategy they had for this was approaching those parties and being open about their ideas for the plan and what the process would look like. With cooperation of all parties the next step can be taken in the selection process.

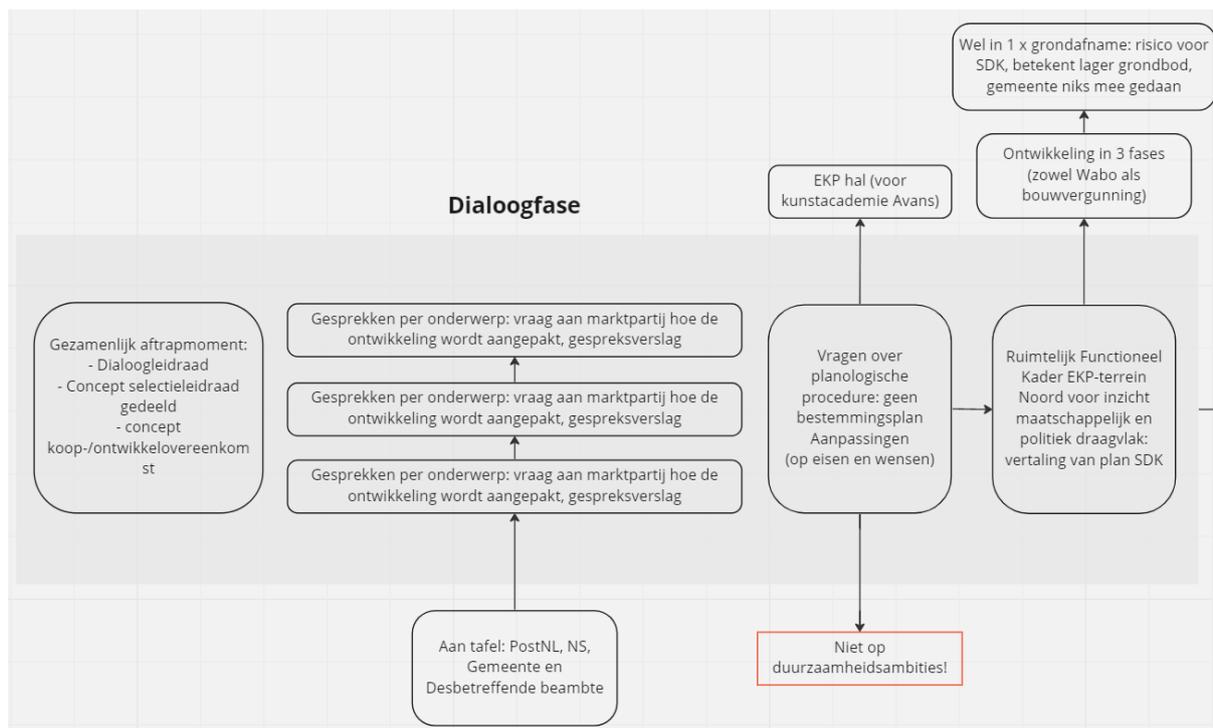


Figure 35: Dialogue phase (own figure)

The second phase that contains negotiation sessions is the dialogue phase.

- *Who was involved in the negotiations?*

Here, multiple sessions took place in which five themes in six sessions were discussed. These sessions were structured per real estate developer with the municipality, PostNL and NS included. This was separated because of the competition between the private parties for the tender. For each session or theme a relevant advisor of the developers was free to join. The municipality had their own advisor to be able to fully answer the questions of the real estate developers.

- *When did the negotiations take place?*

As mentioned, there were six sessions per real estate developer about five different themes. So, in total there were eighteen that lead to an adjustment for the EKP hal.

- *What was the negotiation about?*

The sessions had the following themes: Dialogue with residents, Mobility, Milieu, nuisance and sustainability, Agreement, land purchase conditions, and planning. Since the municipality had already conducted a market consultation, feasibility study and a residential dialogue a guideline had been set up for the sessions with the market parties. So, there was little room for content related changes and also for the process. These sessions were mainly for the market parties to answer their questions and making clear what the idea of the municipality was about the plan.

- *How did they negotiate?*

The focus was cooperative between the municipality and the developers and so the strategy of both was being transparent, clear and what could be issues in the process. The municipality was reasonable and transparent about the guideline, requirements and wishes for what was suitable within the framework. So, on one hand the form of negotiating is cooperative with open communication at the beginning. While, on the other hand the form of negotiation or collaboration changes towards a more competitive character. Satisfying own interests by not changing the guideline or requirements and present the best plan included a price.

Analysis Miro

In this part an analysis made about surprising elements that came above, after the process map has been made. Two analyses will be elaborated on: important aspects during the collaboration that relate to selection criteria, and the approach of the negotiations and collaboration that relate to selection criteria and strategy.

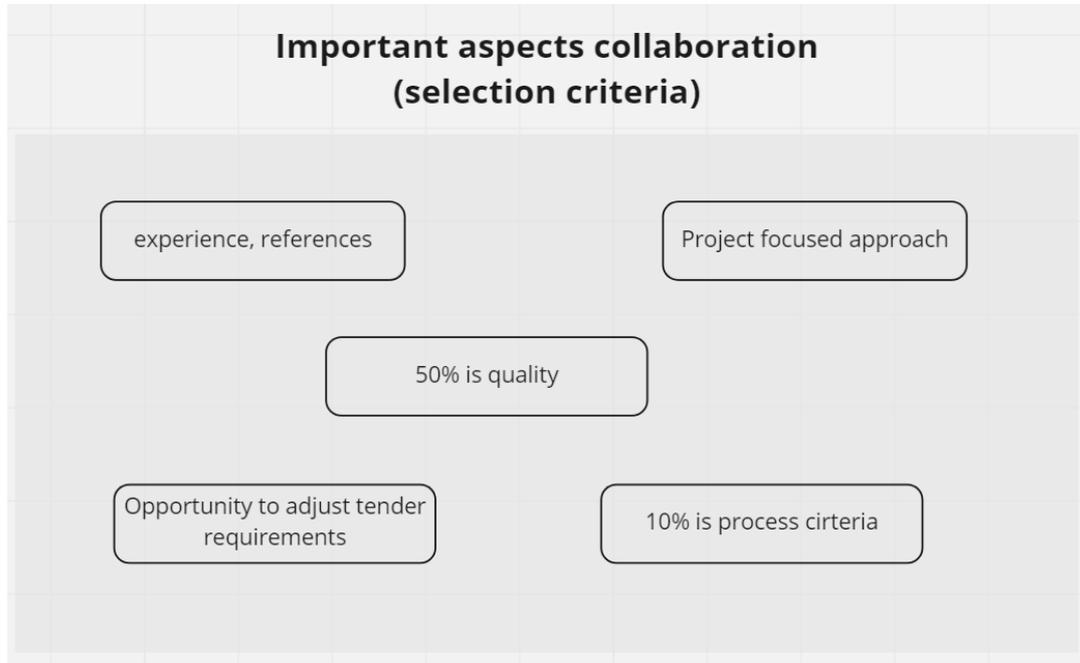


Figure 36: Analysis collaboration (own figure)

During the interviews there were some elements that came forward in the collaboration. The elements are:

- Experience and references,
- Project focused approach,
- 50% is quality,
- 10% of the criteria is for process,
- Opportunity to adjust tender requirements.

These five elements refer to how the awarding criteria is assessed and the process towards the assessment. For this selection method the goals or targets are clearly stated before the project and selection starts, so the approach is project focused in which experience and references are most important to prove the capability as real estate developer. Also, 10% of the criteria is assigned to process that indicated the importance of that aspect. However, 50% of the criteria is for quality that emphasizes the interest of the municipality towards sustainable ambitions. At last, in the process there is opportunity to change the awarding criteria, however, the focus is more on answering questions from private parties than actually changed regarding sustainability ambitions. These elements relate to the requirements for this selection method and could be taken into account for the selection criteria.

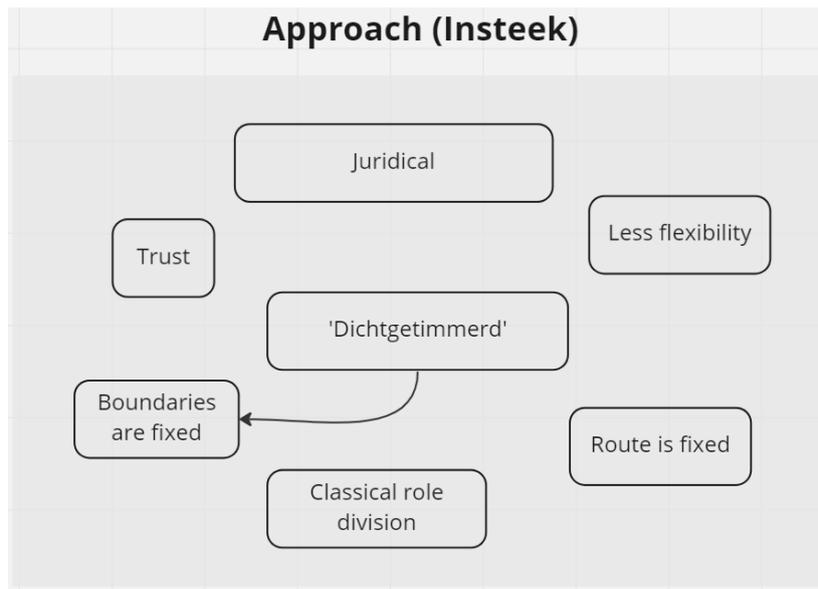


Figure 37: Analysis collaboration (own figure)

In this approach the following elements describe the collaboration and how this influences the process of working together towards a result, and incorporating sustainability ambitions:

- Juridical or legal focus,
- Less flexibility,
- Trust,
- Boundaries are fixed/'dichtgetimmerd'
- The route is fixed
- Classical role division

These elements relate to the requirements for the collaboration in selection method and could be taken into account for the selection criteria.

Reflection

At the end of the interview both parties have been asked to reflect on the process and selection method. Additional to the reflection the question was what would do differently.

Municipality

The negotiation and dialogue took a lot of time and capacity of man hours, but it did pay off in terms of (sustainable) quality. The aldermen were very enthusiastic about the result, but we don't have enough capacity to do this for every project with this level of complexity.

Real estate developer

For us it was not an issue to invest the amount of money for the plan design for the tender, but for losing parties this is lost money. Besides, we had some question marks with the way the municipality organized the concept guideline of the award criteria, which did not change that much after the dialogues phase. We thought the idea was to change and improve the guideline which also affected our plan and would result in investing more time. So, all dialogues had the goal to get things clear instead of improving the awarding criteria, that results in less flexibility for us and so the plan.

Lessons learned

- *Who was involved in the negotiations?*

Key stakeholders (municipality, real estate developer, relevant advisors, PostNL and NS) must be involved. For the dialogue with residents they should be involved in the starting phase for local support. Experience and references are most important during the selection since the assignment of this method is project focussed, which can be seen in the division of award points..

- *When did the negotiations take place?*

In the starting phase and dialogue phase.

- *What was the negotiation about?*

In the starting phase the focus is on designing a guideline for the dialogue phase. However, in the starting phase there is no real estate developer involved.

In the dialogue phase multiple sessions were held per theme with the involved parties. In these sessions there was little room for content related adjustments. Moreover, the process or route is already known since requirements and goals are set. This barely gives room for changes, even during the elaboration phase. So the *what* and *how* are both set.

- *How did they negotiate?*

The strategy of the municipality was open and transparent: sharing information and what was possible within the guideline framework for the tender. The real estate developer was also open and discussed the challenges. Outcomes that are relevant for other real estate developers is openly shared. However, the guideline or requirements are barely changed. So, on one hand the form of negotiating is cooperative, while on the other hand the form of negotiation or collaboration is competitive. Own interests are satisfied by the municipality and the real estate developer with presenting a plan with a feasible bid.

4.3 Cross-case analysis

In this part an analysis is conducted between the two cases. Thereafter a conclusion can be made for the next step: expert panel. The analysis consists of a comparison about similarities and differences of both selection methods, the questions and the reflection.

4.3.1 Similarities

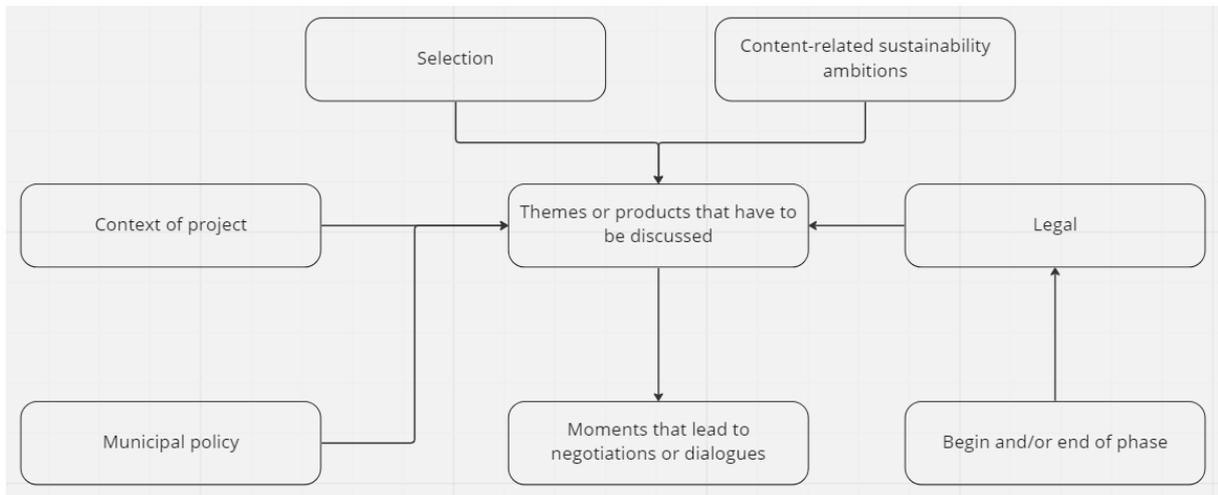


Figure 38: similarities between both selection methods (own figure)

When looking at both selection methods there are similarities, described in the figure above. Starting in the middle, both methods have structured the negotiations per theme or product in the dialogue phase with relevant advisors. Downwards, those sessions are moments that lead to other negotiations or dialogues. On the left side the selection methods start with (sustainability) ambitions written down in policy that is the motivation for the start and determines the themes or products discussed. The physical context of both projects is located at the border of the city centre, in a station area, with different infrastructure that create complex situation for development and in its turn determine which themes are relevant. In both situations the municipality has (partly) land owner and can therefore use a partner selection method that fits best in their vision. The sustainability ambitions will be incorporated in the requirements or framework and so influence the themes and or products discussed. At last, the themes and products discussed are written down in agreements and parties are therefore legally bound, which is established in the begin or end of a phase.

4.3.2 Differences

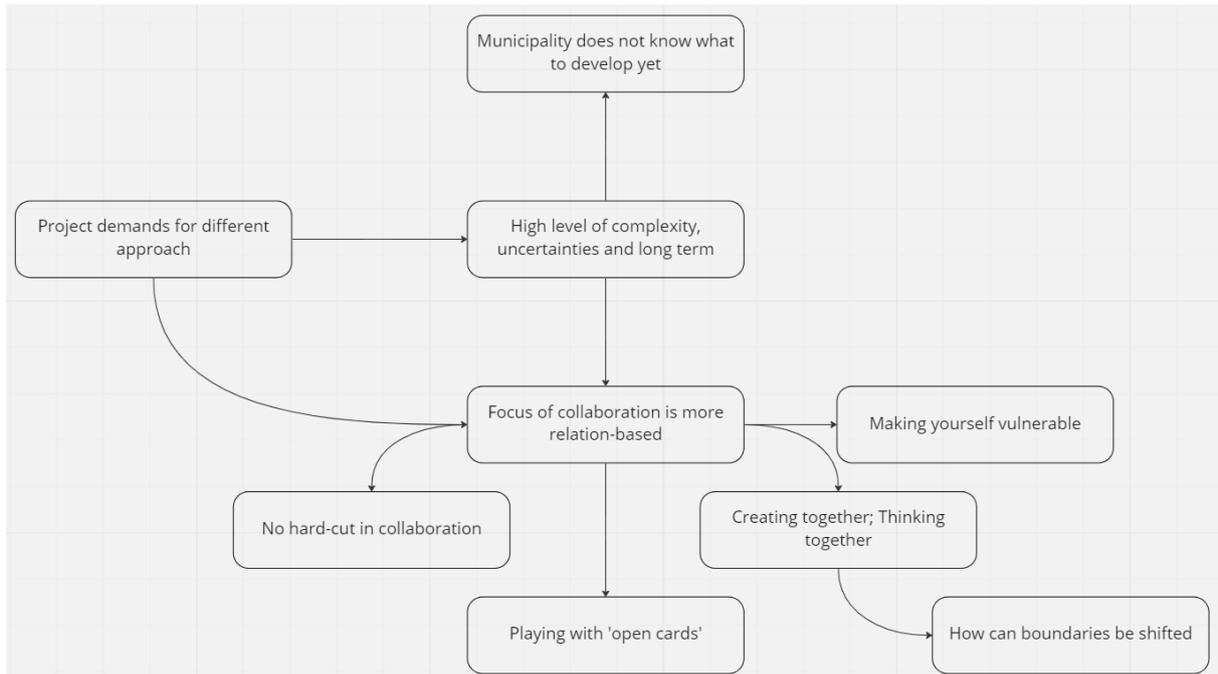


Figure 39: difference between selection methods (own figure)

The difference between the two methods comes forward in several ways, starting with the context of the possibilities that the place has: high level of complexity with uncertainties and a long term vision. In comparison to EKP-Noord, there the municipality an idea what to do with the area and the land owners already wanted to move. In Maasterras this was uncertain since Woonkracht 10 did not have a plan to move, and so did not know what and how to develop the area. This led to different form of involving a real estate developer, and so a different collaboration which is relation based. For this collaboration and project a different approach is needed, so the partner selection method is chosen. This method makes no distinction in phases when the developer is chosen; no hard cut. In the dialogue and elaboration phase the aspects of playing with open card, creating together; thinking together makes it possible to deal with time and uncertainties that comes with it. With this mindset and these variables opportunities can be created by shifting boundaries in which the sustainability ambitions are kept within reach. However, this collaboration can only be achieved by fully trust each other and therefore parties have to make themselves vulnerable, which can be scary and also uncertain.

4.3.4 Comparison both selection methods

Partner selection		Tender	
General	Every subject is negotiable	General	Subjects are divided
Subjects discussed	Contracts and agreements	Subjects discussed	Contracts and agreements
	Content related subjects		Selection framework (without real estate developer)
	Financial products		Selected subjects (with expert)
	Technical products		
	Design products		
Discussed seperately	No, integrally	Discussed seperately	Yes
Moments	Middle of dialogue phase & end of phase	Moments	Middle of dialogue phase & end of phase

Figure 40: Comparison of negotiation characteristics (own figure)

Concluded, the selection methods have similarities and differences. However, both methods are fundamentally too different to improve the methods as one. Therefore, the selection methods will be improved separately in order to be specifically.

Comparison negotiations between the cases

	Maasterras	EKP-Noord
<i>Who was involved in the negotiations?</i>	Key stakeholders (municipality, real estate developer, advisors and Woonkracht 10) must be present. Since open sharing information, mutual trust, shared interest, transparency are key in this method the selection criteria could be improved by selecting on those competencies.	Key stakeholders (municipality, real estate developer, relevant advisors, PostNL and NS) must be involved. For the dialogue with residents they should be involved in the starting phase for local support. Experience and references are most important during the selection since the assignment of this method is project focussed, which can be seen in the division of award points.
<i>When did the negotiations take place?</i>	In the get to know each other phase and dialogue phase	In the starting phase and dialogue phase.
<i>What was the negotiation about?</i>	In the first phase the focus is on getting to know the parties better which is fundamental for the collaboration later on. In here negotiation is about, motivations, vision, collaboration, crisis and risk management, get to know all parties, and references. These are the building blocks for the process later on. In the second phase, the negotiation is about both content and process. In order to reach the goal (<i>what: content</i>) the <i>how</i> (process) is essential. In this complex context an integrally approach provides the sustainability ambitions to be incorporated in an optimal way. Keeping the ambitions within reach over time is the challenge. In this, flexibility is key to secure feasibility.	In the starting phase the focus is on designing a guideline for the dialogue phase. However, in the starting phase there is no estate developer involved. In the dialogue phase multiple sessions were held per theme with the involved parties. In these sessions there was little room for content related adjustments. Moreover, the process or route is already known since requirements and goals are set. This barely gives room for changes, even during the elaboration phase. So the <i>what</i> and <i>how</i> are both set.
<i>How did they negotiate?</i>	In order to incorporate the ambitions an integrally approach for plan development is essential. For this approach an open, transparent, honest, and mutual trust provides room and the environment to be able to come to an optimum in sustainable quality. So the character of negotiation is more integrative.	The strategy of the municipality was open and transparent: sharing information and what was possible within the guideline framework for the tender. The real estate developer were also open and discussed the challenges. Outcomes that are relevant for other real estate developers is openly shared, but requirements and guideline are not changed. So, the character of negotiation is both integrative and distributive.

Table 13: Comparison of negotiation (own table)

Comparison of reflections between the cases

	Maasterras	EKP-Noord
Municipality	<p>Negotiation/dialogue about land use plan and choices that already have been made related to the land use plan.</p> <p>Become transparent earlier in the process: play with open cards.</p> <p>Development team with negotiations per theme, clearly structured early on in the process (financial, urban, landscape, sustainability and energy concepts). The highlight of those sessions should be discussed in the general development team.</p>	<p><i>Due to burn out this part is missing</i></p>
Real estate developer	<p>The negotiation and dialogue took a lot of time and capacity of man hours, but it did pay off in terms of (sustainable) quality. The aldermen were very enthusiastic about the result, but we don't have enough capacity to do this for every project with this level of complexity.</p>	<p>For us it was not an issue to invest the amount of money for the plan design for the tender, but for losing parties this is thrown away. Besides, we had some question marks with the way the municipality organized the concept guideline of the award criteria, which did not change that much after the dialogues phase. We thought the idea was to change and improve the guideline more, but that had also effect on our plan and would result in investing more time. So, all dialogues were more to get things clear instead of improving the awarding criteria, that results in less flexibility for us and so the plan.</p>

Table 14: Comparison reflection of interviewees (own table)

4.4 Expert panel

This chapter focuses on the validation of the found results of all previous chapters. The expert panel consist of professionals within the field of research and are familiar with partner selection methods for urban redevelopment plans. The goal of this expert panel is to validate the data and conclusions of the cross-case analysis. The results of the cross-case analysis led to four statements per selection method that are reviewed by the experts. With this validation a recommendation can be made for the improvement for the negotiation process and incorporation of sustainability ambitions.

4.4.1 Selection of experts

The selection of the experts is based on experience, role and knowledge within the topic of partner selection methods, sustainability ambitions and negotiations. The selection of experts is based on two roles from public side and two of the private side

Name	Organisation	Role
X	Kondor Wessels Vastgoed	Real estate developer
X	Kondor Wessels Vastgoed	Real estate developer
X	Municipality Utrecht	Senior consultant circular construction
X	Interim multiple municipalities	Project manager and advisor for municipalities

Table 15: Participants expert panel (own table)

4.4.2 Content and outcomes of expert panel

The experts in this panel are introduced with the goal of this study and their contribution as input for this research. Then, the four statements per selection method (partner selection and tender separately) are introduced for the interviews. The statements have the structure according to the questions of the analysis. After each interview the experts could add input on further recommendations for improvements and bottlenecks for the process. Finally, this helps to give answer the sub question for this study and improve the partner selection methods and the incorporation of sustainability ambitions.

4.4.3 Statements

Partner selection

Statement 1: Key stakeholders (municipality, real estate developer, relevant advisor, and parties with land position) must be capable to be fully transparent and trust each other, early on.

Reasoning statement: In this method both public and private parties have to make decisions together and openly discuss, since open sharing information, mutual trust, shared interest, transparency are key.

Statement 2: Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions.

Reasoning statement: As can be seen in the process map negotiations and moments that lead to a negotiation take place in fixed phases.

Statement 3: Key stakeholders should negotiate about how to keep sustainability ambitions within reach.

Reasoning statement: In the case of Maasterras this was the main question that was stated central during all negotiations, because this was their shared value and interest. This started with first focusing on the building blocks for the collaboration, after which a shared value and interest could be created. In order to achieve 'the what', 'the how' is important.

Statement 4: By looking integrally at the sustainability ambitions, the plan can reach an optimum in sustainable quality.

Reasoning statement: By defining the how (looking integrally), the what (an optimum in sustainable quality) can be achieved. In order to be able to do 'the how', transparency, being open, honest and having mutual trust are selection criteria for this strategy (and so for all parties).

Tender

Statement 1: Only key stakeholders (municipality, real estate developer, relevant advisor, and parties with land position) should be involved in the negotiation process.

Reasoning statement: All relevant stakeholders have interest during all negotiations: municipality, real estate developer, relevant advisors, and parties with land position. However, since interests are resonated in the awarding criteria the question rises if this unnecessary.

Statement 2: In the elaboration phase there should be room for negotiations to tweak the ambitions in the plan.

Reasoning statement: There was a demand for changes of the guideline by the developer. In the elaboration phase the prices of the market can changes and therefore influence the feasibility of the plan. Also, extra wishes of the municipality can be taken into account. So is this truly desirable?

Statement 3: Key stakeholders should negotiate about how to keep sustainability ambitions within reach.

Reasoning statement: The real estate developer indicated that thinking and discussing the ambitions together should help improve the tender, and so finding the best market party for the municipality to develop the ambitions. Also, in this way flexibility is built in that benefits the feasibility.

Statement 4: Key stakeholders should listen to each other during negotiations and do something with the input on how the sustainability ambitions can be incorporated in the urban redevelopment plan.

Reasoning statement: The municipality listened to the developer, but did not change that much in the award criteria. The real estate developer states that listening to each other during negotiations helps to develop a sustainable and feasible urban redevelopment plan. Also, in the theoretical part of this study the integrative type of negotiation describes the focus as searching together for creative solutions and focusing on underlying interests which implies the need for listening to the other. Then the question arises: Would it improve the award criteria and the incorporation of sustainability ambitions if adjustments were made?

Final question: What will be improvements or bottlenecks to incorporate sustainability ambitions and design a feasible urban redevelopment plan?

4.4.4 Outcome expert panel

The review and perspectives of the experts on the statements is conducted via interviews which are the outcomes stated in the tables below. With the different reviews and perspective a comprehensive recommendation can be given for the adjusted partner selection methods. For the review the same structure from the analysis and the statements with the separated selection methods is kept. The first expert is X, senior consultant circular construction of the municipality Utrecht.

- Partner selection	Reaction
Key stakeholders should be fully transparent and trust each other	Agree. That is the goal of this method. No surprises and better collaboration.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions	Yes, at least one session before the selection so the awarding criteria process and starting points are fair.
Negotiation about how to keep sustainability ambitions within reach	Agree, risk management is important. Also how to deal with uncertainties, promises and ambitions.
An integrally approach of sustainability ambitions maximizes quality	Agree, however prevent greenwashing by making sustainability ambitions explicit in agreements.
- Tender method	
All key stakeholders must be involved in all negotiations	Agree. That's reality from practice.
In elaboration phase there must be room for tweaking ambitions	Agree, to an certain level. Maintain same level of net quality integrally, but real estate developer may compensate between sustainability ambitions.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach	Agree. Delay of projects is unwanted due to housing shortage. Finding balance between delay and loss of quality during crises is important.
Key stakeholders should listen to each other and do something with the input for the process	Agree. That happens in dialogue rounds. However, municipality does not change award criteria fundamentally.

Table 16: Reaction statements Municipality Utrecht (own table)

After the questions, this expert had some suggestions for improvement for both methods and some bottlenecks. The first improvements relate to the partner selection method. Agreements should be fixed on paper during the process, which are about the organization of the process of innovation: which elements are fixed, which are ambitions have to be explored further. Making risks explicit and how to dealing with these is essential. The second improvement is the integrally approach of sustainability ambitions which should be beneficial for the sustainable quality, but these ambitions must be made explicit. The improvements for the tender relates to the need of real estate developers for more dialogues between preselection and selection for better understanding and better bid. Also, feedback for small adjustments in guideline for award criteria could be beneficial for real estate developers.

However, there are bottlenecks according to this expert that affect the process of incorporating sustainability ambitions. These relate to uncertainties, risk management and costs. The uncertainties change due to changes in time, like innovations, price, materials, construction costs, energy generation and use, re-use and biobased construction materials. How could this be fixed? By mitigating the factor of time, for example. Prevent the uncertainties of promised agreements in the starting phase in comparison to later no-feasible outcomes. So, the partner selection method is a solution by doing the designing process together and take away the uncertainties. This affects the costs and can also reduce because the process and collaboration is set up differently, in comparison to a tender. An additional benefit of the partner selection method is reducing (half) the costs of the design process for parties that will lose the award/tender. For the municipality it does not cost a lot of money, only man hours. However, jurists and financial people do not appreciate this because of the uncertainties in hard numbers.

The second and third experts are two real estate developers of Kondor Wessels Vastgoed, X and X. Both work at the same company, but have different experiences with different projects and selection methods and contribute therefore to the comprehensiveness of the perspectives and recommendation.

- Partner selection	Reaction
Key stakeholders should be fully transparent and fully trust each other, early on	Agree. Trust provides good collaboration, mutual understanding, and finally projects with high pace. Also, trust reduces the legal aspect of the process and so the focus.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions	Partly agree. You really need to know each other before going into any negotiation. Also, you need to know what has to be emphasized and what is less important in terms of sustainability. So, mutual understanding for the interests is essential for the collaboration.
Negotiation about how to keep sustainability ambitions within reach	Agree, but a lower limit is needed. For the 'how' is room to use different methods and new innovations, unless the general score is a 6,5 for example. Flexibility (between aspects) is beneficial for the total sustainable quality of the plan.
An integrally approach of sustainability ambitions maximizes sustainable quality	Agree. The cohesion of all sustainability ambitions together determines the sustainable quality. Score A influences the outcome for score B and so on; it's all about finding the right balance.
- Tender method	
All key stakeholders must be involved in all negotiations	Partly agree, it can help to involve the owner or investor or the end user, since extra ambitions cost extra money for us. These investments is mainly an advantage for the user or owner, plus the object can be developed more specially for their requirements, and can also be economically attractive. Moreover, mostly there is only room for questions, and so little freedom for making smart solutions with an owner.
In elaboration phase there must be room for tweaking ambitions	Agree. However, it is not needed if the requirements are adjusted to market standards, within the frame of context and time. In addition, it helps the developer to make the project feasible.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach	Agree. Most important is to know what the municipality finds most important, and what less? This works best if the municipality stimulates other ambitions instead of punishing the unachieved ambitions. The flexibility is good to have, and this starts with creating sustainable awareness that is translated in behaviour and the assessment method.
Key stakeholders should listen to each other and do something with the input for the process	Agree, in an ideal world yes. Listening is the starting point for transparency and so trust.

Table 17: Reaction statements Kondor Wessels Vastgoed (own table)

These experts had four improvements for the selection methods. The first is about flexibility which is likely to have, and starts with creating sustainable awareness that is translated in behaviour and during the assessment method. Second, negotiations are useful, if a certain lower limit for a target is set and these are within reach. From that lower limit is good to upgrade to what is possible. Thirdly, when assessing ambitions with numbers, it will not benefit the end use(r), which is not sustainable. Moreover, it is important to focus on the end user: what is beneficial for them and what ambitions are relevant for them? At the end, houses are built for end users, which should be the purpose. At last, what is the balance between costs and sustainable quality? Many extra ambitions are a huge investment, but contribute little to sustainable quality. A solution could be to raise a sustainability fund that upgrades the existing housing stock of a neighbourhood, combined with the development of new buildings in that area. Then, relative huge improvements can be made with is far more effective that contribute more to a sustainable built environment.

The two experts came with two main bottlenecks for both methods in general. The first one is that municipalities and governments define ambitions and targets from different departments, but lack in the integral view and interrelations of ambitions combined. This relates also the feasibility of the business case. There is too little space for real estate developers to develop a feasible business case with smart solutions, room for new innovations, and eventually develop dwellings for people to live in. If you really want to innovate, do not set fixed boundaries with rules and punishments. This relates to making tenders too legally fixed, which also obstructs innovation. At the human side, there is no trust, many lawyers are involved, and loses its human feel and touch. Secondly, real estate developers incorporate extra ambitions that cost them money but do not produce something for developers in return. This should be more in balance, for an owner, municipality and for us. How can this be organized differently?

The last expert of this panel is X who is project manager and advisor for municipalities for many projects. With his experience from different roles a diverse and complete review can be given to the statements.

- Partner selection	Reaction
Key stakeholders should be fully transparent and fully trust each other, early on	In an ideal world yes. Area development is human work, so it's about a feeling that people are truly fair.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions	Partly agree. Essential for the negotiations in those phases is that people in negotiations must not change for the progress and quality of negotiations; There must be chemistry for a good collaboration and qualitative plan.
Negotiation about how to keep sustainability ambitions within reach	Very much agree, because solutions for sustainability ambitions are found in a coherent whole.
An integrally approach of sustainability ambitions maximizes sustainable quality	Also agree. The broader and more comprehensive the approach is the better result.
- Tender method	
All key stakeholders must be involved in all negotiations	Partly agree. Involving land owners could make the situation more complicated, plus what is the added value of involving the land owner. Also, adding advisors in an early stage could make negotiations too complex. In early stages negotiations should be at an abstract level because details are not known yet and can only limit the progress.
In elaboration phase there must be room for tweaking ambitions	Very much agree. Making agreements at an abstract level prevents having issues later in the process. Being able to tweak and optimize later helps to reach the sustainability targets. When elaborating there are windfalls and setbacks, that influence how sustainability ambitions are worked out in order to reach the target.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach	Agree, I would suggest to define the ambitions on a more abstract level so that options for solutions are still possible. There are always external factors that change (regulations, market, assessments) which influence the possibilities for incorporating sustainability ambitions.
Key stakeholders should listen to each other and do something with the input for the process	Fully agree. During the process discoveries are made that affect the implementation of ambitions in a plan. Some sustainability solution could not be possible anymore for whatever reason, but the goal actually is to make an energy neutral plan instead of using a specific energy source, for example.

Table 18: Reaction statements Interim municipality (own table)

The overall recommendation and bottlenecks of this expert was to point out that urban area development is human work, based on trust and chemistry. This should be reflected in the agreements made and so the quality and coherency of a plan. In general the bottlenecks are political changes of governance that could changes decisions being made in relation to preference in sustainability ambitions, like housing division. Also, the physical context could block possible solutions which should be taken into account during the process of incorporating the ambitions, such as program and solar panels.

4.4.4 Conclusion

In order to make a conclusion for the recommendation all reviews of the experts on the statements for the partner selection are compared in the table below. Beneath the table the improvements and bottlenecks are summarized. The same method is used for the tender, so both selection methods are fairly comparable. At last, the reviews will be concluded to close the empirical study.

	X	X	X	Conclusion
Key stakeholders should be fully transparent and fully trust each other, early on.	Agree. That is the goal of this method. No surprises and better collaboration.	Agree. Trust provides good collaboration, mutual understanding, and finally projects with high pace. Also, trust reduces the legal aspect of the process and so the focus.	In an ideal world yes. Area development is human work, so it's about a feeling that people are truly fair.	Agree. Trust is essential for the collaboration, which benefits the process, progress and focus.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions.	Yes, at least one session before the selection, so the awarding criteria process and starting points are fair.	Partly agree. You really need to know each other before going into any negotiation. Also, you need to know what has to be emphasized and what is less important in terms of sustainability. So, mutual understanding for the interests is essential for the collaboration.	Partly agree. Essential for the negotiations in those phases is that people in negotiations must not change for the progress and quality of negotiations; There must be chemistry for a good collaboration and qualitative plan.	Mostly agree. For negotiations it is essential to know the other party well, know all interests, what is essential for them, have mutual understanding, and know who the persons are. For the awarding process a fair start is important.
Negotiation about how to keep sustainability ambitions within reach.	Agree, risk management is important. Also how to deal with uncertainties, promises and ambitions.	Agree, but a lower limit is needed. For the 'how' is room to use different methods and new innovations, unless the general score is a 6,5 for example. Flexibility (between aspects) is beneficial for the total sustainable quality of the plan.	Very much agree, because solutions for sustainability ambitions are found in a coherent whole.	Agree. In order to achieve a sustainable qualitative plan, managing these ambitions as a whole is essential. Being flexible within a set framework makes it possible to reach an optimum.
An integrally approach of sustainability ambitions maximizes sustainable quality.	Agree, however prevent greenwashing by making sustainability ambitions explicit in agreements.	Agree. The cohesion of all sustainability ambitions together determines the sustainable quality. Score A influences the outcome for score B and so on; it's all about finding the right balance.	Also agree. The broader and more comprehensive the approach the better the result.	Agree. An integrally approach leads to finding a balance for the best result. However, by making explicit agreements greenwashing can be prevented.

Table 19: Outcome expert panel and conclusion for partner selection or market selection light (own table)

Conclusion of improvements and bottlenecks for partner selection method

Important aspects that should be taken into account related to the partner selection method, are about risk management regarding sustainability ambitions, how the process of innovation is organized, and how targets are translated into agreements. There was no outcome of bottlenecks for this selection method specifically. Though, there are bottlenecks found in general, which will be elaborated on at the of this chapter.

Conclusion of review experts

The experts agreed or mostly agreed on the four statements during the interviews. Still, there are some comments on the statements. Experts did not explicitly react on when negotiations should take place, but rather which elements are important for the negotiations process, like collaboration, interests, approach and making agreements. So, with these elements and statements a strategy can be developed to incorporate sustainability ambitions during negotiations for the partner selection method.

In order to make a conclusion for the recommendation all reviews of the experts on the statements for the tender are compared in the table below. Beneath the table the improvements and bottlenecks are summarized.

	X	X	X	Conclusion
All key stakeholders must be involved in all negotiations.	Agree. That's reality from practice.	Partly agree, it can help to involve the owner or investor or the end user, since extra ambitions cost extra money for us. These investments are mainly an advantage for the user or owner, plus the object can be developed more specially for their requirements, and can also be economically attractive. Moreover, mostly there is only room for questions, and so little freedom for making smart solutions with an owner.	Partly agree. Involving land owners could make the situation more complicated, plus what is the added value of involving the land owner. Also, adding advisors in an early stage could make negotiations too complex. In early stages negotiations should be at an abstract level because details are not known yet and can only limit the progress.	Mostly agree. Involving the owner or end user can help to incorporate sustainability ambitions. Involving land owners should be discouraged, as well as involving advisors in an early stage.
In elaboration phase there must be room for tweaking ambitions.	Agree, to a certain level. Maintain the same level of net quality integrally, but real estate developer may compensate between sustainability ambitions.	Agree. However, it is not needed if the requirements are adjusted to market standards, within the frame of context and time. In addition, it helps the developer to make the project feasible.	Very much agree. Making agreements at an abstract level prevents having issues later in the process. Being able to tweak and optimize later helps to reach the sustainability targets. When elaborating there are windfalls and setbacks, that influence how the sustainability ambitions are worked out to reach the target.	Agree. However that room must be limited. Sticking to agreements is a condition, therefore making agreements at a more abstract level gives the developer room to design a feasible and sustainable plan.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach.	Agree. Delay of projects is unwanted due to housing shortage. Finding balance between delay and loss of quality during crises is important.	Agree. Most important is to know what the municipality finds most important, and what less? This works best if the municipality stimulates other ambitions instead of punishing the unachieved ambitions. The flexibility is good to have, and this starts with creating sustainable awareness that is translated in behaviour and the assessment method.	Agree, I would suggest to define the ambitions on a more abstract level so that options for solutions are still possible. There are always external factors that change (regulations, market, assessments) which influence the possibilities for incorporating sustainability ambitions.	Agree. A negotiation helps in finding a fitting solution. This starts with flexibility that comes from sustainable awareness when assessing. Flexibility can also be provided with defining these ambitions more abstractly in agreements.
Key stakeholders should listen to each other and do something with the input for the process.	Agree. That happens in dialogue rounds. However, municipality does not change award criteria fundamentally.	Agree, in an ideal world yes. Listening is the starting point for transparency and so trust.	Fully agree. During the process discoveries are made that affect the implementation of ambitions in a plan. Some sustainability solutions are not possible anymore for whatever reason, but the goal actually is to make an energy neutral plan instead of using a specific energy source, for example.	Agree. This is the starting point for trust and transparency. While being transparent, stakeholders should remind each other of the goal to develop a sustainable plan. However, there is limited room for adjustments later on.

Table 20: Outcome expert panel and conclusion for tender or classic market selection (own table)

Conclusion of improvements and bottlenecks for tender

This method can be improved by starting with sustainable awareness that translates into the way the assessments are reviewed, criteria are adjusted and numbers represent sustainable quality. Moreover, understanding the assignment is essential in order to negotiate about sustainability ambitions. Moments for dialogues and negotiations help the private parties to understand the assessment better, with the focus on the end-user(s).

During the whole process it is important to manage risks and uncertainties over time. Promises being made early on in the process can be a bottleneck for the incorporation and therefore time should be mitigated in the selection method. This reduces costs, delay and conflicts which affect the relationship and outcomes. Another bottleneck is the way ambitions are separately defined into hard criteria, which reduce the freedom for creative solutions (focus is distributive). Additional to that is the way criteria and agreements are legally fixed that obstructs the process of innovation. This legal aspect is also a signal of distrust and focuses on a distributive form of negotiation. At last, the private parties mentioned that incorporating extra ambitions do not benefit them, which they would likely to see organized differently (focus is distributive). When using the partner selection, a cooperative way of searching for solutions together could be an answer to this. So, most bottlenecks relate to the distributive way of negotiating and can be solved by organizing the negotiations integratively.

Conclusion of improvements and bottlenecks in general

There can be concluded that many improvements mentioned above apply also in general for both selection methods and the incorporation of sustainability ambitions, like the sustainable awareness and how people deal with problems, solutions during moments of negotiation. The bottlenecks relate mostly to the distributive form of negotiation, which could be solved with a integrative negotiation and collaboration. The sustainable awareness applies also to how the selection method is organized, like the assessment, criteria, approach in the collaboration and the way parties are used to deal with issues. Relevant question for the organization of the collaboration in selection methods is how to organize a balance in costs and sustainable quality so that both parties are internally motivated. Also, 'how can parties organize collaborations differently in order to design and built a sustainable built environment more effectively?' is an interesting question. In other words: "How can they find a solution together?" or "How could an integrative collaboration and negotiations be organized to design a sustainable plan?". Maybe parties can discuss how they can solve the problem together, with the (limited) resources, knowledge, skills and tools they have? What role should they take in that team?

When putting this in a bigger societal context there are bottlenecks that relate to external factors, like political changes of governance that could changes decisions being made in relation to preference in sustainability ambitions, like housing division. Also, crises affect the solutions and possibilities for sustainability ambitions. Mostly, these factors are out of the circle of influence of parties involved, but still have to be mitigated in order to design a successful and feasible plan.

Conclusion of review experts

The experts also agreed or mostly agreed on the four statements during the interviews. Still, there are some comments on the statements. As well as for the partner selection method, experts reacted merely positive on when negotiations should take place, but emphasized important elements in that negotiation. Moreover, the experts commented about the exclusion of stakeholders like advisors and land owners for making the process more complex in the starting phase. On the other hand, involving the end users could help to add most value. Additionally, there are important elements for negotiations: flexibility, agreements and the way ambitions are written down, transparency, sustainable awareness and the final goal. So, with these elements and statements a strategy can be developed to incorporate sustainability ambitions during negotiations for the tender method.

Phase 5: Conclusions

5. Conclusion

This research aims to provide new insights in the relationship between the negotiation of the partner selection methods and incorporating sustainability ambitions in urban redevelopment plans. The sub-questions in this research help to answer the following main question:

“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”

The research objectives thereby are the following:

- Definition on the current situation of sustainable and feasible urban redevelopment plans via literature and document reviews, and explorative interviews.
- An expounded literature and document review on sustainability ambitions, negotiations and partner selection methods for urban redevelopment plans.
- An in-depth case study analysis of two negotiations processes in partner selection methods in the Netherlands.
- Recommendations for key stakeholders to better negotiate about sustainability ambitions for urban redevelopment plans following from cases and expert panels.

The definitions of the current situation starts with literature, documents and explorative interviews about knowledge about selection methods for public-private partnerships and sustainability ambitions in urban redevelopment plans. Since the negotiation process about incorporating these ambitions are not documented explorative interviews were held to define the intangible process better. This is done via multiple interviews with professionals with practical experience. Then, the three essential concepts in this process are identified more detailed using literature and document reviews. These concepts are then used for the framework from which the case studies are conducted.

For the case study, two fairly comparable cases are selected. The case analysis is based on document review and interviews with stakeholders from which a process map is made. In the cross-case analysis the outcomes of the interviews were validated via a panel. The results of this last step are used for the recommendations for designing sustainable and feasible urban redevelopment plans.

5.1 Theoretical framework

Sub-question 1: *“What are sustainability ambitions for urban redevelopment plans?”*

The answer for this question is split into two sections: sustainability and ambitions. First, sustainability ambitions are defined by the means of sustainable development and sustainability, related to urban area development. Sustainable development meets the need for the present without compromising future needs (World Commission on Environment and Development, 1987). Then, sustainability is defined as three dimensions (People, Planet and Profit) in a coherent whole (Elkington, 1998). Linking this to urban area development, sustainability is the result of societal, ecological and financial that strengthen each other. Second, ambitions are defined as guiding principles or policy instruments for urban area development, and can be seen as targets or measuring the performance for urban redevelopment plans (Pupphachai & Zuidema, 2017).

Sub-question 2: *“What are negotiations in partner selection methods?”*

The answer for this question is also split up into two parts: partner selection methods and negotiations. In order to define the partner selection methods, this is split up in: public-private partnership, partner selection methods, types of selection methods and sustainability ambitions in partner selection methods. Starting with public-private partnership which is defined as a sustainable cooperation between public and private actors who develop a project in which risks, costs and profit are shared (Klijn and Teisman, 2000). Then, partner selection methods are a medium for by public parties to select a private party who is capable of implementing the set ambitions or requirements (De Zeeuw, 2019). Thereafter, different partner selection methods are explained from which two are chosen for further research: market selection light (partner selection) and the classic market selection (tender). In these two selection methods negotiations take place about the incorporation of sustainability ambitions.

Then, negotiations are defined as the process of discussing towards an agreement (Cambridge University Press, 2022). Negotiations occur in the partner selection methods in different ways and can be conceived by various models. For this study, a distinction is made between two different types of negotiations: integrative and distributive (Baarveld et al., 2015).

Sub-question 3: *“How does the process of incorporating sustainability ambitions in partner selection methods work?”*

For this sub-question the concepts of the previous two questions needed to be defined, in order to answer this one. As mentioned in the first question, sustainability ambitions can be seen as targets for urban redevelopment plans. Since, many different actors and different interests of public and private parties have to come together for urban area development a collaboration between public and private parties is unavoidable. In public-private partnerships, parties are dependent because of difference in expertise, role, planning and developing spaces (Akro consult, 2019).

When selecting a private party for this public-private partnership the municipality has much freedom in the selection process. Via this selection process parties have to compete based on quality, price and process. The competition is based on awarding points during the assessment. Since, the municipality has much freedom she can prioritize what are the requirements for contributing for the competition and which criteria earn most points (De Zeeuw, 2019). Via this medium public parties can translate their targets or sustainability ambitions derived from policy targets into requirements or awarding points for the assessment in the selection methods (Akro Consult, 2019). In the two selection methods negotiations take place about the requirements or sustainability ambitions. In the partner selection there is more room for negotiations than in the tender.

5.2 Case study

Sub-question 4: *“How does the process of incorporating sustainability ambitions via two different partner selection methods work, in practice?”*

For this sub-question two different selection methods were selected for the case study. The first selection method used is the partner selection in which negotiations take place about how public and private parties can incorporate the ambitions together towards a shared goal. This starts with sustainability ambitions written in policy on greater (regional) scale that transforms into municipal policy. From this policy, a preselection for market parties is set up based on vision, experience and sustainability ambitions. Then, the municipality selects three parties and wants to get to know them better by organizing negotiation and dialogues. After that phase, one party is selected and collaborates further with the municipality in the dialogue and elaboration phase. In this phase negotiation take place about how to incorporate the sustainability ambitions which are elaborated into a urban redevelopment plan.

The second method used is the tender in which the municipality knows what to demand from market parties from their policy. Also for this method the policy starts on greater scale and is worked out towards municipal policy. From this policy, a list of requirements and wishes is set up that will be assessed via awarding criteria. These criteria are designed via market consultation to adjust the requirements to market standards. Then, a selection framework is set up for the preselection for market parties based on experience, projects, size, complexity and public space. After the preselection, the dialogue phase starts in which multiple negotiations are organized with the parties involved. This leads to the awarding criteria for the tender and assessment. Finally, a winner is selected who can elaborate the urban redevelopment plan.

Sub-question 5: What are the perspectives of experts on the negotiation processes in the two partner selection methods?

Overall, the perspectives of all experts are positive towards the statements and there are no disagreements in general. Experts addressed different important elements for the negotiation process and were so complementary.

For the partner selection, all experts agreed with some comments or remarks to the statements. There are no big differences or disagreements between the public and private parties. Though, the experts reacted somewhat differently on which elements are important towards incorporating sustainability ambitions. This does not mean that elements exclude one another, but that these elements come together during the process of negotiation. What can be concluded is that these negotiations consist of many different elements that are important to incorporate sustainability ambitions. Also, these elements interact during, before and after negotiations and so the process of negotiation is therefore complex and dynamic.

	Conclusion
Key stakeholders should be fully transparent and fully trust each other, early on.	Agree. Trust is essential for the collaboration, which benefits the process, progress and focus.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions.	Mostly agree. For negotiations it is essential to know the other party well, know all interests, what is essential for them, have mutual understanding, and know who the persons are. For the awarding process a fair start is important.
Negotiation about how to keep sustainability ambitions within reach.	Agree. In order to achieve a sustainable qualitative plan, managing these ambitions as a whole is essential. Being flexible within a set framework makes it possible to reach an optimum.
An integrally approach of sustainability ambitions maximizes sustainable quality.	Agree. An integrally approach leads to finding a balance for the best result. However, by making explicit agreements greenwashing can be prevented.

Table 21: Conclusion of expert panel for partner selection (own table)

For the tender method, the experts agreed with comments to the statements. Also for this method there are no big differences or disagreements between public and private parties. However, the comments between experts on which stakeholders must be involved was differently. In general, there were differences in elements that experts addressed for the negotiation process. Making agreements during the process and the way those are made seemed to be interesting in this method. Flexibility and progress together with agreements are key in this process.

	Conclusion
All key stakeholders must be involved in all negotiations.	Mostly agree. Involving the owner or end user can help to incorporate sustainability ambitions. Involving land owners should be discouraged, as well as involving advisors in an early stage.
In elaboration phase there must be room for tweaking ambitions.	Agree. However that room must be limited. Sticking to agreements is a condition, therefore making agreements at a more abstract level gives the developer room to design a feasible and sustainable plan.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach.	Agree. A negotiation helps in finding a fitting solution. This starts with flexibility that comes from sustainable awareness when assessing. Flexibility can also be provided with defining these ambitions more abstractly in agreements.
Key stakeholders should listen to each other and do something with the input for the process.	Agree. This is the starting point for trust and transparency. While being transparent, stakeholders should remind each other of the goal to develop a sustainable plan. However, there is limited room for adjustments later on.

Table 22: Conclusion of expert panel for tender (own table)

5.3 Recommendation

Sub-question 6: “How does an improved partner selection method look like?”

Since the chosen selection methods are fundamentally different the methods will be improved separately. During the expert panel, the results of the cases are validated and finally bottlenecks and recommendations were given by the experts for the negotiations and the negotiation process in general. Together with the literature, documents and interviews the following possible improvements can be made for the two partner selection methods. The improvements regard a strategy for the negotiation processes for key stakeholders to better negotiate in order to better keep sustainability ambitions in and design a feasible urban redevelopment plan.

The strategy for the partner selection consists of the following four aspects of negotiation with appurtenant elements.

Aspect	Important elements
Key stakeholders should be fully transparent and fully trust each other, early on.	Trust is essential for the collaboration, which benefits the process, progress and focus.
Negotiations should take place in the get to know each other- and dialogue phase in order to form a relationship for the collaboration and talk about the incorporation of sustainability ambitions.	For negotiations it is essential to know the other party well, know all interests, what is essential for them, have mutual understanding, and know who the persons are. For the awarding process a fair start is important.
Negotiation about how to keep sustainability ambitions within reach.	In order to achieve a sustainable qualitative plan, managing these ambitions as a whole is essential. Being flexible within a set framework makes it possible to reach an optimum.
An integrally approach of sustainability ambitions maximizes sustainable quality.	This leads to finding a balance for the best result. However, by making explicit agreements greenwashing can be prevented.

Table 23: Strategy for partner selection (own table)

Additionally, important elements that should be taken into account for negotiations are: risk management regarding sustainability ambitions, how the process of innovation is organized, how targets are translated into agreements.

The strategy for the tender consist of the following four aspects of negotiation with appurtenant elements.

Aspect	Important elements
Municipality, real estate developer, and owner should be involved in all negotiations.	Involving the owner or end user can help to incorporate sustainability ambitions.
In elaboration phase there must be limited room for tweaking ambitions.	Sticking to agreements is a condition, therefore making agreements at a more abstract level gives the developer room to design a feasible and sustainable plan.
Key stakeholders should negotiate about how to keep sustainability ambitions within reach.	Flexibility is important in finding a fitting solution. When assessing or making agreements and setting up criteria, sustainable awareness is key towards that solution.
Key stakeholders should listen to each other and do something with the input for the process.	Listening is the starting point for trust and transparency. While being transparent, stakeholders should remind each other of the goal to develop a sustainable plan. When doing so, stakeholders should keep in mind that there is limited room for adjustments later on.

Table 24: Strategy for tender (own table)

Overall, this method can be improved by starting with sustainable awareness that should emerge when dealing with sustainability ambitions in the process. Risks and uncertainties over time, costs, separately defined ambitions, limited freedom for finding solutions, and the fixed process for innovation are all elements that could be improved by organized the collaboration differently, like the partner selection method.

Finally, the recommendation for key stakeholders to better negotiate is to be aware what types of negotiations there are, and when they occur in which selection method. Both types of (integrative and distributive) negotiation occur in both selection processes. There are moments in which a certain type of negotiations is present, which is discussed in 6.1 implications. Moreover, in the literature study of this research there is a conflict-handling orientation explained for negotiations. Despite the limitations of the richness of the data still moments show that parties have most of the time a collaborative form of conflict handling. However, there are also moments in which parties compromise and avoid the negotiation. The data shows that in the partner selection method the focus is on the collaborative form of negotiating and sometimes compromises have to be found in solutions. On the other side, the tender has also a collaborative and compromising form, but during the assessment of the awarding criteria the municipality avoids a negotiation by respecting their own interests. These moments are more distributive, despite the dependency in the collaboration. This could influence the integral incorporation of the sustainability ambitions negatively. So, the recommendation for these moments is to be critical into how to deal with ambitions, assessments and negotiations towards the main goal.

Main question: *“How can negotiations in partner selection methods contribute to the incorporation of sustainability ambitions in urban redevelopment plans?”*

With all sub-questions answered above a conclusion can be made for the main question, which is the following: Negotiations contribute by having moments in which key stakeholders discuss about how the sustainability ambitions are incorporated in the urban redevelopment plan. These moments are shown in the process map of both selection methods, see figures below. In these moments different types of negotiation occur in which stakeholders deal with the sustainability ambitions.

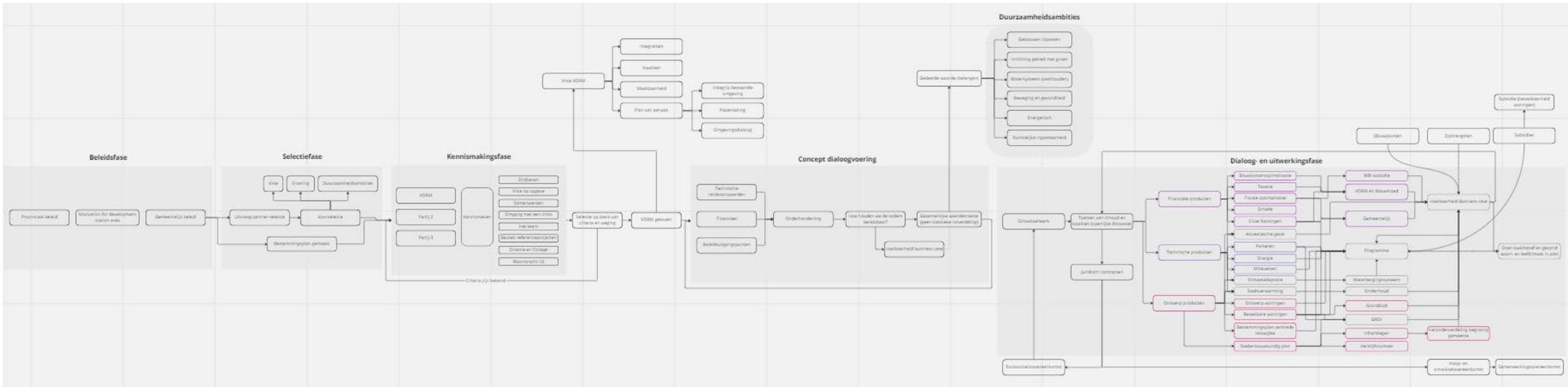


Figure 12: Process map of Maasterras (own figure)

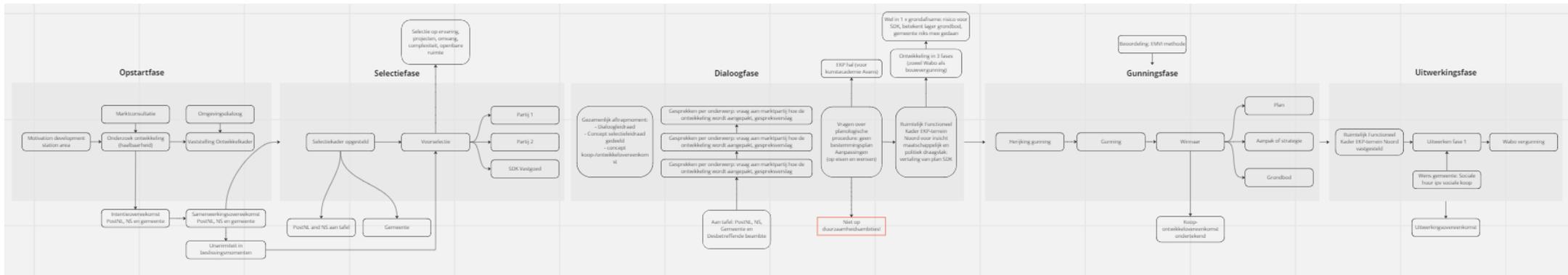


Figure 28: Process map of EKP-terrein (own figure)

6. Discussion

This chapter focusses on the interpretations, implications and limitations of the research. The aim of part is to discuss these parts related to the outcome of this research.

6.1 Interpretations

The results of this study are based on a qualitative study conducted in Dutch practice. Since, this research addresses a current problem from practice multiple explorative interviews were held within the field of research to frame the intangible process better. Together with literature and document review a fundament is built for this research. Since this research also focuses on two selection methods from which the partner selection is quite new little diverse literature and documents could be found for this fundament. This was the starting point for the case study.

For the case study, the interviews were the main source of information about the negotiations since these negotiation processes are usually not documented. This makes the study dependent on what the interviewees answered to the questions during the interviews. After the interviews the process map was validated by the municipality.

For the expert panel the statements were formed using the outcomes of the analysis if the case study. This was validated by experts and review with comments that were added to the statements. Thereafter, the statements and comments were summarized and merged together towards the conclusion. While merging, the focus was to find improvements, and bottlenecks that were recognized by more than one expert in order to be generalizable for the selection method. Though, there probably were legit comments for improving the methods that were not mentioned by other experts. This resulted in losing these comments towards the conclusion. For the recommendation, most comments of the experts were a part of the answer and improvement for both methods. Overall, the experts suggest that the partner selection is the method in which sustainability ambitions can be incorporated better than in the tender situation.

6.2 Implications

Theoretical implications of this research is the addition of knowledge and insights about negotiation processes in public-private partnerships and in the two selection methods in Dutch practice. In these two selection methods there two types of negotiations during the process. However, the data lacks of detail about what exactly happens within these negotiation moments and how these moments contribute to the incorporation of sustainability ambitions. Though, negotiations are essential for designing a plan and so legal aspects of writing down agreements could be emphasized more.

The implications for practice could be knowledge that is conducted via this research for both selection methods and the type of negotiation that take place. For the two partner selection methods there is a difference in types of negotiation: integrative and distribute. In these methods there are moments in which the negotiation shifts from the integrative to distributive or the other way around. The type of negotiation is related to the dependency of the real estate developer and municipality.

For the tender method there are moments in which parties are depend on each other which has a integrative type of negotiation. The integrative moments take place when parties need each other. Mostly, this happens in the selection and dialogue phase, however the municipality focuses on protecting own interests during the dialogue phase. So, this includes distributive characteristics in a dependent situation. In the awarding phase the municipality does the same when assessing, as in the elaboration phase both parties focuses on their own interests and therefore the negotiations have a distributive character.

For the partner selection the moments the whole selection method and collaboration focuses on an integrative approach. In the selection phase and get to know each other phase parties are looking for a way of collaborating and are so mutual dependent. In the dialogue and elaboration phase parties are respecting the mutual and shared interests, so there is some distributive and integrative negotiations. This applies also to the assessment of the criteria, which is different in comparison to the tender method. However, there is an expectation that when elaborating (the mutual interests and goal) in later stages the own interests of both parties still have to be respected, and so distributive negotiation will take place. Since the data is not detailed enough to see what exactly happened during the negotiations and what could be improved in these moments for the selection methods the implication for further research is to conduct studies at these moments.

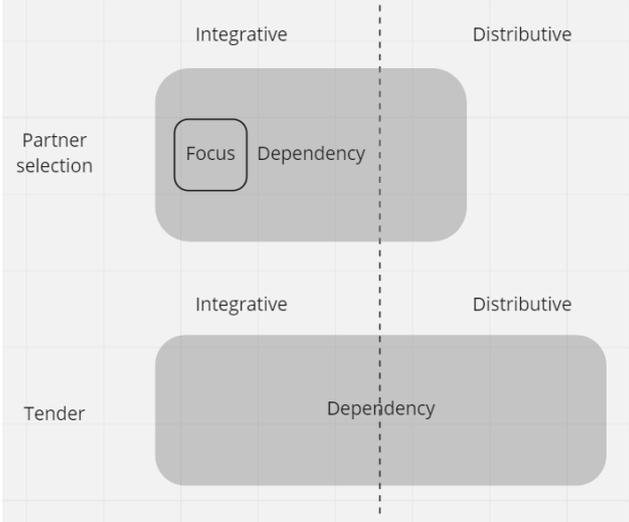


Figure 41: Types of negotiation in the two partner selection methods (own figure)

Additionally, relevant question for the organization of collaborations in selection methods is how to organize a balance in costs and sustainable quality, so that both parties are internally motivated. Also, ‘how can parties organize collaborations differently in order to design and built a sustainable built environment more effectively?’ is an interesting question. In other words: “How can parties find a solution together?” or “How could an integrative collaboration and negotiations be organized to design a sustainable plan?”. Maybe parties can discuss how they can solve the problem together, with the resources, knowledge, skills and tools they have? What role should they take in that team?

6.3 Limitations

This research has some limitations of the theoretical and empirical part. For the theory, limited scientific research has been found about negotiations in public-private partnerships in the Netherlands, especially scientific research about selection methods. Also, the problem focuses on a current problem in practice. As a result, additional theory had to be research by documents written from practice point of view, added with knowledge gathered via explorative interviews. From this, a limited framework was designed to study the empirical part.

There were multiple limitations of data collected in the empirical phase. First, the data was not detailed enough to see what exactly happened during the negotiations and so what could be improved for the selection method in general. This is a result of the limited time for this master thesis and the time needed to study negotiation process in detail. In order to study this more detailed it would be beneficial to attend around the table during these negotiation sessions. Secondly, for the case of Maasterras the real estate developer was not able to fulfil the interview due to a burnout. This could lead to a biased view on the process because of mapping the process with the data from municipal point of view. However, the process map is validated by interviewing the project leader of the municipality for a check. Still, this is a single view on the process which could limit the validity.

Regarding the generalizability, only cases have been selected and analysed. The argument for that was to be able to gather more detailed information about the cases and processes, which was needed for to study the negotiations. Another critical note about the two cases is the difference between both. Despite the selection based on fair criteria for characteristics the chosen selection method are fundamentally different. Also, the context determines which and how sustainability ambitions are feasible. Policy, stakeholders and the process of negotiating limit the generalizability. However, the comparison between the two cases indicate the difference in negotiation and collaboration in relation to incorporating sustainability ambitions.

6.4 Added value of this research

The added value of this research is scientific and societal related. Scientifically, this research gives insights in the negotiations processes and types of negotiations in partner selection methods. This regards two types of partner selection methods in which multiple aspects and elements in the negotiations influence the process of incorporating sustainability ambitions.

Also, a strategy is designed to improve the negotiations for key stakeholders for the two selection methods. This strategy could be societal beneficial since the sustainability ambitions add value for inhabitant of the area. These strategies can be useful for public and private parties the reach their targets set.

6.5 Recommendations for further research

- A mentioned lack of this study is the time it takes for studying negotiations. In order to recommend and improve the partner selection methods better, more detailed research in the negotiation process in relation to sustainability ambitions is needed. This could also apply for other partner selection methods in Dutch practice.
- In the expert panel, there were improvements for writing ambitions down more abstractly in agreements. It could be interesting to study the effect of this implication in relation to sustainability ambitions.
- Also, negotiations in other collaboration forms between public and private parties could be interesting for further research. This could apply for other contexts than urban area development in the Netherlands or abroad.
- Since this is a qualitative study conducting a quantitative study could give a more precise answer when measuring and comparing the incorporation of sustainability ambitions into urban redevelopment plans. To continue with this, measuring the level of sustainable quality that is physically realized could give insights about the process after completing the plan only on paper. However, in other research measuring the level of sustainable quality seems not adequate.

7. Reflection

The last part of this research consists of a reflection of this thesis in terms of positioning, methods used and reflection on the process in general.

7.1 Position of research within graduation laboratory

This research is conducted in the domain Urban Development Management (UDM) within the Master track of Management in the Built Environment (MBE). UDM focuses on the management and decision-making of stakeholders involved in the development of urban areas, aiming for a high quality outcome (TU Delft, 2022). The research programme of UDM focuses on designing concepts, principles, and instruments for processes and products that helps to develop a sustainable urban environment (TU Delft, 2022). This research fits within that focus since the goal of this research is to design an adjusted partner selection method (process) to better incorporate sustainability ambitions for key stakeholders in an urban redevelopment plan (product).

7.2 Reflection on research methods

7.2.1 *Qualitative content analysis*

For me it was a question whether to start with a qualitative content analysis or with a literature study. For this research, I started with both at more or less the same time. Using these two methods parallel helped my finding the subject for my research and gather information about the context and how the collaborations, selection methods, projects and processes work in practice. This was mainly because there is little academic information about these processes and the relation between the elements within that context. By doing the explorative interviews with different practitioners and doing an internship it helped me to understand also different point of views, and so what the problem really is.

7.2.2 *Literature study*

This study helped me to define the concepts that formed the basis of my research and framing the focus of my research. By interviewing practitioners and conducting literature studies I had two different approaches that clarified the problem and academic concepts. However, during the process of defining my framework both approaches also worked against me. I noticed that the partner selection (market selection light) was not familiar with all practitioners and is quite rare in Dutch practice since it does not exist that long. Also, little research has been done about negotiations in Dutch public-private partnerships. Nevertheless, using document reviews in addition really helped me with putting things in place.

7.2.3 *Case studies*

Since this research focuses and addresses on a practical problem this part of the study was important and most interesting for me. Because of the practical relevance practitioner were engaged in my study and could therefore easily interview people. However, the interview with the real estate developer for EKP had a burn out so all questions could not be answered. Despite the questions that were answered and the input of the municipality a quite comprehensive picture could be formed. For the two cases in general the type of context and characteristics of the projects are similar: complex situation with different types of infrastructure, heights, land-owners, mix of program, sustainability ambitions. During the interviews for the case of Maasterras it became clear that this way of collaborating is new and both public and private parties are finding their way in the process. This was different for EKP since that selection method is familiar in redevelopment projects. Because of the fundamentally different selection methods used and the required approach or focus both cases are too different to make one conclusion. Moreover, since each project differs from context that influences possible solutions for sustainability ambitions the results of the cases cannot be generalized for all urban areas.

7.2.4 Expert panel

The cases that were used have been chosen outside Kondor Wessels Vastgoed which made it easy to interview experts inside the organisation. Next to the two real estate developers of Kondor Wessels Vastgoed a consultant and interim project manager of different municipalities were selected so the private and public side are fairly represented. However, it would have been interesting to invite an expert with a legal background since parties negotiate towards agreements that legally bind the collaboration. In general, interesting reactions and recommendations on the statements were given for improvements for incorporating sustainability ambitions.

7.3 Reflection on research process

Start thesis process till P2

Before I started with my graduation I spoke with many other students about their graduation and what it was like. They reacted with words like: struggling, stressing, and sometimes having the feeling that there were just doing something. Now, when I am doing my graduation myself I recognize those feelings and thoughts. However, I also enjoyed studying my topic and the interesting (intangible) processes in practice within the field of research.

In the very first beginning I did not know where to look and was interesting. Though, I have always had interests in the social aspect of society and the built environment and the relationship between these elements. This landed in the field of Urban Redevelopment Management in which parts of the city are redesign regarding norms and values of society nowadays.

From this field of research I had to find my research topic which was hard for me and struggling to find the topic was a daily activity. One thing I did and still want is adding value to society through tackling an actual problem from practice. With this in mind looking for intangible concepts and (social) process is something I found interesting along the way. Hence, this turned out in the curiosity in perspectives within negotiations between municipalities and real estate developers and the collaboration in public-private partnerships in complex situations. Additionally, the long-term problems towards a sustainable built environment and eventually shaping peoples' life comes with great responsibility.

After weeks and months of 'swimming' these concepts finally landed in partner selection methods for urban redevelopment plans in which the negotiation process will be analysed.

In the period around P1 and after, I had a lot of explorative interviews that were of great value to me. I noticed literature would not help me getting to finding my topic. Also, doing an internship at Kondor Wessels Vastgoed helped and still helps me with talking to people, finding information and getting a better feeling for how intangible processes work in practice. This is also something I find more interesting than doing actual academical research, which is less important for my graduation. At last, during the first half year I had most difficulties with searching for 'something' of which I didn't know what that 'something' was. Luckily, now I'm happy that I have found my research topic.

After P2

Finding fitting cases was quite hard since the market selection light is a method which is not familiar in all Dutch practice. At Kondor Wessels Vastgoed were no fitting cases, but Akro Consult helped me with finding fairly comparable ones. Conducting interviews and talking with practitioners was enjoyable and exiting, because I was really curious about why stakeholders act in certain ways and how it affects the relationship within the collaboration. The intangible elements in collaborations, like the interaction of acting and negotiating is something I find really interesting. Next to the prepared questions I had so many other questions during my interviews, that there was too little time. Most of the times, I had to plan a second meeting or interview to gather the information. Then, structuring the information chronologically in the process map really helped me to get a better overview and understand the processes, as well as communication tool. From this the step towards analysing and the expert panel was made easier.

The expert panel was conducted a bit in a hurry because my conclusions were not formed strongly enough for me. Though, experts merely agreed on all my statements and most side notes did not surprise me, except for some improvements and recommendations for dealing with each other during collaborations and negotiations, how to write agreements down and how to upgrade the existing housing stock via an overarching approach. Furthermore, designing urban redevelopment plans and solving sustainable problems is working with people and finally comes down to sustainable awareness (and how this awareness is translated into action).

What became clear to me is that designing a sustainable and feasible plan does not only depend on internal factors, like the selection method, partners, collaboration and negotiations, as well as external factors that are out of the circle of influence of municipalities and real estate developers. A crisis, rising costs, war, and political choices made on higher level can affect the plan negatively and positively. Besides, these changes make developing the built environment a complex and highly dynamic process and challenge. At the end of this research it became clear to me that managing these elements and incorporating sustainability ambitions demands for a different approach of solving problems that Dutch practitioners are struggling with.

Looking back, doing this research was highly interesting and still leaves question marks, for both the content side as well as the people side. I believe that in the interaction between both sides solutions can be found in the transition towards a more sustainable built environment.

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Appendix 1

Explorative interview Sven Schroots

Vraag 1

Waarom worden er partner selectiemethodes gebruikt?

Soms komt men er niet uit via een tender methode. Daarom is er de partnerselectie bedacht (ipv planselectie). Bij zulk soort projecten is er vaak sprake van een langdurig, complex vraagstuk met (nog) onbekende uitgangspunten. Hierbij is het samen zoeken naar een oplossing 'the way to go'. De keuze voor deze methode kan ook worden gemaakt op basis van capaciteitstekort, snelheid, lagere prijs.

Bij de tendermethode zijn deze uitgangspunten al bekend binnen een kaderstelling, waardoor de opdracht duidelijk is en vervolgens makkelijk uitbesteed kan worden.

Dus waarom wordt er gebruik gemaakt van selectiemethodes is omdat de ontwikkeling van een gebied een andere vraag heeft met andere 'eisen', route en manier van oplossen van het vraagstuk.

Vraag 2

Hoe gaan die onderhandelingen?

Twee verschillende gesprekken:

Partnerselectie – Wat is de ultieme doelstelling, welke ambities staan WE achter. Uiteindelijk, als het om de knikker gaat, is het minder samen. Je kan terugkoppelen naar de ambities die samen waren afgesproken, terug refereren. Hierdoor blijf je niet hangen in een discussie over uitgangspunten. Daarna deal wordt gesloten om de grond, vastklikken en tekenen, en vervolgens betalen.

Planselectie – Voorkant: wat wil ik als uitvrager? Wat is het minimumeis? Of een wens? De kaderstelling wordt op de markt gegooid en gecontracteerd. Daarna wordt er 'terug' onderhandeld. Scherpe randjes eraf, scheelt geld.

Gebiedsontwikkeling gebeurt gefaseerd en daarmee dus ook de onderhandelingen meermaals. Of marktomstandigheden beïnvloeden het proces (prijzen veranderen). In partnerselectie kun je samen kiezen wat te doen (vertragen, versnellen). In plan is het opnieuw onderhandelen (of wachten totdat de markt beter is).

Vraag 3

Hoe kan ik die onderhandelingen het beste vastleggen? Waar kan ik de informatie het beste vinden?

Interviews! Meer dan 3 interviewees:

- Projectleiders
- Conceptontwikkelaars
- Duurzaamheidsadviseur

Vraag 4

Hoe vaak komen onderhandelingen voor?

95% is planselectie

5% is partnerselectie

Maar krijgt nu een lift-off.

Vraag 5

Wat is de relatie tussen de onderhandelingen en duurzaamheidsambities?

Er is altijd sprake van duurzaamheidsambities. Bouwbesluit is niet meer de norm voor tenders (planselectie). Voor partnerselectie is de inhoud secundair en dus duurzaamheidsambities van minder groot belang, maar een partner moet wel kunnen aantonen hard te 'willen' lopen voor duurzaamheid.

Vroeger was er geen sprake van duurzaamheidsambities tijdens onderhandelingen. Er werd toen gesproken over drie elementen:

- Prijs
- Proces
- Stedenbouwkundige kwaliteit (architectuur)

Nu is dat anders en staat duurzaamheid vaak boven de rest. Stedenbouwkundig wordt dus secundair. Daarbij heeft duurzaamheid effect op het integraal inrichten van de gebouwde omgeving. De trade-off (draaien aan de knoppen) is hierin belangrijk. Wat levert meer duurzaamheid op ten opzichte/koste van niets anders? Wat geeft de meeste maatschappelijke meerwaarde. Dit is de laatste jaren meer gaan spelen: een complexere opgave die integraal benaderd moet worden (en dus keuzes maken). Deze integrale benadering is dus essentiëler!

Vraag 6

Wat zijn bruikbare casussen?

Partnerselectie:

- Rijswijk buiten 2500 woningen
- **Maastras, Zwijndrecht (SO/VO/haalbaarheidsfase) 600**
- Suikerzijde, Groningen (SO/VO/haalbaarheidsfase) 800

Planselectie/tender:

- Bijlmer Bajes 1300 woningen
- **EKP terrein, Den Bosch 820 woningen**

Appendix 2

Interview protocol

Geachte geïnterviewde,

Gebiedsontwikkeling is een belangrijk middel voor overheden en gemeentes om duurzaamheidsambities te realiseren. Verduurzaming van de gebouwde omgeving is noodzakelijk aangezien deze voor 40% verantwoordelijk is voor de CO² uitstoot. Met gebiedsontwikkeling kan hiermee een grote slag gemaakt worden. De duurzaamheidsambities die door gemeentes worden opgesteld, worden in samenwerking met een ontwikkelaar vertaald naar een gebiedsontwikkelingsplan. Het begrip duurzaamheidsambities heeft een brede betekenis en is context- (en dus project) afhankelijk. Om een goed beeld te krijgen, ben ik dan ook geïnteresseerd om dit breed te benaderen, zo ook in dit interview.

In mijn onderzoek focus ik op hoe partner selectiemethodes invloed kunnen hebben op het vertalen van deze duurzaamheidsambities. Hiervoor gebruik ik twee casussen om een vergelijking te maken tussen verschillende partner selectiemethodes: het Stationskwartier te Zwijndrecht (partnerselectie) en het EKP terrein te Den Bosch (klassieke tender). In deze plannen ben ik benieuwd naar hoe de gesprekken tussen de gemeente en de ontwikkelaar lopen in relatie tot deze duurzaamheidsambities. Het gaat hier om de gesprekken die plaatsvinden voordat de samenwerkingsovereenkomst is getekend.

Omdat deze gesprekken (vaak) niet op papier terug te vinden zijn, wil ik de informatie via interviews naar boven halen. Daarom dat ik u bij deze uitnodig voor een interview van maximaal een uur.

Aangezien het om gevoelige informatie gaat wil ik benadrukken dat er zorgvuldig mee wordt omgegaan. Dit betekent dat gesprekken geanonimiseerd worden. Bovendien kan u ervoor kiezen om het interview niet onderdeel te laten zijn van dit onderzoek. Dit onderzoek wordt uiteindelijk publiekelijk beschikbaar gesteld.

In de bijlage kunt u de vragen vinden die tijdens het interview gesteld worden. Daarnaast is er een toestemmingsformulier toegevoegd die ondertekend moet worden.

Mochten er nog vragen zijn, beantwoord ik die graag voor het begin van het interview.

Ik ben erg benieuwd naar uw verhaal.

Met vriendelijke groeten,

Bart Jan de Jonge

Interview guide

Vooraf aan interview

Introductie

Duurzaamheidsambities

Wat verstaat u onder duurzaamheidsambities?

Hoe ziet u duurzaamheidsambities in het project terug?

Wat is de rol van duurzaamheidsambities in deze partner selectie methode?

Partner selectie methode

Welke selectie methode is er gebruikt?

Hoe is de partner selectie verlopen?

De onderhandeling

1. Voor

Wat was uw doel, voordat u de onderhandeling inging?

Hoe relateerde de inhoud tot de onderhandeling?

Met welke belangen ging u de onderhandeling in?

Wat was uw strategie?

Was er een machtsverhouding? Hoe was deze? (heeft dit een relatie met verschil in kennis)?

Wat was uw relatie met de andere partij?

2. Tijdens

Hoe relateerde de inhoud tot de onderhandeling?

Hoe kwamen duurzaamheidsambities terug in de onderhandeling?

Veranderde uw strategie tijdens de onderhandeling? En zo ja, hoe?

Welke technieken gebruikte u?

- *Hoe was dit voor toegevoegde waarde voor de realisatie van duurzaamheidsambities, of juist niet?*

Wat was de focus (coöperatief of competitief)?

- *Hoe was dit voor toegevoegde waarde voor de realisatie van duurzaamheidsambities, of juist niet?*

Wat was de vorm van communicatie (open of terughoudend)?

- *Hoe was dit voor toegevoegde waarde voor de realisatie van duurzaamheidsambities, of juist niet?*

Hoe was het vertrouwen (wederzijds of geen vertrouwen)?

- *Hoe was dit voor toegevoegde waarde voor de realisatie van duurzaamheidsambities, of juist niet?*

3. Na

Hoe relateerden de aspecten (inhoud, strategie, technieken, focus, communicatie en vertrouwen) tijdens de onderhandeling tot de samenwerking (na contractsluiting)?

Is de relatie veranderd en zo ja, hoe?

Welke belangen zijn wel behartigd, en welke niet?

Zijn alle duurzaamheidsambities terug te vinden in het plan? In hoeverre?

Verbetering

Met de kennis van nu, wat zou u anders hebben gedaan, denkend aan:

- *Strategie*
- *Technieken*
- *Focus*
- *Communicatie*
- *Vertrouwen*

Afsluitend

Heeft u nog iets toe te voegen?

Appendix 3

Interviews Maasterras Zwijndrecht

Questions

	Municipality of Zwijndrecht	Real estate developer
Sustainability ambitions in general	It is an umbrella term. Sustainable spatial planning, climate adaptation, dwellings, energy, sun, rain, heat, water retention, social, safety, health, exercise, nuisance etc.	I see them as requirements or scores in tenders, like: GPR, MPG, energy, circularity, materials, PV panels, future proof, gas free. It's about a balance of all these aspects.
Sustainability ambitions in the project	There are many. Spatial planning and design at total level: positioning, Design of public space: lay out of greenery, water (retention), flora and fauna, energy, gas free, health, use, and emissions.	It was more about who you are as an organization and how you collaborate. After that, it was mainly about feasibility and sustainability ambitions within that plan. Subjects that were included: climate adaptation, and water retention.
Role of sustainability ambitions in this selection method	That role is huge, we selected on that aspect. For a high level of complexity, with a complex business case and high quality of ambitions a capable partner is necessary.	There was a framework in which the sustainability ambitions are fitted in. First of all, the business case must be closed, then we looked how the ambitions are translated. The interaction between those two elements is an ongoing discussion.
Negotiations		
- Before		
Goal	Our goal was to be clear about the preconditions and starting points. There are technical starting points, policy principles and financial starting points.	The goal was to get to know each other, how can we be complementary and strengthen each other. How do we deal with certain situations in bad times.
Content and negotiations	Together we sought solutions within the boundaries and were looking for how to keep the solutions within reach. It was more complex puzzle solving than negotiating.	Municipality and Woonkracht 10 requested some reference projects as lead for negotiations. Also, some starting points were chosen from market circumstances, but changed over time due to the circumstances that also changed. Then, how do you deal with the other and negotiate about that. The municipality wants to have the trust in us and the project that the we can still succeed.
Interests	There is a collective interests because we do a partner selection. Therefore, there is no room for a classical role division. The interests of VORM matches ours, so that is why we have chosen them.	For us it is to maintain a healthy company, so we have to develop enough projects for our continuity. Also, for our portfolio it is interesting to do projects in the region.
Strategy	In general we have public goals that we want to achieve. For the partner	Our strategy was to show who we really are, being honest about

	selection we were transparent and open about societal goals and quality that we have to realize together.	what we are capable of and how we can make this project to a success.
Power	There is no power relation, only dependency in the collaboration.	No, there was no power relation.
Relationship	There was no relationship before the negotiation.	There was not yet a relationship.
- During		
Relationship content and negotiations	In our development team we had sessions about our planning and related products. We tested these products (financial, technical and design) for its quality. The main goal is to realize much quality as possible, and not to start from maximum profit optimisation.	There were discussions about starting points based on market circumstances that weren't feasible anymore. Along the way there were some new insights that didn't fit in the land use plan while we thought that the plan would be more flexible. This affected the business case.
Sustainability ambitions and negotiations	The vision, which was the main line in the negotiations, focused on an integral and qualitative plan. This translates to the process, complexity, collaboration, and growth ambitions of Zwijndrecht.	An example: Building enough affordable housing below a certain maximum because of the WBI subsidy that we did not know of. So, we had to go back to redesign the plan.
Strategy and negotiations	The strategy did not change. Though, the strategy was to openly discuss all challenges: affordable homes, WBI subsidy, financial frame, program, VEX, land use plan, noise pollution, construction costs, living environment, contracts, civil estimations. This all with the goal to develop a healthy, and high quality living environment.	The strategy was being open and realistic, coming with critical questions. It was no hard bargaining.
Techniques used	Being transparent, dare to, having courage, being open, honest, in order to achieve trust.	Open, transparent, mutual trust, but also being sharp in negotiations.
Focus	The focus is cooperative. It's just like a marriage that has its ups and downs. In a partnership like this it is about trust.	Cooperative. Sometimes we were angry with each other, but at the end we will find a solution.
Form of communication	The communication is open: sharing information and discussing the challenges all the time, and how to solve them. How can we push the right buttons to still achieve the same goal.	Again, open, and transparent, keep working on trust, and being sharp in negotiations.
Trust	Like I said about the marriage, trust is key.	There was trust, but it was something we had to keep working on.
- After		
Affection of negotiation to the collaboration	Content-wise: we are working towards a buy and develop agreement. The (negotiation) process towards that agreement contains many subject, like: (living) program, types of dwellings: where and how many. Layout of urban plan: what does it look like, greenery, water, roads, positioning, parking. Financial: how does it relate to the	<i>No answers due to burn out of interviewee</i>

	program, maintenance, damage, acoustic façade. Juridical: sell land of Woonkracht 10, contracts for (layout of) public space, infrastructure, staying in public space, urban plan.	
Strategy	First we had a role division in which we focused on quality. Later, there were some small changes in strategy, that shifted more towards financial strategy: future implementation, and effect on quality within the complexity. Finally in a later stadium, does it close the business case?	<i>No answers due to burn out of interviewee</i>
Techniques	We tried to openly discuss everything, even 'buttons' of the real estate developer, profit and risks. Also, construction costs and relationship with the GREX and interrelated costs. This all comes to transparency.	<i>No answers due to burn out of interviewee</i>
Focus, communication and trust	This whole partner selection method is based on trust. We have to keep monitoring that trust, because the mutual trust is affected by content-wise changes. We have had many discussions about new insights for solutions that weren't feasible or possible anymore, despite the agreements we had. These insights weren't always communicated clearly. Also 'false' assumptions were made which resulted in miscommunication. At such moments it was important to shift the focus towards the main goal and result.	<i>No answers due to burn out of interviewee</i>
Change of relationship	It has changed in a positive way: it grew. It is about getting to know each other after which it gets more content focused, towards a plan with a closed business case.	<i>No answers due to burn out of interviewee</i>
Interests	Overall, the interests are met. The shared interests have barely changed, but were sometimes in conflict with own interests. Then these were discussed in order to solve them.	<i>No answers due to burn out of interviewee</i>
Sustainability ambitions in the plan	That is translated by that shared values. Water: system in the area, retention on private territory. Layout of greenery, related to health, and exercise. The energy concepts fit. How do these aspects fit within the context, orientation, spatial layout in private and public territory. The synergy of the sustainability ambitions in the plan can be found by the integrally approach.	<i>No answers due to burn out of interviewee</i>

Table 25: Outcome interviews Maasterras (own table)

Interviews EKP-terrein 's-Hertogenbosch

Questions

	Municipality of 's-Hertogenbosch	Real estate developer
Sustainability ambitions in general	It's a comprehensive definition, i.e.: circularity, energy, mobility, water, greenery.	It is an umbrella term, so it could be about space, mobility, social sustainability, residents, functions, community, layout of public space, relation ground floor plinths and meeting, identity of an area, hard and soft ambitions (some are not measurable or tangible).
Sustainability ambitions in the project	Energy neutral area, BENG for buildings, Type of dwellings in balance, aqua thermal, heat-cold storage, solar panels	50% of the points in the tender is for quality for which most of these ambitions are interwoven in the quality part.
Role of sustainability ambitions in this selection method	That role is huge. They are concrete in the award criteria.	The role is big since half of the points is awarded for this.
Negotiations		
- Before		
Goal	Making clear were adjustments can be made within the framework of starting points. The dialogues are the moments for the session to make remarks for adjustments	Try to win the tender.
Content and negotiations	The changes that can be made are fixed within the framework, which is about the quality part of the tender. Process is more relevant for us.	All negotiations were about content. We only made a remark about the duration of the dialogue sessions (process).
Interests	PostNL and NS wanted to sell their land. We, as municipality, had more interests for the process, which is about talking with residents for societal support. We wanted the real estate developer to design a plan for this.	Designing the best plan by getting the right information about financial and legal subjects during the negotiations.
Strategy	Being clear what we want via dialogues, 'Global development framework' document and the award criteria in the tender.	We didn't had a strategy per se, however for some sessions like the legal one, we introduced our own in-house lawyer.
Power	There is no power relation. NS, PostNL and we agreed that every decision, in every phase, had to be unanimous. This is written down in the collaboration agreement: how do we divide the points in the tender. So, there was mutual dependence.	They have power in the way that they determine what will be adjusted, who will be the winner.
Relationship	The relationship was good, however PostNL had already plans 8 year ago so it took some time.	The relation is good. There is a little friction, but that's normal.
- During		
Relationship content and negotiations	There were some changes in the tender: the function EKP is changed in land use plan and tender. Sustainable mobility, social housing were also discussed.	It is mainly about content, maybe a little process.
Sustainability ambitions and negotiations	The EKP, sustainable mobility, social and student housing were discussed, but the quality of sustainability had priority.	The ambitious are intertwined in the award criteria.

Strategy and negotiations	Our strategy was to stay reasonable during the negotiations. The awarding criteria are fixed, however the details can be changed, like the program of education for EKP.	We knew that we had to comply to the rules of the tender, however for we tried for EKP hall to design something different (against the rules).
Techniques used	Dialogue phase was introduced per theme for which the relevant stakeholders were present during the negotiations. Also being transparent about what is objective, a requirement or a wish.	For EKP hall we wanted to remain the old function and mix it with companies, creative business, education and catering. This was more a concept idea than a sustainable motivation.
Focus	The focus is cooperative, because a we want to find a fitting partner.	Cooperative with the municipality.
Form of communication	The communication is open: sharing information and discussing the challenges. Outcomes that are relevant for other real estate developers is openly shared.	That was open. We discussed the plan of EKP that it was not according to the rules and if we had a plan B.
Trust	There is competition still, so trust there but more in the way of convincing and believe in being capable as a partner.	Well, in a certain way. The dialogues were written down on paper and were signed by both parties. So, basically it has a quite legally approach.
- After		
Effect of negotiation to the collaboration	The negotiations in the dialogue phase influenced the bid of the parties and eventually the winner.	All dialogues led to an agreement which we had to translate into the plan during the collaboration. However, there were innovations and other changes due to development in time that we could not change in the plan because of the agreements.
Strategy	We were very transparent about our starting points, which were the framework for the tender. Within the framework there was room for changes.	Try to be open as possible and we had an agreement, so it was clear what was allowed.
Techniques	We tried to openly discussed the subjects within the framework and reacted on this.	Within the agreements there is some room for changes and innovations, but that is very little. We did not had a specific strategy for this.
Focus, communication and trust	The form of communication was open about themes and subjects within the framework. The focus is party on own interest and theirs as well.	All interests come back in the plan right now, so it is more one whole. We are in lead, but we still work together.
Change of relationship	It has changed for sure. By going into the collaboration process together trust automatically grew. We abide by the agreements and to the planning as well. So now, there is mutual dependence that influences the relationship.	By collaborating more, we grew and gained more trust.
Interests	Yeah those are complied. Moreover, there are overlapping interests, like: pace of the project, sustainable quality, working carefully, and realizing a good plan.	Not completely. We pointed out our interest in the dialogue, but the municipality did not change the tender.
Sustainability ambitions in the plan	Mostly it is the requirements of the award criteria, some wishes and at last some little changes.	All starting points came back in the award criteria so there are many.

table 26: Outcome interviews (own table)

Appendix 4

Expert Panel protocol

Geachte professional,

Gebiedsontwikkeling is een belangrijk middel voor overheden en gemeentes om duurzaamheidsambities te realiseren. Verduurzaming van de gebouwde omgeving is noodzakelijk aangezien deze voor 40% verantwoordelijk is voor de CO² uitstoot. Met gebiedsontwikkeling kan hiermee een grote slag gemaakt worden. De duurzaamheidsambities die door gemeentes worden opgesteld, worden in samenwerking met een ontwikkelaar vertaald naar een gebiedsontwikkelingsplan. Het begrip duurzaamheidsambities heeft een brede betekenis en is context- (en dus project) afhankelijk. Om een goed beeld te krijgen, ben ik dan ook geïnteresseerd om dit breed te benaderen, zo ook in dit panel.

In mijn onderzoek focus ik op hoe onderhandelingen in partner selectiemethodes bij kunnen dragen aan het vertalen van deze duurzaamheidsambities. Het doel is om deze selectiemethodes te verbeteren om zo een duurzaam en haalbaar plan te maken. Met dit doel wil ik ook het belang van het onderzoek aanstippen: binnen de transitie naar een duurzamere gebouwde omgeving komt (financiële) haalbaarheid vaak om de hoek kijken. Hoe kan er binnen de kaders een haalbaar maar ook duurzaam-kwalitatief plan gerealiseerd worden dat bijdraagt aan deze transitie?

Voor mijn onderzoek heb ik twee selectiemethodes vergeleken: het Stationskwartier te Zwijndrecht (partnerselectie) en het EKP terrein te Den Bosch (klassieke tender). Hierin heb ik de gesprekken/dialogen tussen de gemeente en de ontwikkelaar in relatie tot duurzaamheidsambities geanalyseerd.

Mijn bevindingen uit de analyses wil ik graag valideren, daarom dat ik u bij deze uitnodig voor een expert panel van maximaal een uur.

Het zou zo kunnen zijn dat het om gevoelige informatie gaat. Daarom wil ik benadrukken dat er zorgvuldig met deze informatie mee wordt omgegaan. Dit betekent dat gesprekken geanonimiseerd worden. Bovendien kan u ervoor kiezen om het panel niet onderdeel te laten zijn van dit onderzoek. Dit onderzoek wordt uiteindelijk publiekelijk beschikbaar gesteld.

In de bijlage kunt u de vragen vinden die tijdens het interview gesteld worden. Daarnaast is er een toestemmingsformulier toegevoegd die ondertekend moet worden.

Mochten er nog vragen zijn, beantwoord ik die graag voor het begin van het panel.

Ik ben erg benieuwd naar uw mening.

Met vriendelijke groeten,

Bart Jan de Jonge

Statements Expert panel

Partner selection

Statement 1: Key stakeholders (municipality, real estate developer, relevant advisor, and parties with land position) must be capable to play with open cards and fully trust each other, early on.

Statement 2: Negotiations should take place in the get to know each other- and dialogue.

Statement 3: Key stakeholders should negotiate about how to keep sustainability ambitions within reach.

Statement 4: By looking integrally at the sustainability ambitions, the plan can reach an optimum in sustainable quality.

Tender

Statement 1: Only key stakeholders (municipality, real estate developer, relevant advisor, and parties with land position) should be involved in the negotiation process.

Statement 2: In the elaboration phase there should be room for negotiations to tweak the ambitions in the plan.

Statement 3: Key stakeholders should negotiate about how to keep sustainability ambitions within reach.

Statement 4: Key stakeholders should listen to each other during negotiations and do something with the input on how the sustainability ambitions can be incorporated in the urban redevelopment plan.

Final question: What will be bottlenecks to incorporate sustainability ambitions and design a feasible urban redevelopment plan?