The Perspective of the Private-led Developer on Social Sustainability in Urban Regeneration Projects

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ABSTRACT

This thesis focuses on the critical gap in understanding and operationalizing social sustainability within URPs, in the context of private-led developers. While the significance of social sustainability is acknowledged, its application in urban development projects, especially by private-led developers, remains underexplored. This research aims to bridge this gap by exploring how social sustainability objectives are assessed and documented within the context of urban transformation projects. The main research question will be: “How do private-led urban developers interpret and implement social sustainability in URPs, and how do these interpretations impact communities from the perspective of both developers and end-users?”.

The research primarily employs a qualitative approach, using literature review, document analysis and semi-structured interviews with experts and residents. Two case studies, Le Medi and The Hudsons, situated in Rotterdam's *Bospolder* neighborhood, were selected for comparative analysis. The selection of the projects, developed by the same developer, ERA-Contour, but at different times, provides insight into urban planning strategies and their effects over time.

Findings show that both projects emphasize social well-being, quality of life and sense of place, addressing various aspects of social sustainability. However, challenges remain, including perceptions of living in a bubble and limited integration with the broader community. Despite municipal guidelines to attract new populations, integration efforts are gradually evolving, with community initiatives showing promise.

Analysis of the case studies reveals the strong influence of public and semi-public parties, especially municipalities and housing associations, in shaping urban development agendas. The collaborative nature of Dutch urban governance is considerable. This collaborative nature of Dutch urban governance and its transition to people-centered regeneration underscore the importance of community involvement and bottom-up approaches.

The developer's profile, exemplified by ERA, reflects an integrated approach with a focus on concept development, community engagement and on long-term social welfare enhancement. Both projects demonstrate a commitment to design quality and strategic decision-making aligned with the neighborhood context, although the approaches to social inclusion somewhat differ.

The study concludes with a theoretical framework that summarizes indicators and contextual factors of social sustainability in URPs. This framework provides a valuable tool for analyzing and understanding the implementation of social sustainability by private developers in URPs. Further research is needed to explore the effectiveness and implications of these strategies for promoting inclusive and equitable urban environments for other types of private-led developers.

KEYWORDS: social sustainability, urban regeneration, private-led developers, developer related to construction firms, community well-being, Netherlands

PERSONAL MOTIVATION

Ever since I completed my Master's in Architecture at TU Delft, my academic journey has been marked by a deep-seated fascination with the intricate relationship between the built environment and its profound impact on society. This passion was ignited during my final year of the Architecture program when I had the privilege of participating in Explore Lab (a chair in the faculty of Architecture).

My journey began with a keen interest in the unfolding dynamics of the fourth feminist wave and its implications for architectural practices. As I delved into this area, my academic exploration led me to a unique intersection of feminist and community-based approaches within architectural design. This intersection eventually found its expression in my thesis project, where I sought to translate these perspectives into tangible architectural solutions.

During this transformative journey, I discovered the captivating realms of inclusivity, social cohesion, and the pivotal role of public spaces within the architectural landscape. These insights underscored the profound impact of the built environment on community well-being and the human experience.

My quest for knowledge didn't end with my architectural pursuits. Instead, it propelled me into a new academic realm: the Master's in Management in the Built Environment. This transition marked a pivotal moment in my academic journey, as I felt compelled to bridge the gap between architecture and the broader societal aspects intertwined with the built environment.

In this new phase, I am intrigued by the prospect of not only focusing on the public face of the built environment but also delving into the intricate interplay of social dimensions within the world of private-led urban development. I aspire to explore how these social considerations, meticulously crafted by market players such as project developers, ultimately translate into tangible experiences for end-users, the very residents of the built environment.

In essence, my academic motivation is driven by a commitment to unravel the complexities of how private-led urban development can shape and enrich social sustainability, foster community well-being, and create meaningful, inclusive spaces for residents. This academic journey represents a captivating opportunity to contribute to the intersection of architecture, project development, private-led development, and community well-being, a journey I am passionately eager to embark on.

LIST OF ABBREVIATIONS

AD	Architectural Design
B-Corp	Benefit Corporation
BoTu	Bospolder-Tussendijken
DC ERA/BPD	Consortium ERA-Contour and BPD Development
ERA	ERA Contour
I&C	Initiative & Concept
PPP	Public-Private partnership
QPR	Qualitative Program of Requirements
Q-team	Quality Team
SDG	Sustainable Development Goals
TD	Technical Design
URP	Urban regeneration project

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CHAPTER 1
INTRODUCTION

Urban sustainability is currently undergoing a transformative shift, with increased attention being directed towards the social dimensions of sustainability in cities. Traditionally, urban sustainability primarily focused on economic and environmental aspects (Langergaard, 2019; Chan, et al., 2019; Janssen et al., 2021). However, emerging global risks underscore the significance of societal and environmental concerns, including livelihood crises, social cohesion erosion, and mental health deterioration, which are projected to be among the most critical issues in the coming years (World Economic Forum, 2022).

In Europe, concerns surrounding social issues have prompted decisive action (European Commission, 2019). The European Commission is firmly committed to the objective of making cities safer and more livable by embracing the '17 Sustainable Development Goals' (SDGs), established in 2015 as a universal guideline for assessing and monitoring progress on a worldwide scale, as illustrated in Figure 1 (European Commission, 2019; UN, 2015). This comprehensive action plan is built upon the foundation of the '5 Ps': people, planet, prosperity, peace, and partnership (United Nations, 2015). The overarching aim is to eliminate poverty, inequality, injustice, and address climate change within the timeframe of 2015-2030 (UN, 2015). Specifically, SDG 11 targets urban contexts, striving to establish inclusive, safe, resilient, and sustainable cities and human settlements (Lami & Mecca, 2021). However, current indicators often overlook subjective factors crucial for comprehensive sustainability, emphasizing social equity and resource distribution over variables like social interaction and well-being. Despite significant progress in areas like work, education, health, and the rule of law, gender equality and environmental protection aspects lag behind in the Netherlands compared to other European cities (CBS, 2023). This highlights the importance of SDGs in recognizing and addressing social dimensions in global policies, promoting a comprehensive and inclusive approach to sustainable development across Europe.

Figure 1: The 17 Sustainable Development Goals (United Nations, 2015)

The Netherlands has been increasingly emphasizing the social dimension of urban regeneration projects (URPs – term explained in Chapter 2.1.1). Initiatives have been introduced to enhance livability and safety in neighborhoods (Ministerie BZK, 2022). Furthermore, the upcoming introduction of the new Environmental and Planning Act (In Dutch called the *Omgevingswet*) in 2024, aims to consolidate regulations regarding the living environment. This act places a notable emphasis on encouraging public participation in collaboration with government authorities and developers on building projects. Additionally, this also aligns with broader government efforts to integrate '*brede welvaart*' (broad prosperity) into its budgeting system, as described in the report authored by Hardus et al. (2022). Broad prosperity encompasses more than just monetary wealth; it encompasses the

essential elements of a thriving, inclusive, and sustainable society, including spatial coherence, societal bonds, and social capital, all contributing to overall well-being.

Developers in the Netherlands exemplify a commitment to social sustainability, evident in their stated aims and visions (Table 1). Their dedication is directed towards enhancing social cohesion, improving the quality of life, and fostering overall community livability, all within sustainable frameworks. A thorough analysis, detailed in Appendix 1, unveils a diverse range of visions among prominent project developers in the Netherlands. Each developer presents a unique perspective, yet common themes emerge, illuminating the strategies employed to cultivate their public image. Themes such as livability, inclusivity, community-centered design, sustainability, and co-creation underscore the shared values among these developers. These visions consistently emphasize the significance of social sustainability, aligning seamlessly with broader trends in urban development. Moreover, the recognition of 'Livability & Social Cohesion' as a notable category for the prestigious best building award in the Netherlands (BNA, 2023a) further underscores the growing importance of these factors in urban development. Information regarding the recipients of the BNA prize, category 'Livability & Social Cohesion', can be found in Appendix 2. This recognition not only provides companies with a platform to showcase their dedication to social sustainability but also signifies a prevailing trend in the industry, reflecting a collective commitment towards fostering socially conscious and sustainable projects.

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

Table 1: Developer visions on social sustainability in the Netherlands (expanded version in Appendix 1 - Own work)

While the table sheds light on the public-facing aspects of developers' commitments, it's equally important to explore the driving forces behind these commitments. In the Dutch context, where academic research on these motivations is limited, initial insights are drawn from other sectors and broader societal trends. There is a growing understanding that private developers may be motivated by various factors, including corporate social responsibility, responding to market demand for socially conscious development, and a genuine aspiration to align with broader societal values (Brønn & Vidaver-Cohen, 2008).

This study addresses a gap in academic knowledge by examining motivations within Dutch urban development. It explores how private developers align their professed commitment to social sustainability with practice and their responsibility within this dynamic. By delving into developers' roles in social sustainability, the research aims to understand their impact on urban development

outcomes. It seeks to provide insights into the relationship between developers, societal aspirations, and urban sustainability, offering guidance on how developers can positively influence outcomes. Through bridging the gap between declarations and actions, the study aims to understand how developers prioritize social dimensions.

1.1 PROBLEM STATEMENT

Despite extensive research on urban social sustainability, a significant gap remains in comprehensively defining and operationalizing this concept (Larimian and Sadeghi, 2021). Recent discussions by Janssen and Basta (2022) have expanded the focus to include well-being and community, highlighting the need for research on social sustainability within the unique context of URPs, where spatial and social dimensions are intertwined. Existing literature has explored various aspects of social sustainability (Chiu, 2004; Dempsey et al., 2012; Rashidfarokhi et al., 2018; Chan et al., 2019; Langergaard, 2019; Shirazi & Keivani, 2019; Janssen et al., 2021; Larimian & Sadeghi, 2021), but often overlooks the crucial role of private-led developers, especially in the Dutch context (Heurkens, 2012; Buitelaar & Bregman, 2016; Janssen et al., 2023).

Rapid urbanization leads to the loss of human-scale designs and essential public spaces for community interactions (Khemri et al., 2020). Caprotti and Gong (2017) emphasize incorporating lived experiences URPs. This research aligns with Jacobs' view that city vitality stems from human interactions and lived spaces, improving neighborhood aesthetics, promoting social cohesion, and enhancing community interaction (Larimian & Sadeghi, 2021).

Khemri et al. (2006) state that neighborhoods comprise physical design and social aspects. Physical design includes spatial and functional characteristics shaped by the built environment, while the social aspect unites a community through social relationships. Influential figures like Mumford, Kevin Lynch, Jane Jacobs, and Christopher Alexander advocate for neighborhood planning that fosters community and social interaction (Khemri et al., 2020). Lefebvre asserts that urban spaces reflect residents' lifestyles and interactions with the built environment (Stewart, 1995). Neighborhoods are ideal for implementing sustainability measures (Marique & Reiter, 2011; Zang et al., 2018), but there is a lack of comprehensive studies on assessing social sustainability in URPs, leading to a critical gap in understanding their impact on residents' experiences.

Recognizing the nuanced role developers play in shaping neighborhoods' spatial and social dimensions is essential for fostering comprehensive social sustainability. This understanding establishes a foundation for strategies developers can adopt to align their goals with end-users' needs, facilitating the creation of inclusive, livable, and socially sustainable neighborhoods amid rapid urban growth.

1.2 RESEARCH OBJECTIVE

This research aims to explore social sustainability in private-led URPs, focusing on how Dutch developers impact community social patterns. The study's objectives are:

- The research aims to identify key elements and indicators of social sustainability that private developers can prioritize in their projects
- By examining developer experiences, the research seeks to understand how social sustainability is integrated into URPs. By examining the methods and approaches of private developers, the research seeks to uncover strategies for effectively promoting social sustainability in the built environment.
- The research examines the extent to which developers involve end-users in the development process and whether their perspectives and ideas are effectively translated into the built environment. By analyzing the interactions between developers and end-users, the study aims to assess the impact of user engagement on promoting social sustainability.
- Finally, the research aims to develop a comprehensive framework delineating various aspects of promoting social sustainability. This framework will serve as a practical tool for developers, providing guidelines for improving social sustainability in their projects. In addition, it may help in the academic literature to use this framework in other research around private-led developers.

1.3 RESEARCH QUESTION

1.3.1 MAIN RQ

How do private-led urban developers interpret and implement social sustainability in URPs, and how do these interpretations impact the communities from the perspective of both the developers and end-users?

1.3.2 SUB-QUESTIONS

In order to answer the main research question, three sub-questions will be addressed first, ultimately leading to the answer to the main research question.

- What key elements do private-led urban developers emphasize in interpreting the concept of social sustainability in the context of urban regeneration?
- What processes are employed by private-led sector developers to incorporate social sustainability into their urban regeneration initiatives?
- To what extent are end-users aware of or perceive the presence of social sustainability elements in URPs initiated by private-led developers?

1.3.3 CONCEPTUAL MODEL

The conceptual model, Figure 2, illustrates the relationship between social sustainability and urban regeneration. Social sustainability is the core focus, interacting with and being influenced by three key stakeholders: private-led developers, government bodies, and end-users. In this research, special attention is given to the role of private-led developers. The model visualizes the key concepts of the study, highlighting how developers' interpretations and implementations of social sustainability impact URPs and the communities involved.

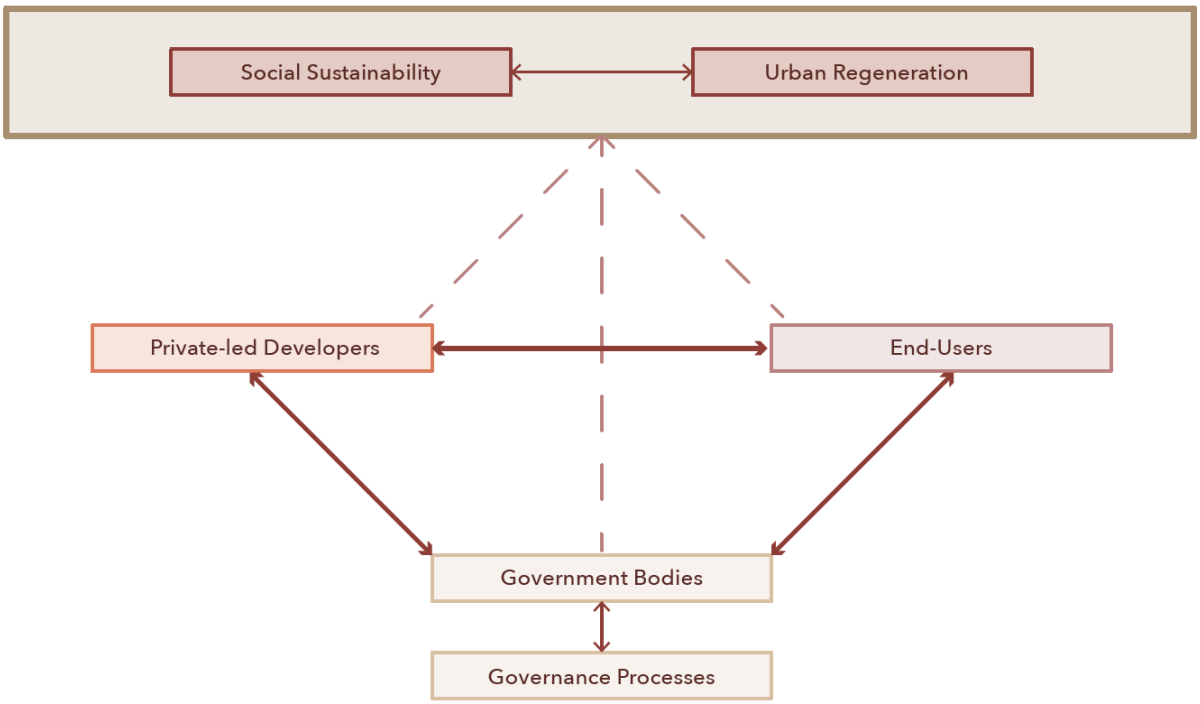

Figure 2: Conceptual model (own work)

1.4 SOCIETAL AND SCIENTIFIC RELEVANCE

The purpose of this study is to expand existing knowledge on social sustainability in URPs, focusing on the role of private developers in shaping urban development. While previous research has examined various dimensions of social sustainability, an overview of the specific influence of private developers in this context is lacking. By delving into this aspect, this research aims to fill this critical gap and provide a better understanding of how developer decisions affect social sustainability outcomes. By analyzing developer practices and their implications for social cohesion and community well-being, this research will provide insight into the complexity of urban development dynamics.

The social relevance of this research lies in its interest in informing and improving URPs, ultimately helping to create more equitable, livable and socially sustainable neighborhoods. As cities struggle with the challenges of rapid urbanization and loss of human-scale designs, there is a significant need to prioritize social sustainability in development projects. By examining the alignment between the intentions of developers and the needs of end-users, this research seeks to promote more inclusive and community-based approaches to urban regeneration. By examining how urban development projects affect residents' lives and interactions, this research seeks to promote a better understanding of the community web of neighborhoods and encourage the creation of more cohesive and inclusive communities.

CHAPTER 2
THEORETICAL FRAMEWORK

2.1 UNDERSTANDING KEY TERMS

This section defines key terms essential for understanding the research context: 'urban regeneration' and 'social sustainability'. Clarifying these terms helps grasp the study's nuances and relevance.

2.1.1 DEFINING URBAN REGENERATION

Urban regeneration is a widely recognized term in academic and urban planning contexts, often associated with the comprehensive revitalization and renewal of urban areas (Tallon,2010). In the Dutch context, however, the term 'gebiedsontwikkeling' is also used. '*Gebiedsontwikkeling*' literally means 'area development' and originally referred to spatial projects of various sizes within and outside existing urban areas (Daamen,2010). It aimed to expand the scope of projects geographically and involve public and private entities to offset development costs. Over time, it evolved to a more entrepreneurial and collaborative approach, reflecting the broader shift in European planning systems.

Although '*gebiedsontwikkeling*' is used in the Netherlands, it may not be as academically recognized outside the Netherlands. Therefore, the term 'urban regeneration' is often preferred to ensure international understanding. Urban regeneration encompasses the redevelopment of urban areas, addressing a multitude of challenges, including physical, environmental, social, and economic aspects (Tallon, 2010; Chan et al.,2019). This approach recognizes the interdependence of these factors and places strong emphasis on improving the well-being and needs of the urban population.

Urban regeneration carries a distinct focus on the social and community aspects of urban development. This focus has been shaped by the specific context of the UK, where social segregation and disparities were significant issues (Tallon,2010). The term gained prominence in the late 1970s-1997 as the UK government transitioned its focus from state-funded housing to regeneration led by the private sector. This shift emphasized community empowerment and collaboration in extensive revitalization efforts, incorporating interconnected concepts such as social sustainability, sustainable communities, quality of life, social cohesion, and, more recently, livability and well-being. In contrast, the Netherlands, with its collaborative 'polder model,' traditionally emphasizes cooperation (Daamen,2010). In the UK, the influence of the private sector, linked to significant social segregation, necessitated a more comprehensive and all-encompassing approach to addressing urban challenges. The legacy of social inequality and the power of the private sector motivated the need for more substantial corrections, which gave rise to the concept of urban regeneration. Table 2 showcases the distinctions between urban regeneration and related terms

Term	Description
Urban renewal	Historically involved large-scale demolition and reconstruction projects, mainly focusing on the transformation of the physical environment.
Urban revitalization	Went beyond spatial changes to bring vibrancy to areas, recognizing that physical transformation alone was insufficient to improve urban areas.
Urban regeneration	Represents a shift from place-based to people-based approaches, addressing the complexity of urban challenges by improving different dimensions of urban life and engaging public and private stakeholders in a joint effort.

Table 2: Distinctions between urban regeneration and related terms (own work based on literature: Tallon, 2010; Roberts & Sykes, 2008; Barosio et al., 2016)

So, urban regeneration can be seen as a comprehensive term associated with the revitalization and renewal of urban areas, encompassing physical, environmental, social, and economic aspects. From now on, urban regeneration projects will be referred to as URPs.

2.1.2 DEFINING SOCIAL SUSTAINABILITY

Figure 3: The three pillars of sustainability (own work)

Many authors trace the foundation of research on social sustainability back to the 1987 Brundtland Report, which defined sustainable development by three pillars: economic, environmental, and social (Chiu, 2004; Vallance et al., 2011; Kefayati & Moztarzadeh, 2015; Eizenberg & Jabareen, 2017; Lami & Mecca, 2021). This report highlighted the interconnectedness of human livelihoods, ecological objectives, and economic development, emphasizing the need to pursue economic progress without jeopardizing future generations' ability to meet their needs. As depicted in Figure 3, sustainability in urban planning and the built environment comprises economic, environmental, and social dimensions. Dempsey et al. (2011) state that these three pillars must be in balance to holistically address the complex challenges posed by sustainability. Over time, social sustainability has gained prominence among scholars and practitioners (Kefayati & Moztarzadeh, 2015; Langergaard, 2019; Chan et al., 2019), reflecting its critical role in fostering resilient communities (Lami & Mecca, 2021). Since the 1990s, governments have increasingly integrated social vitality into policy and planning (Colantonio et al., 2009). Additionally, several authors advocate for integrating cultural sustainability within the broader framework of sustainability (Chiu, 2004; Ameen et al., 2015; Lami & Mecca, 2021).

Sustainable communities, as outlined in the Bristol Accord, an European approach to 'sustainable communities' signed by EU member states, are described as places where people desire to live and work both presently and in the future (ODPM, 2005). These communities should address the varied needs of current and future residents, be considerate of their environment, and contribute to a high quality of life. This definition underscores the integral role of community settings in fostering positive social outcomes and highlights the close connection between neighborhoods and residents (Dempsey et al., 2011).

A clear definition of social sustainability remains elusive (Colantonio et al., 2009; Dempsey et al., 2012; Eizenberg & Jabareen, 2017; Sharifi & Keivani, 2019; Langergaard, 2019; Lami & Mecca, 2021; Larimian & Sadeghi, 2021; Jansen et al., 2021). Social scientists are often criticized for presenting vague and inconsistent ideas about social sustainability (Vallance et al., 2011; Eizenberg & Jabareen, 2017). Moreover, indicators used to measure social sustainability might lack a strong theoretical foundation. Grieller and Littig observed that these indicators are frequently chosen based on practical considerations, such as plausibility and alignment with current political agendas (2004). Table 3 presents multiple definitions of social sustainability, reflecting the ongoing discourse and varied perspectives within the literature. Analyzing these definitions reveals a growing focus on both tangible and intangible aspects. Although some researchers highlight the ambiguity of social sustainability, this very ambiguity becomes a defining feature, keeping the concept relevant and adaptable in practice.

Reference	Definition Social Sustainability
Polese & Stren, 2000, p.15	Development that supports civil society's harmonious evolution, encouraging social integration, cultural coexistence, and improving life quality for all.
Chiu, 2004, p.66-67	Encompasses environmental sustainability, social conditions for sustainable development, and people-oriented well-being, emphasizing life quality, social cohesion, and equitable resource distribution.
Bramley et al, 2006, p.5	Focuses on social equity (fair resource distribution) and community sustainability (ongoing societal health and functioning).
Colantonio et al., 2009, p.18	How societies coexist and pursue development goals within environmental limits, integrating equity, health, participation, social capital, economy, environment, well-being, and quality of life.

Dempsey et al., 2012, p. 291-292	Dynamic and evolving, including tangible and intangible, it includes social equity (resource distribution and inclusion) and community sustainability (social functioning and integration).
Kefayati & Moztarzadeh, 2015, p. 55	Creating harmonious living environments through sustainable architecture and urban development, establishing shared social values in communities, promoting long-term well-being, health, and active lifestyles.
Abed, 2017, p.73	Focuses on both physical and non-physical environments.
Liu et al., 2017, p. 658	Two dimensions: individual well-being and distribution (social justice & equity), linked to specific contexts.
Lami & Mecca, 2021, p.2 & 4	Multidisciplinary concept focusing on the correlation between the built environment and social identity. Enhancing quality of life through urban development, emphasizing the link between the built environment and social identity, focusing on social equity and well-being.
Larimian & Sadeghi, 2021, p. 624	Ensures fair access to facilities, services, and housing, fostering vibrant, secure environment, community interaction, satisfaction, and pride - making it a desirable place to live both presently and in the future.
Janssen et al., 2021, p. 3	Ambiguity is a defining characteristic of social sustainability, essential for its practical contexts application.

Table 3: Definitions of social sustainability (used references in table)

The existing literature often emphasizes measurable physical factors associated with social sustainability, such as urban planning and design (Dempsey et al., 2011; Eizenberg & Jabareen, 2017). While these elements play a crucial role, the discourse encourages a broader perspective that also incorporates intangible aspects (Dempsey et al., 2011). Social sustainability is not solely achieved through the physical layout of a community but is deeply intertwined with aspects like social justice, equity, and community well-being. Other characteristics integral to achieving social sustainability, such as dynamic social processes and structures, deserve equal attention. Incorporating non-physical factors into planning and policy is inherently more challenging due to their dynamic nature. Unlike tangible features, intangible social dynamics, including cultural nuances, community engagement, and fostering a sense of belonging, are less straightforward to quantify and incorporate into planning frameworks.

Dempsey et al. categorized factors influencing social sustainability into physical and non-physical factors (2011), as illustrated in Table 4. Additional aspects indicated by Janssen et al. (2021) have also been included. Recognizing the built environment's non-physical or intangible factors is crucial. For instance, thoughtful design of open green spaces and well-lit roads in URPs contributes to residents' well-being and a sense of security (Yildiz et al., 2020). Additionally, planning social facilities and commercial establishments, such as community centers and cafes, can enhance social cohesion and foster a sense of community while creating job opportunities. However, it is important to acknowledge that tangible factors are measurable, and an overemphasis on specific aspects may lead to unintended consequences (Eizenberg & Jabareen, 2017). For example, focusing on walkability in neighborhood design, while enhancing livability, has been associated with contributing to gentrification. Nonetheless, social processes and structures within a community are ever-changing, making them challenging to anticipate or control through planning and policy. Eizenberg and Jabareen (2017) note that non-physical factors are more difficult to grasp compared to their physical counterparts and are likewise more difficult to implement through planning and policy.

Predominantly physical factors	Non-physical factors
Urbanity	Education and training
Attractive public realm	Social justice: inter- and intra-generational
Decent housing	Participation and local democracy
Local environmental quality and amenity	Health, quality of life and well-being
Accessibility (e.g. to local services and facilities/employment/green space)	Social inclusion (and eradication of social exclusion)

Sustainable urban design Neighborhood (immediate residential area within an urban environment) Walkable neighborhood: pedestrian friendly Access to Daily facilities* Access to Healthcare*	Social capital Community Safety Mixed tenure Fair distribution of income Social order Social cohesion Community cohesion (i.e. cohesion between and among different groups) Social networks Social interaction Sense of community and belonging Employment Residential stability (vs turnover) Active community organizations Cultural traditions Levels of influence*

Table 4: Contributory factors in urban social sustainability (Dempsey et al., 2011, p.291; *=Janssen et al., 2021)

Public participation, once considered the solution, has limitations, as planners struggle to translate community needs into planning decisions, hindering the development of community organizations necessary for addressing dynamic social issues (Eizenberg & Jabareen, 2017). Therefore, it is essential to incorporate both physical and non-physical aspects of social sustainability into a framework for URPs (Eizenberg & Jabareen, 2017; Janssen et al., 2021). This holistic approach considers the interplay between tangible and intangible factors, recognizing their multiple roles in contributing to social sustainability.

Sharifi and Keivani (2019) highlight the multiscale nature of social sustainability, stressing its integration from micro- to macro-scale in urban policies and planning and the need for context-specific considerations. They provide five arguments for conceptualizing and operationalizing social sustainability framework in neighborhood scale:

1. Urban neighborhoods are a practical scale for authorities to address social issues.
2. Many neighborhood-oriented initiatives have societal impacts, and a social sustainability framework provides to evaluate them.
3. Social sustainability framework is essential for new housing developments marketed as sustainable communities.
4. Social sustainability framework helps evaluate social aspects of existing neighborhoods, identify challenges, and plan improvements.
5. Current sustainability assessment tools often overlook social criteria, developing a framework can enhance these tools.

Concluding, the discourse on social sustainability has significantly evolved since the 1987 Brundtland Report. Despite ongoing debates and the elusive nature of a precise definition, there is an increasing emphasis on both physical and intangible aspects. Recognizing social sustainability's multidimensional and dynamic nature, researchers suggest a long-term approach to better understand its evolution over time. To foster resilient and sustainable communities, it is essential to adopt a holistic approach that considers both tangible and intangible factors, is context-specific, is interconnected with other sustainability aspects, and addresses various scales.

2.2 FRAMEWORK SOCIAL SUSTAINABILITY

The aim of this sub-chapter is to conduct a thorough analysis of ten social sustainability frameworks within the timeframe spanning from 2004 to 2022. As highlighted by Janssen et al. (2021), the multiplicity of values, principles and indicators within social sustainability presents a challenge because they do not provide a rigid framework for practical application. This comprehensive review involves a thorough examination of the frameworks, creation of own illustrative representations (Appendix 3), and an in-depth exploration of their applicability. The overarching goal is to reveal the nuanced aspects and evolution of social sustainability concepts over time.

2.2.1 FRAMEWORK CHARACTERISTICS

The in-depth analysis of the ten chosen frameworks aims to gather insights into their structure and practical applicability. This review goes beyond traditional article scrutiny by incorporating self-generated illustrations of the frameworks, shown in Appendix 3. This method consolidates components that are often presented as distinct parts in articles, resulting in scattered information. By integrating these elements into a unified illustration, the goal is to provide a cohesive portrayal. It also offers an in-depth look at the frameworks' construction, highlighting similarities and differences.

Table 5 provides a concise overview of the analyzed frameworks, detailing their names, descriptions, field of study, methods used, and locations, facilitating a comprehensive understanding of their characteristics and applications.

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

Table 5: Summary of ten frameworks (own work)

While defining the concept of social sustainability, analyzing Table 5, and creating the illustrations, it became clear that a number of aspects were fundamental within the framework. Therefore, it was important to understand if indicators were present in each framework, if there were different scale elements or if only neighborhood or building scale were considered, and if there were physical and non-physical aspects in the framework.

2.2.2 COMPARATIVE ANALYSIS: KEY PARAMETERS

Table 6 serves as a comparing overview, systematically comparing the ten frameworks based on crucial parameters. The breakdown includes:

a. What the 'framework includes': indicators, design measures, different scales, context, and if it was tested by professionals or a case study.
b. What the framework in essence 'talks about': what type of sustainability aspect is part of the framework (environment, economic, social) and if physical aspects or non-physical aspects are part of the framework.
c. Field of study: academic discipline (e.g., sociology (S), urban planning (UP), architecture (A), environmental science (ES)), professional field (e.g., urban development (UD), architecture (A), community planning (CP), policymakers (PM)), and community engagement so if in the framework it is emphasized involvement and collaboration with community members.
d. In what form the framework makes recommendations: if collaboration is encouraged among different stakeholders, if it provides tools or methodologies for monitoring the impact of social sustainability initiatives, if it could be part of a urban planning principle or strategy, and if the framework suggests policy recommendations or aligns with existing policies related to social sustainability.

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

Table 6: Comparison of ten frameworks (explanation - Y: yes, N: no, M: minimally) (own work)

By analyzing the different tables and illustrations of the ten frameworks, similarities and differences came up. As the first parable, all frameworks recognized social sustainability as multi-dimensional, incorporating aspects such as health, safety, equity, social interaction, and environmental impact. Secondly, almost all frameworks highlighted the importance of inclusivity, considering diverse groups within society, including different age groups, genders, and marginalized populations. Thirdly, a majority of the frameworks are developed in the context of urban development where challenges and opportunities in urban environments are highlighted. Fourth, in all frameworks context was highlighted as very important in that specific urban development. A final comparison can be seen in the acknowledgment of the interconnectedness of social sustainability with other dimensions like environmental, economic, or even cultural sustainability, demonstrating that a holistic understanding of sustainability is important.

For the differences of the frameworks, it can first be noticed that the scope of the application is different. It ranges from broad applications covering diverse policy areas and dimensions for the continent Europe (Colantonio et al., 2009), to specific focuses on areas like housing (Chiu 2003) or

architecture (Kefayati & Moztarzadeh, 2015). Second, it is important to understand that the frameworks are developed in different geographical locations, leading to variations in contextual considerations and priorities. Third, methodologies vary from literature reviews and interviews to case studies, surveys, and participatory workshops, influencing the depth and scope of the frameworks. Fourth, each framework has unique focus areas. For example, Shirazi & Keivani (2019) emphasize a triad structure in urban neighborhoods, while Pineo (2022) introduces a framework focusing on environmental breakdown and social injustice. Fifth, the frameworks can also be used in different ways. For example, some frameworks are only used to use for urban planning principle or to create a strategy, while other frameworks could also be used to monitor a neighborhood that is already developed, in addition, sometimes it is indicated if collaboration is encouraged among different stakeholders and if the framework suggests policy recommendations while using the framework.

2.2.3 FRAMEWORK INDICATORS

A thorough examination of indicators from the ten different frameworks yielded a nuanced selection. See Appendix 4 for a detailed breakdown of each indicator. Its use in the different frameworks is shown in Table 7. This table provides a comparative analysis, illustrating the presence or absence of each indicator within the examined frameworks.

	Chiu, 2004	Colantonio & Dixon, 2009	Dempsey et al., 2011	Kefayati & Moztarzadeh, 2015	Abed, 2017	Eizenberg & Jabareen, 2017	Shirazi & Keivani, 2019	Larimian & Sadeghi, 2019	Yildiz et al., 2020	Pineo, 2022
Inclusivity (& Social Mixing)	M	Y	Y	Y	Y	Y	Y	Y	Y	Y
Demographic and Economic Well-being	Y	Y	M	M	M	Y	Y	M	Y	Y
Safety	M	Y	Y	Y	Y	Y	Y	Y	Y	Y
Housing Quality	M	Y	M	M	N	M	Y	Y	M	Y
Identity: Cultural Identity and Sense of Place	N	Y	Y	N	Y	N	M	Y	Y	N
Community Engagement and Empowerment (participation)	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
Social Capital	Y	Y	M	Y	Y	M	Y	N	Y	Y
Health & Well-being	Y	Y	M	Y	M	M	N	N	Y	Y
Interconnected Sustainability	Y	M	N	N	N	Y	M	N	M	Y
Sustainable Consumption and Production	Y	N	N	N	N	Y	N	N	Y	Y
Urban Planning (quality)	M	Y	N	Y	M	Y	Y	Y	Y	M
Social Interactions and Satisfaction	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
Acessibility	M	M	Y	Y	Y	M	Y	N		Y

Table 7: Overview of the indicators of the ten frameworks (own work)

2.2.4 CONCLUSION

By analyzing Table 7, a final framework is created that utilizes different indicators subdivided into three themes: social well-being, quality of life, and sense of place, while acknowledging their interconnectedness with broader sustainability objectives. Figure 4 illustrates this framework with all indicators at the top.

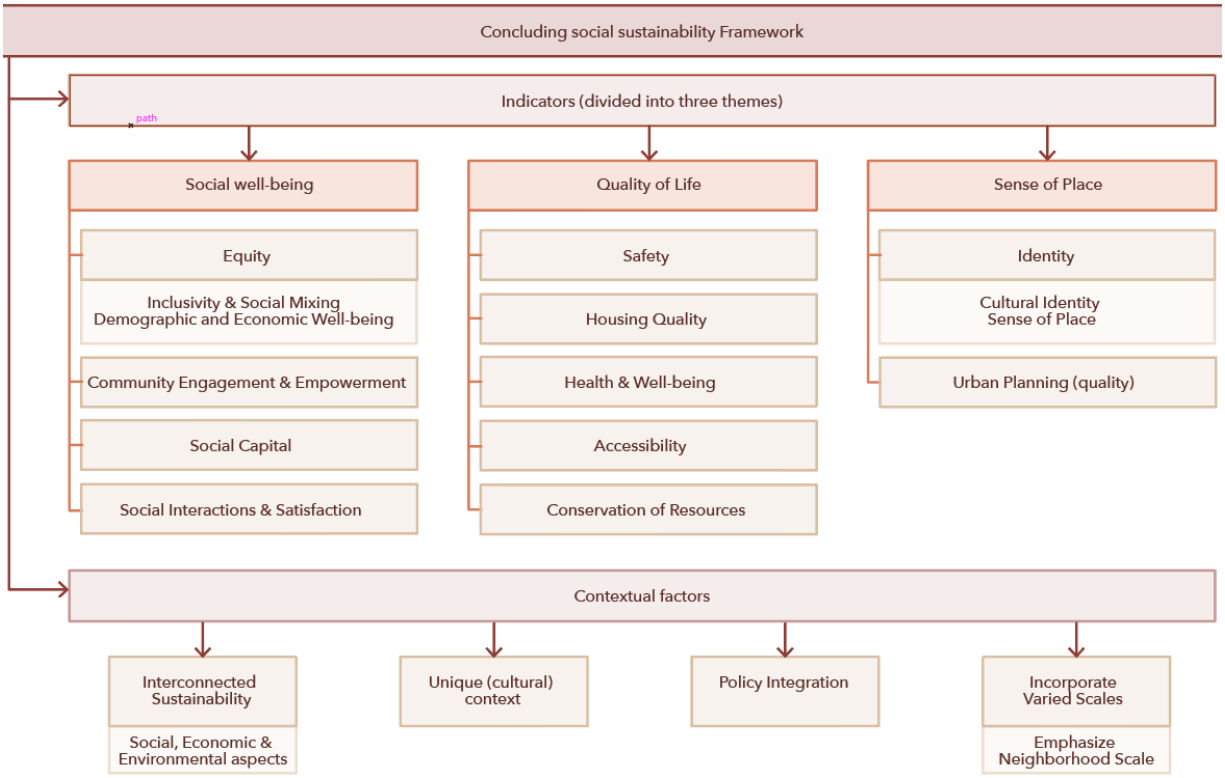

Figure 4: Comprehensive analysis framework for social sustainability (own work)

In Table 8, the 11 indicators are divided into three themes, with an explanation of what each indicator means.

	Indicators	Explanation
Social Well-being	Equity	Encompassing fairness, justice, and equal opportunities, focusing on inclusivity, social mixing, and demographic and economic well-being.
	Community engagement and empowerment	Emphasizing active involvement of community members in shaping their living environment, highlighting the importance of participation.
	Social capital	Recognizing the role of social networks and relationships within a community, fostering mutual trust, cooperation, and shared resources that contribute to a sense of belonging.
	Social interactions and satisfaction	Reflecting the quality and frequency of social interactions within a community, influencing overall satisfaction and well-being.
Quality of Life	Safety	Measures to ensure the protection of individuals and their property, emphasizing both physical safety and broader aspects of social and economic security.
	Housing quality	Ensuring the physical and socio-economic dimensions of living spaces are safeguarded.
	Health and well-being	The holistic state of physical, mental, and social well-being for individuals and communities.
	Accessibility	Promoting inclusivity by ensuring ease of access to essential services and amenities.

	Conservation of resources	Ensuring sustainable use and conservation of resources.
Sense of Place	Identity	Capturing the unique cultural attributes defining a community. Emphasizing the emotional connection individuals have to their surroundings.
	Urban planning (quality)	Ensuring high-quality design and development of urban spaces to enhance the sense of place.

Table 8: Indicators of social sustainability framework (own work)

Reflection on the results of Table 4-6 shows that social sustainability in urban development goes beyond indicators. Several factors play a crucial role, referred to as contextual factors. Four overarching factors are essential to the development, monitoring and implementation of a tailored URP. These factors, shown at the bottom of Figure 4, influence the indicators. Table 9 describes the four contextual factors.

Contextual factors	Explanation
Interconnected sustainability	Recognizing the intricate interdependence of economic, environmental, and social aspects (Chiu, 2004; Colantonio et al., 2009; Dempey et al., 2011; Eizenberg & Jabareen, 2017; Pineo, 2022). A holistic approach ensures well-rounded and sustainable development across all dimensions.
Unique (cultural) context	Acknowledging the unique physical and cultural attributes of each urban area (as evident in most analyzed references of the ten frameworks). A context-sensitive approach is essential for crafting strategies that resonate with the unique features of each urban setting.
Policy integration	Incorporating broader policy objectives into the development process (Colantonio et al, 2009; Dempey et al., 2011; Eizenberg & Jabareen, 2017; Shirazi & Keivani, 2019; Yıldız et al., 2020; Pineo, 2022). Efforts should be directed towards creating a comprehensive policy framework at different scales that promotes social sustainability consistently.
Incorporating varied scales	Emphasizing the neighborhood scale while acknowledging the interconnectedness of different scales in urban development (Colantonio et al, 2009; Dempey et al., 2011; Shirazi & Keivani, 2019; Pineo, 2022). Recognizing the broader urban, regional, and national contexts ensures a comprehensive approach that contributes to well-rounded and inclusive development. This inclusive perspective allows for the integration of neighborhood-specific interventions into a broader developmental framework, fostering social sustainability at both local and larger scales.

Table 9: Contextual factors of social sustainability (own work)

2.3 PROCESS

In this chapter, a concise overview of the real estate development process is presented, with a specific emphasis on the Dutch perspective. This sets the stage for a more detailed exploration in the following section, which delves into the viewpoint of private-led developers in the Netherlands. The discussion begins by exploring the real estate development process using insights from the book "Shaping Places" (Adams & Tiesdell, 2013). Following this, the focus shifts to the actors in Dutch real estate development. Lastly, Dutch urban governance is discussed.

2.3.1 REAL ESTATE DEVELOPMENT PROCESS

Understanding the real estate development process is crucial. As highlighted in 'Shaping Places' (Adams & Tiesdell, 2013), real estate markets significantly shape urban areas. Success is determined by visual appeal and people's willingness to invest. These markets reflect societal values, directing resources to desirable locations. They are not uncontrollable forces but can be steered towards economic efficiency, social justice, and environmental friendliness to benefit society over private interests.

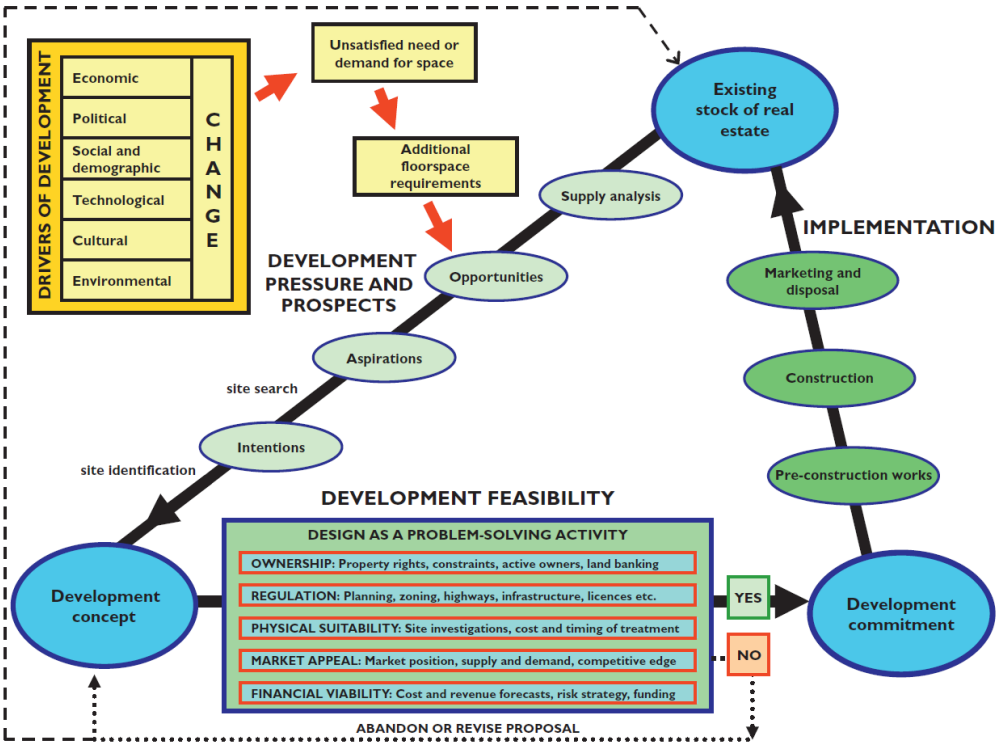

Figure 5: Event-based model of the real estate development process (Adams & Tiesdell, 2013, p.77)

Figure 5 illustrates the real estate development process, showing various activities grouped into three sets of events. The development triangle emphasizes the need for a clear concept and strong commitment. The process is cyclical, influenced by external factors, with inherently unpredictable outcomes. Development feasibility is a crucial phase that involves testing and refining through five specific feasibility tests; ownership, regulations, physical suitability, market appeal, and financial viability. For more detailed information on this process, refer to Appendix 5.

2.3.2 ACTORS IN DUTCH REAL ESTATE DEVELOPMENT

To understand the actors involved in Dutch real estate development, the Pestoff analysis is utilized, highlighting four key parties: the state, market, community, and third sector (Figure 6). Table 10 provides an overview of each party and their approach to social sustainability, based on Nijhoff's analysis (2010).

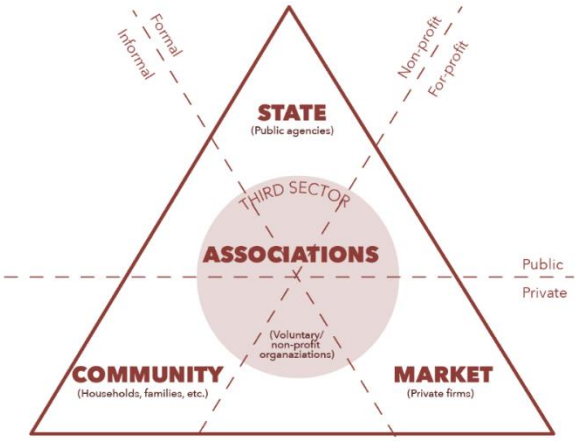

Figure 6: Pestoff analysis - triangle: state, market, community (own work based on literature Winch, 2010)

Party	Description	Approach to social sustainability
State	Represents all public parties, including governmental organizations at various levels (central government, water boards, provinces, municipalities).	Focuses on the habitability of the land and environmental protection (Article 21 - BZK, n.d.). Formulates structural visions and legal regulations (e.g. New Environmental & Planning Act), emphasizing participatory elements and public-private collaborations. Municipalities play a pivotal role by creating favorable conditions for URP.
Market	Comprises private parties with or without land ownership, including developers, investors, and financiers.	Prioritizes return on investment, with a growing focus on sustainability (because of; higher profitability, lower operating costs, and increased residual value). Involves investors in planning to mitigate risks and enhance sustainable development.
Community	Encompasses current and future users of the project development area.	Emphasizes user participation and effective communication. Recognizes end-users as key stakeholders in sustainability, highlighting the need for their inclusion in development processes (Calco & De Rosa, 2017).
Associations	Includes housing associations positioned between the state, market, and community.	Focuses on providing affordable housing and improving neighborhood livability (AEDES, 2016). Actively engages in redevelopment and new construction projects, aligning with social sustainability goals.

Table 10: Overview of parties and their approach to social sustainability (own work)

Balancing public and private interests

Balancing public and private interests in urban development is essential. Scholars emphasize the need for a comprehensive approach that integrates evaluation and advocacy for institutional design (Colantonio et al., 2009; Koppenjan & Enserink, 2009; Janssen et al.,2023). Evaluations should ensure fair and equal results, particularly for social sustainability goals, tailored to the unique characteristics of each project (Janssen et al., 2021).

Collaborative partnerships between the public and private sectors are helpful for fostering socially sustainable URPs (Colantonio et al., 2009). Public-private partnerships (PPPs) enhance transparency, reduce distrust, and create a positive image for urban development. PPPs are vital for sustainable financing in urban regeneration, ensuring ongoing funding and integrated approaches. Effective branding attracts investment and residents, contributing to the success of URPs. Monitoring systems provide insights into project progress but must avoid oversimplification to prevent stigmatization. Ameen et al. (2015) highlight the need to enhance the social aspects of existing monitoring systems. Appendix 6 outlines elements to improve these assessment tools for a more holistic approach to sustainability (but in this there is still a need to enhance the social aspect in these tools).

Furthermore, a dynamic approach is required, considering both short-term private interests and long-term sustainability objectives (Janssen et al.,2020; Janssen et al., 2023). Establishing integrated regulatory frameworks and incentive structures that prioritize sustainability is crucial. This ensures alignment of short-term objectives with enduring sustainability goals, addressing uncertainties and trade-offs among stakeholders.

2.3.3 DUTCH URBAN GOVERNANCE

Dutch cities are recognized for their commitment to public benefits, particularly in terms of livability and diversity at the municipal level, distinguishing them from cities in Anglo-Saxon nations (Daamen, 2010; Janssen et al., 2023). Urban development in the Netherlands typically unfolds as collaborative governance processes, involving public, private, and other actors to share development costs and integrate planning activities. This approach has evolved into a more entrepreneurial and collaborative model, aligning with broader European planning shifts (Franzen et al., 2011). The process involves multiple levels of government intervention, from local to international, working with private

organizations such as property developers. URP is defined as an interdisciplinary practice integrating strategies, activities, and interests of public and private actors for sustainable development within specific urban areas (Janssen et al., 2020). The complexity arises from the involvement of various actors, including residents, property owners, private developers, lobby groups, and politicians (Franzen et al., 2011). Effective management of these actors is crucial for implementing social sustainability in practice (Janssen et al., 2020).

Evolution of area development practices

In Figure 7, the sift over the last fifty years in Dutch urban governance can be witnessed as a concluding conceptual illustration. Governance in the Netherlands has evolved from a purely government-led approach to a more collaborative, network-based model (Franzen et al., 2011). This transition involves hybrid networks and increased roles for private parties, emphasizing cooperation among various stakeholders. In the 21st century, the Dutch system has seen a notable decrease in national government involvement, with regional and municipal governments taking on more significant roles (Janssen et al., 2023). This shift aligns with broader political economy changes, transitioning from a "social welfare state to a more liberal model" (p.5). The formation of public-private partnerships exemplifies the heightened market mechanisms in urban planning (Heurkens, 2012), where public bodies have become development partners and, in some cases, shareholders.

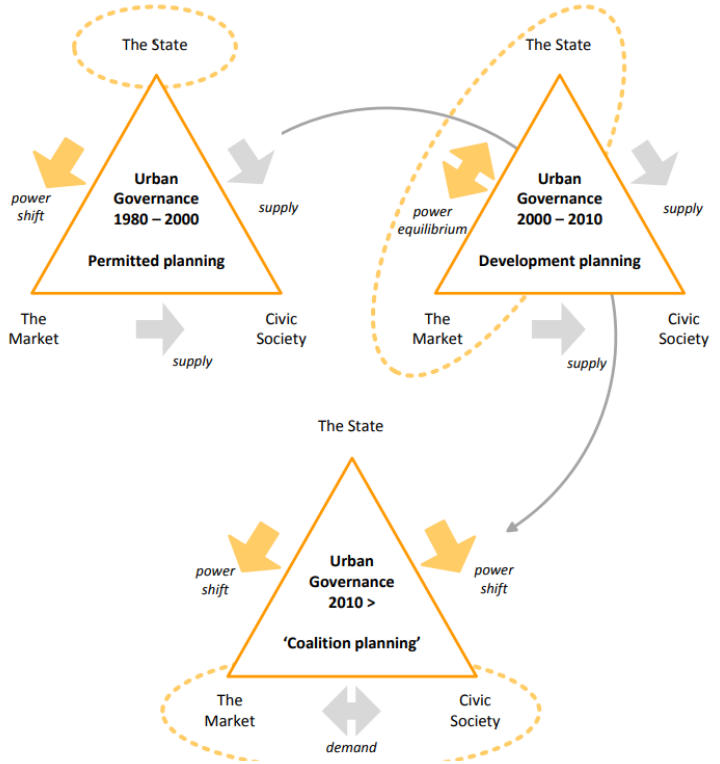

Figure 7: Dutch urban governance shifts over time (Heurkens, 2012, p.140)

Post the 2008 financial crisis, there was a surge in individual private initiatives, with the public sector adopting a facilitative role (Buitelaar & Bregman, 2016). This phase emphasized sustainable and future-proof development, aligning with the needs of present and future generations (Heurkens, 2012). While private actors assumed more financial risks, the public sector facilitated development processes. However, the contemporary scenario indicates a shift towards the government regaining planning control, leading to new relationships among various government layers, private actors, and third-sector organizations (Janssen et al., 2023).

Evolution of housing associations

The role of housing associations has undergone significant changes. Before 2015, housing associations in the Netherlands were allowed to develop market and owner-occupied housing alongside social housing (Eerste Kamer, n.d.). The 2015 Housing Act refocused their activities exclusively on social housing. Recently, they have been permitted to develop mid-rental housing to address the growing need for affordable housing options. Additionally, the 2015 Housing Act included tenants' organizations, ensuring that tenants have a voice in housing decisions, thereby promoting social sustainability and community engagement (Woonbond, 2023). Initially, performance agreements in the Netherlands were made solely between municipalities and housing corporations.

Reflective governance

Implementing a reflective governance approach that balances defined goals with flexibility is essential for adapting to community needs. Janssen et al. (2023) propose a governance framework, for urban development projects, emphasizing the importance of integrating human needs into decision-making processes. This framework advocates a balance between well-defined goals and flexibility to accommodate the diverse needs of the community. It underscores the significance of a strong commitment to project goals, while allowing room for experimentation within a reflective governance structure. Here are the key findings:

1. Integrate human needs: Overcome governance obstacles to understand and realize personal perspectives, enhancing quality of life. The study by Janssen et al. developed a framework (Table 11) for urban development projects, outlining four governance phases to achieve social sustainability.
2. Balance goals and flexibility: Adopt a reflective governance approach, allowing for experimentation while maintaining strong goal commitment. The capabilities approach justifies flexible methods given social sustainability's complexity.
3. Institutionalize social sustainability: Evaluate initiatives to ensure fair and equal results, advocating for balanced institutional design that supports local collaboration and addresses systematic issues.

Governance phase	Initiation	Operationalisation	Realisation	Utilisation
Governance activities	Defining the problem and setting the goals	Designing place interventions	Realising place interventions	Managing and operating the place
Governance actors	Planning actors (e.g. planning agencies, local authorities, property developers)	Developing actors (e.g. property developers, housing organisations)	Developing actors (e.g. property developers, housing organisations)	Utilising actors (e.g. residents, visitors, local companies, civic organisations, public service companies)
		Designing actors (e.g. architects, urban design firms)	Executing actors (e.g. construction companies)	
Urban outcomes	Development vision	Operational decisions	Place interventions	Urban capabilities

Table 11: Framework to support social sustainable implementation in urban development projects (Janssen et al., 2023, p. 6)

2.3.4 CONCLUSION

In conclusion, understanding the dynamics of real estate development and the collaborative governance approach in the Netherlands is essential. Actors from the state, market, community, and associations contribute to the complexity and success of area development. The landscape has evolved, with a shift towards increased private sector involvement and a renewed focus on planning control by the government. This dynamic interplay shapes the current landscape of urban development in the Netherlands.

2.4 PERSPECTIVE DEVELOPER

This chapter explores the perspective of private-led developers in the Netherlands. It begins with a concise definition of private developers and outlines their common tasks. Next, it examines various developer profiles, highlighting their distinct approaches to real estate development. The chapter then investigates the motivations and intentions behind developers' commitment to social sustainability. Finally, it analyzes the image-building strategies used by private developers to shape public perception and their impact on social sustainability.

2.4.1 DEFINITION

Adams and Tiesdell describe developers as impresarios who orchestrate development by combining capital, labor, and property rights to create the right product at the right time (2013). While profit remains a primary motive, there is a growing trend toward integrating sustainable practices (Nijhoff, 2010). Private-led developers act as intermediaries between housing demand and construction supply, focusing on preparing and realizing real estate projects for profit, typically without retaining ownership after completion (Deloitte, 2010; Heurkens, 2012). See Table 12 for key characteristics of Dutch developers.

Characteristics	Explanation
Risk-bearing Investors	Managing risks related to land positions, plan development, and preparation.
Real estate development expertise	Proficiency in the entire development process.
Concept and product development	Ability to conceptualize and tailor projects.
Effective project management	Skills in efficient project management and oversight for successful project execution.
Market knowledge	Insights into both end-user and general market dynamics to understand the market trends.
Contracting and organizing expertise	Proficiency in managing contracts and organizing project elements.
Communication and marketing skills	Competence in effective communication and strategic marketing.
Network relations	Networking skills and relationship building skills.

Table 12: The main characteristics of the Dutch developer (Heurkens, 2012)

2.4.2 DIVERSE DEVELOPER PROFILES

In real estate development, qualitative, sustainable design solutions often increase initial costs but can yield long-term benefits, such as reduced maintenance or increased property value. Adams and Tiesdell (2013) discuss private-led developers' varying attitudes towards design quality, influenced by their development objectives and timelines. Developers aiming for quick sales may prioritize design quality less, while long-term developers emphasize it more, especially if it enhances value or reduces costs. Adams and Tiesdell introduce the 'opportunity space' theory (figure 8), showing how physical, regulatory, and market contexts shape developers' scope for creating viable projects

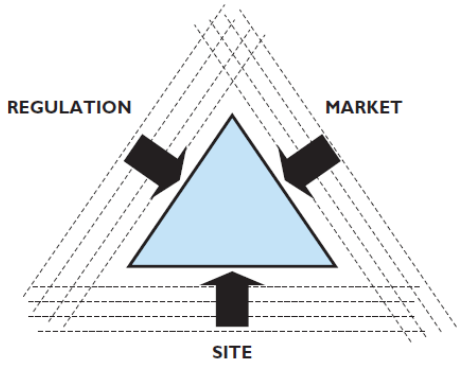

Figure 8: Developer's opportunity space (Adams & Tiesdell, 2013, p.158)

The real estate development landscape in the Netherlands is enriched by diverse developer profiles. Heurkens (2012) builds on Adams and Tiesdell's insights on design quality to define five distinct types of developers in the Dutch context. This classification, based on the theories of Nozeman, Vlek, Wolting, and Putman, provides a multifaceted understanding of the roles and characteristics of these developer archetypes. Heurkens identifies the

following types of developers, each with unique characteristics and specific roles in the real estate development environment (Table 13).

Type of Developer	Characteristics
Independent developers	Small-sized, niche market focus (housing, offices, retail), sometimes acquired by larger developers.
Developers related to construction firms	Largest share of development, focus on construction and development, aim for constant cash flow for company continuity. Profit margins affected by sector scale and market demand.
Developers related to investors	Work for institutional investment companies, aim to secure and increase portfolio yields, ensure constant cash flow and end-user involvement.
Developers related to banks	Large-sized, bank-related, focus on continuity and turnover, often acquire large land amounts due to capital availability.
Other developers	Originate from companies with different core businesses, obtain positions based on business conduct.

Table 13: Five different types of project developers in the Netherlands (own work based on literature Heurkens, 2012)

Each type plays a unique role in the Dutch real estate landscape, contributing to the industry's dynamism and complexity. For instance, independent developers, often small-sized with a niche market focus, while developers related to banks, characterized by their big size and focus on continuity, employ significant influence due to their capital availability. Understanding the details of these profiles is crucial to designing practical studies and creating measures of how high-quality, socially sustainable designs affect the sector. The mix of developer viewpoints, shaped by external and temporal factors and future goals, forms a complex story guiding real estate development in the Netherlands.

2.4.3 MOTIVATIONS AND INTENTIONS

Developers' motivations toward social sustainability are complex. Understanding their true intentions behind public commitments is crucial. This section explores four main drivers behind private-led developers' motivations.

Market potential and differentiation

Developers recognize the marketing potential of integrating social sustainability into their projects. This shift, noted by Nijhoff (2010), is partly driven by the desire for market differentiation. In a competitive real estate market, sustainable features serve as unique selling points, aligning projects with evolving societal values and meeting end-user expectations. The private sector's interest in social sustainability is fueled by corporate social responsibility and market demand for socially conscious development (Brønn & Vidaver-Cohen, 2008). Progressive companies, like Unilever, intertwine social values with commercial success (Scheyvens et al., 2016). However, realistic discussions about the limits of private actors' contributions to sustainable development are necessary. There is a growing recognition of the need for businesses to adopt more responsible and ethical practices. Aligning with the SDGs, there is an increasing call for governments to create enabling environments and enact legislation to ensure businesses are more socially and environmentally responsible. Additionally, winning awards like the BNA category 'Livability & Social Cohesion' underscores a developer's commitment to social sustainability, thereby enhancing their market appeal (BNA, 2023a; see Appendix 2 for more information). This recognition provides companies with a platform to showcase their social commitment and reflects a broader industry trend towards prioritizing livability and social cohesion. Winning such awards enhances a company's market potential by appealing to the growing demand for socially conscious and sustainable projects.

Government influence

Government policies significantly impact developers' motivations toward social sustainability. Political agreements and municipal strategies are pivotal in shaping these commitments. The Dutch government, for instance, focuses on addressing the housing crisis and fostering inclusivity, as seen in actions like incorporating ‘brede welvaart’ into policy documents and introducing the new Environmental and Planning Act (Hardus et al., 2022). This legislation emphasizes public participation and collaboration with developers and authorities. The reinstatement of the Minister for Housing in 2023 underscores the commitment to building 900,000 new homes by 2030, promoting diversity in social rent and affordable purchase (Volkskrant, 2023; Wetten Overheid, n.d.; Volkshuisvesting, 2023). Municipalities, mandated to promote inclusiveness, play a crucial role in implementing these initiatives. The big cities in the Netherland outline their sustainability strategies, emphasizing both environmental and social dimensions to cultivate inclusive and safe cities with a strong emphasis on affordable housing (Gemeente Amsterdam, 2021; Gemeente Den Haag, 2021; Gemeente Rotterdam, 2021). Developers align their projects with these comprehensive strategies, contributing to a sustainable built environment that reflects the inclusive vision set forth by the government and municipalities.

Demographic changes

Demographic shifts also influence developers' motivations. Trends such as an aging population, single-person households, and increased immigration require developers to adapt their strategies (Daamen & Jannsen, 2019). Addressing these changes involves promoting housing variety, community living, and inclusivity. Collaborative efforts between the public and private sectors are essential to navigate these shifts and contribute to urban social sustainability.

Geographical impact

Geographical impact is crucial for the success of development projects (Adams & Tiesdell, 2013). The chosen locations significantly influence the implementation of social sustainability initiatives. Specifically, developers need to assess if they are focusing only on secure, high-demand locations or also extending efforts to secondary areas. Addressing the needs of vulnerable neighborhoods is vital, as these areas often have the most urgent social sustainability requirements. Developers must tailor their initiatives to the unique challenges and perspectives of end users in various locations. Understanding these geographic impacts is critical for aligning strategies with broader social sustainability goals and ensuring effective urban development.

3.4.4 IMAGE BUILDING STRATEGIES

This sub-chapter delves deeper into how private-led developers manifest this commitment. It explores the image developers wish to convey to the public and the branding strategies they employ to communicate their dedication to social sustainability.

Vision and branding

In the Netherlands, developers actively communicate their dedication to social elements through their websites, making their visions and aims known to the public. Appendix 1 provides a detailed list of developer visions, revealing common themes among prominent project developers, such as livability, community-centered design, sustainability, and co-creation. Developers also brand themselves by writing articles that highlight their commitment to social sustainability. Additionally, developers conduct housing research to discern the desires of the housing market. For instance, BPD conducts housing research to understand future living environment preferences, showing a preference for urban areas with green spaces (Zonneveld, 2020). Another example involves gaining insight into housing preferences in society to understand market demands. The Netherlands Environmental Assessment Agency (Planbureau voor de Leefomgeving - PBL) conducted research in 2021 for the Ministry of BZK

to understand the current state of affairs and expectations within the housing market, enabling informed decision-making (Schilder & Buitelaar).

Lifestyle profile

In the context of URPs, understanding the end-users' perspectives is crucial, as they encompass residents and community members who directly interact with the projects. Caprotti and Gong (2017) highlight the significance of the lived experience and human dimension in shaping social sustainability. Developers use lifestyle models to gain a deeper understanding of end-users' preferences and needs. Lifestyle is described as a comprehensive set of people's functions and life realities, emphasizing its role in improving cognition, needs, and demands (Zarrabi et al., 2022). This concept is widely employed in real estate studies to identify market potentials and shape new housing developments that reflect contemporary values and architectural patterns. Jansen (2011) acknowledges the utility of lifestyle typologies in housing studies, supporting socio-demographic variables in predicting and explaining housing demand. Furthermore, lifestyle is leveraged in real estate studies to discern market potential and guide the development of new housing that mirrors evolving lifestyles (Salama et al., 2017).

In the Netherlands, the concept of lifestyle has gained prominence since the 1970s, not only in sociology but also in marketing, particularly within the real estate sector (Nio, 2010). Developers use lifestyle methods to identify target demographics and their housing preferences (Ouwehand et al., 2011; Bosch et al., 2012). Two key models in this context are the BSR model and the Mentality-model (Figures 9 & 10). The BSR model categorizes individuals into four profiles—red, blue, green, and yellow—based on traits such as extraversion, group orientation, and normativity. The Mentality-model classifies individuals into eight profiles based on modernity and socioeconomic status, focusing on their attitudes and behaviors. Some developers create their own lifestyle profiles, such as BPD, which adapted the Mentality-model into 11 groups called BPD Whize (BPD, 2022).

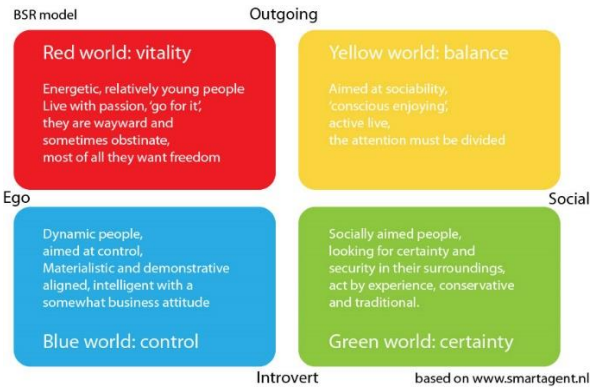

Figure 9: BSR-model (Refinity, 2014)

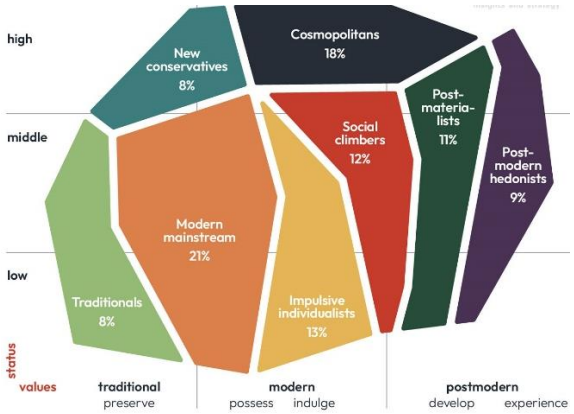

Figure 10: Mentality-model (Motivaction, n.d.)

Despite facing criticism from academia (Jansen, 2011; Ouwehand & Doff, 2014; Zarrabi et al., 2022), lifestyle-oriented marketing strategies continue to be widely used in practice. Chesher's (2021) analysis shows that online platforms enhance lifestyle depictions and manage buyer interactions through customer profiling. This highlights the ongoing relevance of lifestyle in shaping housing development and marketing strategies.

2.4.5 CONCLUSION

This chapter thoroughly examines the perspective of private-led developers in the Netherlands, unraveling the complexity of their roles, motivations, and practices within real estate development. It begins by defining private developers, explaining their roles, and exploring different profiles to understand the varied terrain within which they operate. The analysis delves into their motivations for embracing social sustainability, considering key drivers such as market potential, government influence, demographic changes and geographical impact. Given the nuanced considerations about design quality among developers, the analysis highlights the different perspectives shaping their approach to sustainability. The chapter also includes an in-depth analysis of the imaging strategies employed by developers, focusing on how they communicate their commitment to social elements through visions and branding strategies. In conclusion, this chapter provides the basis for deeper insights into the dynamics of social sustainability in urban development and lays the groundwork for empirical studies and practical measures.

2.5 THEORETICAL CONCLUSION

Upon a comprehensive analysis of the chapters detailing the development process and the perspectives of developers, the framework presented in Figure 4 has been enriched with insights gleaned from this literature review. The framework has been expanded to incorporate new aspects. Within this revised framework, the three themes—social well-being, quality of life, and sense of place—persist. Each indicator within these domains is elucidated to showcase how private-led developers can navigate these indicators and contextual factors effectively. The new framework is visually represented in Figure 11.

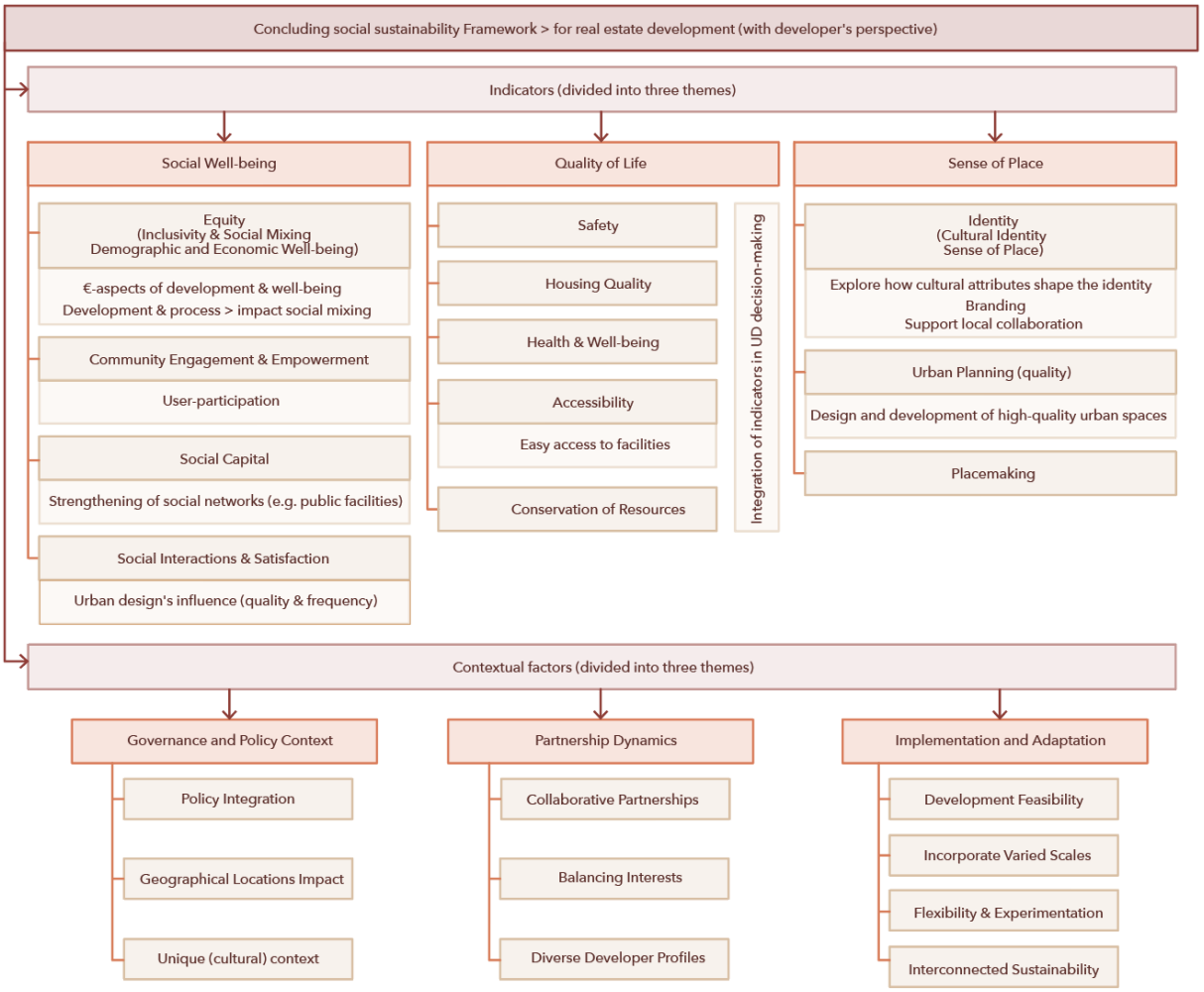

Figure 11: Theoretical framework of developers perspective within a social sustainable URP (own work)

Table 14 offers a comprehensive overview of all the indicators within the three themes, detailing how developers can effectively integrate these indicators into their projects. Under the theme 'sense of place,' a new addition is the indicator 'placemaking'.

	Indicators	Implementation strategy
Social Well-being	Equity	Considers economic aspects of real estate development, urging stakeholders to ensure fairness, justice, and equal opportunities, aligning economic aspects with ethical principles for more equitable development. Explores how real estate development process influences social mixing and demographic well-being. Emphasizes inclusivity, social mixing, and the end-user perspective, and mixed housing and functions (maybe considering lifestyle).
	Community engagement and empowerment	Emphasizes active involvement of community members in the real estate development process, highlighting user participation and integrating community initiatives to ensure residents play a meaningful role in shaping their living environment.
	Social capital	Focuses on how projects contribute to forming and strengthening social networks within a community. Examples include integrating public facilities like communal gardens to foster shared resources and mutual support.
	Social interactions and satisfaction	Examines the influence of urban space design on the quality and frequency of social interactions. Emphasizes well-designed spaces in shaping positive social dynamics, contributing to overall satisfaction and individual well-being.
Quality of Life	Safety	All these indicators must be integrated into the real estate development process to positively impact the community. Developers should promote inclusivity and ensure easy access to services, amenities, and opportunities, such as public services, retail spaces, educational institutions, and healthcare facilities. Additionally, considering transportation options like efficient public transit and shared mobility solutions enhances accessibility for all residents.
	Housing quality	
	Health and well-being	
	Accessibility	
	Conservation of resources	
Sense of Place	Identity	Encompasses unique cultural attributes defining a community and the emotional connection individuals establish with their surroundings. Emphasizes the importance of local collaboration and the role of shaping images and branding in contributing to the sense of place.
	Urban planning (quality)	Crucial for crafting high-quality urban spaces that enhance a distinct sense of place. The framework explores its role in the design and development of urban spaces within the real estate development process.
	Placemaking	Investigates how unplanned initiatives and the creation of discourses contribute to social sustainability. Emphasizes the role of the developer in supporting and enhancing the sense of place through active involvement in placemaking initiatives.

Table 14: Indicators with developers' perspective of the social sustainability framework (own work)

In addition to the four existing factors, six new factors have been introduced. Notably, the contextual factors are organized into three themes: governance and policy context, partnership dynamics, and implementation and adaptation. These contextual factors are further examined from the developers' perspective, providing a detailed explanation in Table 15. By organizing the contextual factors into these three themes, a clear and structured approach is provided for understanding the interaction between project-specific indicators and broader influences in URPs.

	Indicators	Implementation strategy
Governance and policy context	Policy integration	Importance of aligning national, municipal and local visions with the highlighted plans
	Geographical context	Recognizes that geographical location impacts various indicators and contextual factors URP (i.a. local demographics, physical geography, and urban density considerations).
	Unique (cultural) context	Considers the interconnections among various actors involved in URP and considering the historical context, political climate, and socioeconomic conditions influencing development.
Partnership dynamics	Collaborative partnerships	Fosters transparency, reduces distrust, and positively influences urban development images and monitoring systems, impacting social well-being, quality of life, and the sense of place. Also considering PPPs, community engagement, and institutional collaboration.
	Balancing interests	Ensures equilibrium between short-term private interests and long-term sustainability goals, influencing social well-being and quality of life. Involves aligning short-term private interests and evaluating how this alignment contributes to the overall quality of life. Also, involves understanding stakeholder priorities, conflict resolution, and managing trade-offs.
	Diverse developer profiles	Acknowledges the diversity in developer profiles, understanding how different types of developers contribute to the complexity and dynamics of URP in the Netherlands. Also, considering the scale of the developer's operations, scope, philosophy and track record.
Implementation and adaption	Development feasibility	Highlights the significance of integrating insights from the development feasibility phase, including successfully passing feasibility tests related to overall sustainability, including social aspects.
	Incorporating varied scales	Underscores the need to consider multiple scales, exploring how URPs impacts both the neighborhood scale and the broader urban scale.
	Flexibility & experimentation	Recommends a reflective governance approach that integrates human needs into decision-making, influencing social well-being and quality of life.
	Interconnected sustainability	Align private developers' economic motivations with the broader interdependence of economic, environmental, and social aspects in URP.

Table 15: Contextual factors with developers' perspective of the social sustainability framework (own work)

Social sustainability in URP is influenced by specific indicators divided into three main themes. These indicators are shaped by broader contextual factors. For instance, the effectiveness of community engagement can be significantly enhanced by strong policy support and active collaboration between developers and local governments. The contextual factors, divided into three themes, ensure that all relevant factors are considered in the pursuit of socially sustainable URPs. By providing a structured visualization of the framework (Figure 11), it offers a clear transition from the theoretical framework to practical implications for private developers, laying a solid foundation for the subsequent empirical part of the research.

CHAPTER 3
METHODOLOGY

3.1 RESEARCH DESIGN

To address the main research question and sub-questions the research method of a qualitative case study is adopted. The purpose of the study is gain knowledge about how the private-led developer can adopt social sustainability in URP in the Netherlands. This methodological approach was selected for its capacity to provide a comprehensive understanding of the research topic by integrating various types of qualitative data from multiple sources. Two projects will be selected to ensure the feasibility of the research within the available time frame. The study will delve into the social dimension of research, addressing topics relevant in the social scientific domain (Bryman, 2012). Its aim is to contribute to the literature on social sustainability by examining the perspective of private-led developers involved in URPs.

The research design (Figure 12) comprises four main phases. First, the literature review establishes an understanding of the main concepts of the research, culminating in a theoretical framework for further investigation. This phase lays the groundwork for RQ1 and RQ2 by providing an understanding of key elements and processes emphasized by private-led urban developers in interpreting social sustainability. Second, the case studies involve an examination of two selected URPs through document analysis and semi-structured interviews with experts and residents. This phase provides an understanding of each project's context and practices, allowing for an in-depth exploration of the processes employed by developers to incorporate social sustainability, thereby addressing practical examples for the key elements and processes (RQ1 and RQ2). Additionally, this phase includes the end-users' perspective to gain a deeper understanding of their experiences with and perceptions of the implemented key elements (RQ3). Third, the cross-case analysis compares the two case studies to identify common themes and unique insights, exposing the differences and similarities in the strategies and outcomes of social sustainability implementation by private-led developers. Finally, the conclusion synthesizes findings to address the research questions and provide answers to the main research question. It discusses the implications for theory, practice, and future research, offering a framework for understanding the integration of social sustainability in private-led URPs in the Netherlands.

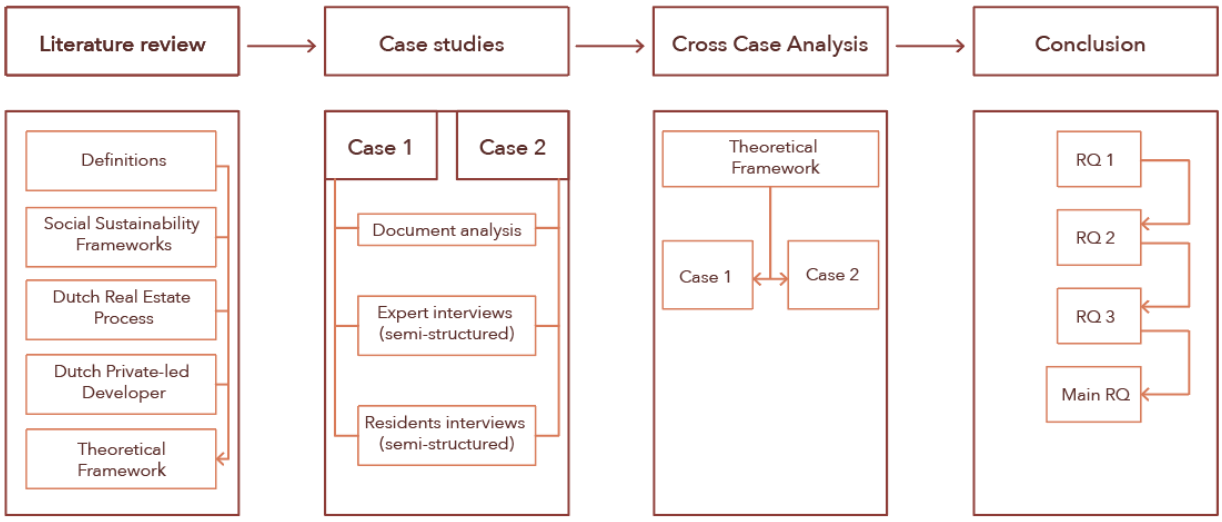

Figure 12: Research design (own work)

3.1.1 DATA COLLECTION USED

According to Blaikie and Priest (2019), the data used in the literature review are tertiary, as they analyze existing research that has already been completed. This implies that the researcher must be aware of the source of the data, previous analyses, and their applicability to the current research. Document analysis was conducted to examine the basic elements of the case studies and the strategies employed by the developer. This data is considered secondary, as it was created by specific sources and must be contextualized within the goals of those documents.

Further research involved conducting semi-structured interviews with experts involved in the case studies and gathering perspectives from residents of the two projects. This approach aimed to determine whether the developer's initiatives align with the experiences and usage patterns of the end-users. The case studies relied on primary data collected through these interviews, requiring careful handling and analysis to ensure reliability and objectivity (Blaikie & Priest, 2019). Further explanation on the data collection process is provided in Chapter 3.3.

3.1.2 TIMELINE

Figure 13 presents the timeline of the academic year, divided into five phases. In Phase 1 (P1), the problem statement was defined and the research framework established, resulting in the P1 measurement. Phase 2 (P2) focused on an extensive literature review. Phase 3 (P3) involved selecting the case study, formulating the interview plan, and collecting interview data from developers and end-users. Phase 4 (P4) centered on conducting empirical research and drawing conclusions from the collected data. The final phase (P5) involves refining the document and concluding with a final presentation.

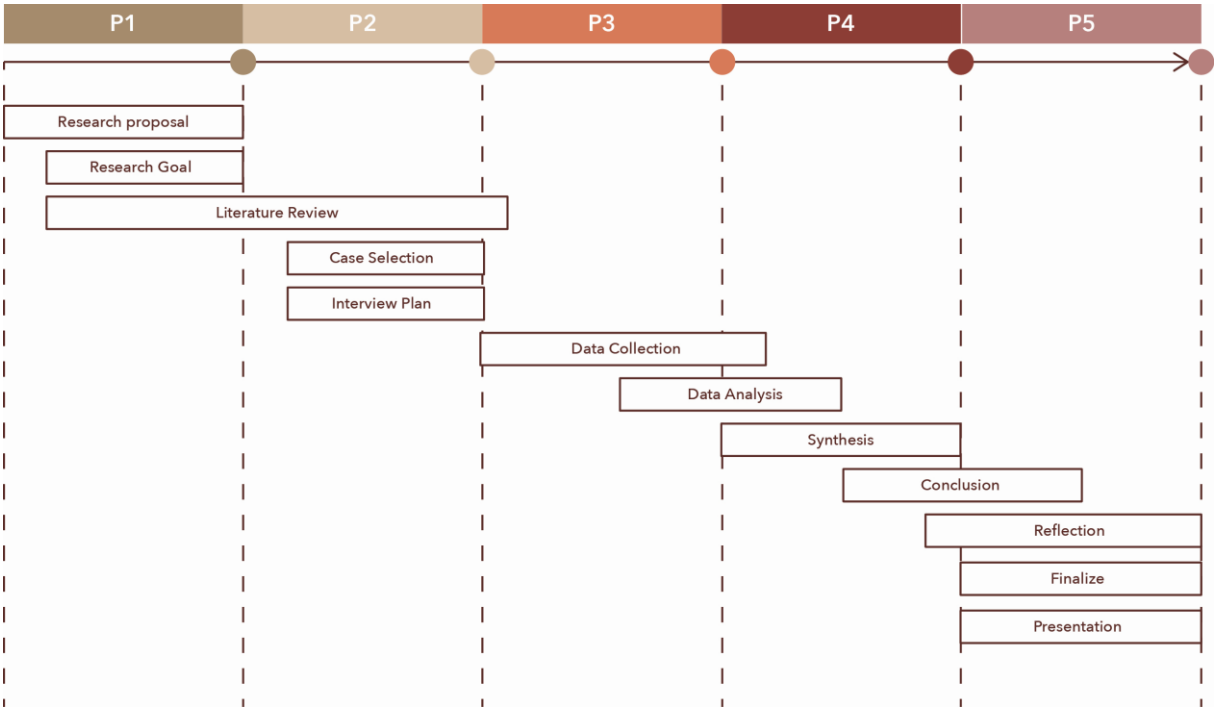

Figure 13: Research timeline (own work)

3.2 CASE REQUIREMENTS

The case study method enables in-depth examination of real-life phenomena in their natural context, ideal for complex social phenomena like URPs. The research will use purposive sampling, selecting cases based on specific criteria (Blaikie & Priest, 2019).

An internship approach was chosen to gain in-depth knowledge of a private-led development, offering insights into both projects and the developer's core values. ERA-Contour, known for its urban transformation projects and social vision, was selected as the private-led developer for this research.

For the selection of cases, the following specific requirements were considered:

1. Incorporation of social sustainability by developer: the selected case studies must demonstrate a clear commitment to social sustainability as articulated by the developer.
2. End-user perspective integration: the projects must have reached a stage where end-users have interacted with the developed environment, indicating partial or complete development.
3. Described by developer as:
    - Socially vibrant place: the developments should be envisioned and presented by the developer as lively and socially engaging environments.
    - Inclusive neighborhood: the projects must be framed as inclusive neighborhoods, featuring a mix of housing types to cater to diverse demographics.
    - Sustainable place: developer descriptions should encompass not only social sustainability but also environmental and economic aspects.
4. Urban regeneration focus: the selected case studies must be URPs, contributing to the transformation of existing urban areas. They should showcase elements of revitalization, redevelopment, or improvements within the urban context.
5. Inclusion of facilities: the case studies should include provisions for public/community facilities within the development, designed to facilitate social interactions, possibly in the form of public spaces or amenities where people can gather.

Based on specific criteria, two suitable cases have been chosen: Le Medi and The Hudsons (see Appendix 8 for an overview of case selection). These cases were selected because they exemplify key characteristics of urban regeneration projects and align well with the research objectives and methodology. Further details about the two projects will be provided in subsequent chapters, although an overview can be seen in Table 16.

Project	Le Medi	The Hudsons
Location	Rotterdam, in the neighborhood *Bospolder-Tussendijken*	Rotterdam, in the neighborhood *Bospolder-Tussendijken*
Client	ERA Contour, Havensteder & Woonbron	Bouwfonds Property Development (BPD) & ERA Contour
Architect	Geurst & Schulze	Orange Architects & CULD (for urban planning)
Duration	1999 - 2009	2016 – 2022
Dwellings etc.	93 ground-level homes	118 single-family home, 24 apartments and 2 commercial spaces

Table 16: Case overview (own work)

Figure 14: Map visualization of the two projects Le Medi & The Hudsons in Bospolder neighborhood (own work)

Figure 14 shows the locations of the two projects within the city of Rotterdam and the *Bospolder* neighborhood. The selection of two projects in the same neighborhood, developed by the same developer but in different time periods, provides a unique opportunity for comparative analysis. This approach offers insight into possible changes over time in urban planning strategies and priorities. The comparative analysis will provide valuable insights into the evolution of urban design practices and their impact on the neighborhood.

3.3 DATA COLLECTION

Data collection will encompass various methods, including a literature review, document analysis, and semi-structured interviews with experts and residents. Each method offers unique advantages in capturing different aspects of the research topic, ensuring a comprehensive understanding. By examining data from multiple sources, triangulation is employed (Figure 15), enhancing the validity of the findings.

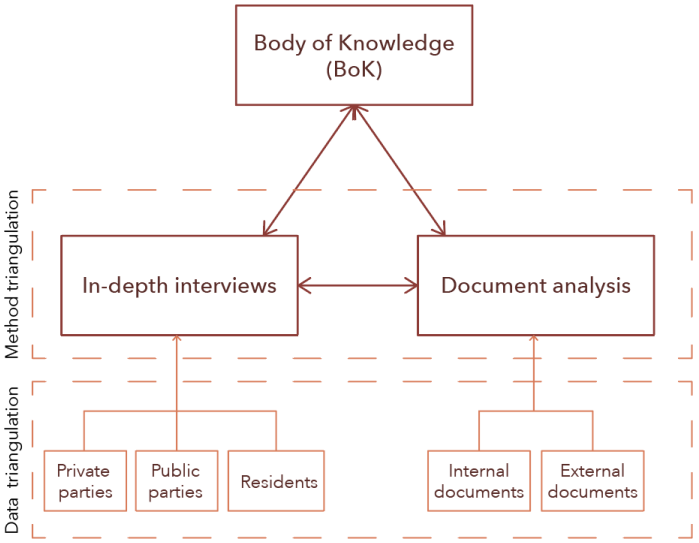

Figure 15: Data triangulation (own work - based on theory Carter et al., 2014)

3.3.1 LITERATURE REVIEW

The literature review will involve an examination of academic papers, published literature, and master theses pertaining to social sustainability and regeneration projects. These resources will be sourced from various libraries, including Scopus, WorldCat, TU Delft library and Architecture Library archive, TU Delft repository and Google Scholar. Eventually, their main findings will be compiled in order to define the concepts and link them with theories. At the end of the study, extensive bibliography is visible in which an overview of the sources used can be found.

3.3.2 DOCUMENT ANALYSIS

The analysis of case studies will begin with a thorough examination of relevant documents. These may include email chains, vision documents, contracts, tender documents, transfer documents, meeting reports, municipal documents, and more. The documents will be filtered based on their relevance to the research, and an overview will be maintained to track the reviewed materials. This analysis aims to establish a robust foundation of internal (from the databank of the private-led developer) and external (public policy and decision documents) information for each case. The findings will inform the development of interview questions and help identify potential gaps in knowledge.

3.3.3 SEMI-STRUCTURED INTERVIEWS EXPERTS

Stakeholders from within the selected cases will be invited to participate in semi-structured interviews, offering insights that deepen understanding and generate nuanced perspectives. These interviews will provide an opportunity to explore personal experiences, relationships, feelings, and project objectives. Stakeholders representing various sectors, including the private, public, and third sectors, will be interviewed to ensure a comprehensive overview of the project (Figure 16). The interview protocol, outlining the research aim and focus, along with a consent form (Appendix 9), will be provided to each participant prior to the interview (interview questions can be seen in Appendix 10 & 11). Interviews will be recorded for accurate transcription and subsequent analysis. Table 17 shows a summary of the five interviews conducted with the experts, from this it can be seen that the interviews lasted around an hour.

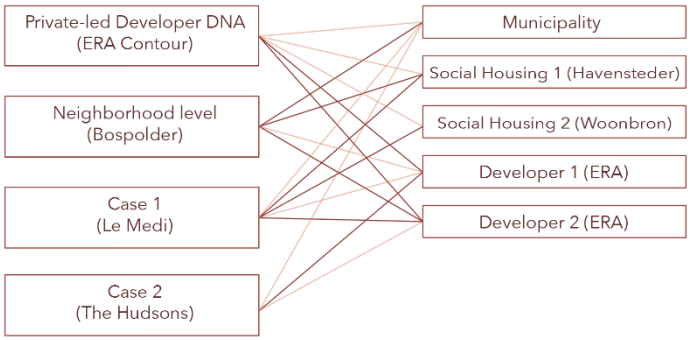

Figure 16: Expert interviews and discussed topics (explanation - red: main subject, orange: lightly discussed) (own work)

	Date	Interview code	Time	Organization	Role in organization	About
1	26-03-2024	PD1	59.31	ERA Contour	Director Identity & Renewal	Mostly Hudsons, also BoTu
2	29-04-2024	SH1	55.09	Havensteder	Project developer	Mostly Le Medi, also BoTu
3	29-04-2024	SH2	01.02.11	Woonbron	Project developer	Le Medi (timeline)
4	04-04-2024	PD2	01.06.32	ERA Contour	Statutory Director (project development)	Vision ERA, BoTu, Le Medi but also a bit Hudsons
5	17-04-2024	M1	55.47	Municipality Rotterdam	Neighborhood manager	BoTu, but also the project Hudsons & Le Medi

Table 17: Overview expert semi-structured interviews (own work)

3.3.4 SEMI-STRUCTURED INTERVIEWS RESIDENTS

After gathering insights from the document analysis and expert interviews, the next phase is to conduct interviews with residents of the two projects, Medi and Hudsons (Figure 17). These interviews aim to gather first-hand perspectives from current residents on the implemented developments and overall livability of the area. The interviews will be conducted among residents in the respective neighborhoods and are intended to assess their awareness and recognition of key project elements implemented by the developer and other stakeholders. In addition, it aims to provide insight into how residents integrate these elements into their daily lives in the neighborhood.

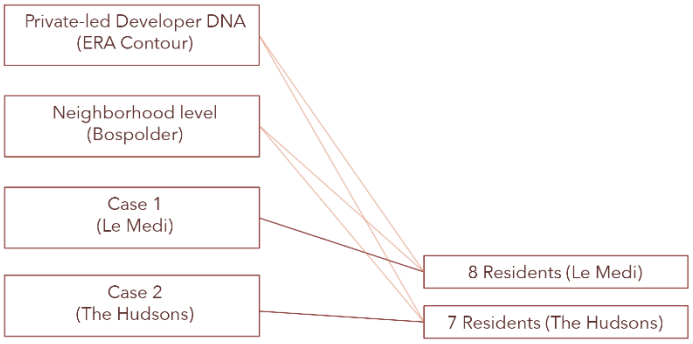

Figure 17: Expert interviews and discussed topics (explanation - red: main subject, orange: lightly discussed) (own work)

An overview of the interviews can be found in Tables 18 and 19. The interviews were held on April 17, 2024 and April 19, 2024, from 09:00 to 12:00 and from 14:00 to 17:00. Due to the open-ended nature of the interviews, they lasted between 6 and 23 minutes. A total of 7 people were interviewed for The Hudsons and 8 for Le Medi.

	Interview code	Time	Age range	Household composition	Type of house	Lives here since	Extra
6	H1	6.41	20-35	Family	[redacted]	[redacted]	
7	H2	14.09	35-50	Family	[redacted]	[redacted]	Duo interview
8	H3	11.50	20-35	Family	[redacted]	[redacted]	
9	H4	12.19	35-50	Family	[redacted]	[redacted]	Duo interview
10	H5	15.06	20-35	Family	[redacted]	[redacted]	
11	H6	10.35	20-35	Family	[redacted]	[redacted]	
12	H7	13.08	20-35	Living together (partner)	[redacted]	[redacted]	

Table 18: Overview Hudsons semi-structured interviews (type: Collective garden (CG), Plot Garden (PG), Intermediate Street (IS), Looking at Dakpark (LD), Looking at Bospolder (LB)) (own work)

	Interview code	Time	Age range	Household composition	Type of house	Lives here since	Extra
13	M1	8.07	35-50	Family	[redacted]	[redacted]	
14	M2	8.45	20-35	Family	[redacted]	[redacted]	Interview in English
15	M3	15.33	65-80	Living together (partner)	[redacted]	[redacted]	
16	M4	16.35	35-50	Family	[redacted]	[redacted]	
17	M5	22.47	>80	Single	[redacted]	[redacted]	
18	M6	23.10	50-65	Living together (partner)	[redacted]	[redacted]	
19	M7	9.33	35-50	Family	[redacted]	[redacted]	
20	M8	6.22	35-50	Family	[redacted]	[redacted]	Also talked about the hudsons

Table 19: Overview Medi semi-structured interviews (Type: Living in Outer Ring (OR), Living on Corner (LC), Living in Inner Ring & Intermediate Street (IRIS), Living in Inner Ring & Square (IRS)) (own work)

3.4 DATA ANALYSIS

To answer the sub-questions, the semi-structured interviews were analyzed. Using the basic knowledge from the theoretical framework, the interviews could be transcribed and coded to analyze the data.

In the primary analysis, the conducted interviews were transcribed and then analyzed through coding. By assigning codes to the statements in the interviews, it was possible to examine when and how overlap occurred between different subjects and experts (Bryman, 2016). The software used for this purpose was Atlas.ti. The given themes and codes can be seen in Figure 18. For the expert interviews, a total of 29 codes were applied across 6 different themes. For the interviews with residents, a total of 19 codes were used, divided into 3 different themes.

Figure 18: Themes and codes to expert & residents interviews given used in Atlas.ti (own work)

The secondary analysis compared the results of the primary analysis with other sources of information. For example, the results of the document analysis were juxtaposed with the interviews, and the interviews were also compared with each other to use triangulation. This way, for example, a statement from the document analysis could be compared with an interview with a resident to explore what their experiences were.

3.5 DATA PLAN AND ETHICAL CONSIDERATIONS

It is important that the data collected be findable, accessible, interoperable and reusable, meaning FAIR. Personal information of the interviewee is not shared in the study, similarly, code names are given to those interviewed. Quotes may be placed in the study with permission. Generalized data will be used in the study. The research will be visible on TU Delft's secure research portal, TU Delft repository. A comprehensive 'Data Management Plan' is provided in Appendix 7.

Given that the research involves interviews with individuals, it is essential to adhere to the guidelines outlined by the Human Research Ethics Committee. All interviewees will be required to provide informed consent through a consent form, which includes details about the study, its voluntary nature, and the handling of data. Interviewees will also be informed that they have the right to withdraw from the interview at any time. Furthermore, to ensure anonymity, data will be anonymized by assigning codes to names and avoiding the use of any identifiable personal information.

3.6 SCOPE AND LIMITATIONS

The scope and limitations of this research will be acknowledged to clarify the constraints and parameters that guide the research process. Factors such as time, resources and access to data may affect the thoroughness and breadth of the analysis and thus the completeness of the findings.

Much of the perspective presented in this study will be from the viewpoint of ERA, as the internship was conducted within this organization. Although efforts to present a balanced picture will be made, this inherent perspective may influence the interpretation of the study's findings and conclusions. To ensure the analysis's integrity, this perspective will remain transparent throughout the study. In addition, it is essential to consider potential biases introduced by involvement of the study at ERA. This association may unintentionally influence the interpretation of the research data and findings. Through critical reflection and ongoing vigilance during the analysis process, efforts will be made to reduce such biases.

In addition, there are some limitations around the qualitative data used, obtained through interviews, it may not fully capture all the different experiences and viewpoints. Also, the group of people interviewed may be limited due to practical reasons, meaning the results may not apply to everyone. Furthermore, this study focuses specifically on urban renewal projects in one particular area. This may mean that the findings cannot simply be applied to other places because different regions have different conditions. Despite these limitations, it is still hoped to provide valuable insights on social sustainability in urban renewal projects, contributing to what is already known in this field.

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CHAPTER 4
RESEARCH RESULTS

4.1 ERA CONTOUR

To understand the specific cases, it is essential to first analyze ERA Contour (ERA), a developer linked to construction firms. This section explores ERA's organizational structure, mission, business model, strategies, and area development process.

4.1.1 DEVELOPER TYPE

Shown in Table 20, ERA is a developer associated with construction firms, focusing on direct construction activities and avoiding land speculation. This type of developer has a longer-term focus than independent developers but shorter than bank-linked ones. Their integration of development and construction ensures consistent quality throughout the project lifecycle, from concept to realization.

Type of Developer	Characteristics	Example
Independent developers	Small-sized, niche market focus (housing, offices, retail), sometimes acquired by larger developers.	EDGE tech.
Developers related to construction firms	Largest share of development, focus on construction and development, aim for constant cash flow for company continuity. Profit margins affected by sector scale and market demand.	**ERA Contour** Heijmans Dura Vermeer
Developers related to investors	Work for institutional investment companies, aim to secure and increase portfolio yields, ensure constant cash flow and end-user involvement.	Egeria Syntrus Achmea
Developers related to banks	Large-sized, bank-related, focus on continuity and turnover, often acquire large land amounts due to capital availability.	BPD AMVEST
Other developers	Originate from companies with different core businesses, obtain positions based on business conduct.	Fakton De mannen van schuim

Table 20: Five types developers in The Netherlands with examples (own work based on literature Heurkens, 2012)

In the Dutch context, Heijmans and Dura Vermeer are similar developer types. However, unlike Heijmans, a publicly traded company (2024), and Dura Vermeer, a family-owned business (2024), ERA, as part of the TBI foundation, reinvests all profits back into the company. Additionally, ERA operates as a single entity, integrating development and construction under one structure, unlike Heijmans and Dura Vermeer, which operate through multiple subsidiaries for different tasks. This integrated approach ensures coordination across departments, embedding participatory processes throughout the project lifecycle and fostering a collective commitment to high-quality concept development (PD1, PD2).

The business model of developers related to construction firms requires to be distinctive within the urban development sector. They do not engage in land acquisition but ERA focus on addressing the social challenges of the city to add value and attract work.

"As ERA, we only have a right to exist if we can address the major social issues that are present." (PD2)

ERA aims not only to develop cost-efficient housing but also to address societal issues and create support among politicians, local and future residents. This approach involves contributing to the city's common good by tackling social issues and enhancing neighborhood functionality. They believe in strengthening cities by creating livable environments where people enjoy residing (PD1, PD2).

4.1.2 STEWARD OWNERSHIP

ERA, as part of TBI, collaborates on projects and executes individual ones within a network of 20 construction enterprises (TBI, n.d.). TBI's unique organizational structure features an independent

foundation as its sole shareholder, enabling a long-term focus on societal interests, a model known as steward ownership. Steward ownership separates company control from financial ownership, typically held by a foundation that prioritizes the company's mission and values over profit maximization, essentially making the company self-owned (Purpose, 2019; Gravemaker, 2020). This model promotes long-term sustainability and social responsibility, with profits reinvested into the company's mission. Notable international examples include Zeiss, Bosch, Carlsberg, Novo Nordisk, and Patagonia. In the Netherlands, examples include BuurtzorgT, Time to Momo, and Triodos Bank.

In real estate, steward ownership is less common due to high capital requirements and short-term financial returns. However, the Purpose Foundation notes a growing trend towards steward ownership as companies and investors recognize the value of sustainable and responsible business practices (Purpose, 2019). This trend is expected to grow as more entities appreciate the long-term benefits of these practices.

4.1.3 STRUCTURE AND VISION

Established in 1964, ERA has a long history of focusing on social sustainability. Initially, the company constructed ERAflats, allowing residents to customize their post-war apartments—a novelty at the time (ERA, 2024). ERA's mission, 'Strong neighborhoods, happy residents', reflects their commitment to community well-being through four strategic pillars emphasizing inclusive neighborhoods, urban challenges, and social sustainability (Figure 19; PD1 & PD2). For example, 20 years ago, ERA focused on 'urban renewal: making cities stronger' and 'consumer-oriented development: consumers as co-developers'. ERA's roots in URPs emphasize deep community engagement and collaboration with local stakeholders.

> *"Our roots are in the existing city. We originated from a public-private partnership with the municipality and have consistently worked with housing associations. Therefore, we believe the future of development lies within the city." (PD2)*

This approach is validated by external partners like M1 from the Municipality of Rotterdam, who appreciated ERA's involvement of local residents and initiatives. Housing associations (SH1, SH2) also emphasized that co-creation with residents provided invaluable insights during development. This underscores ERA's dedication to not only building structures but also actively collaborating with the community to create livable environments.

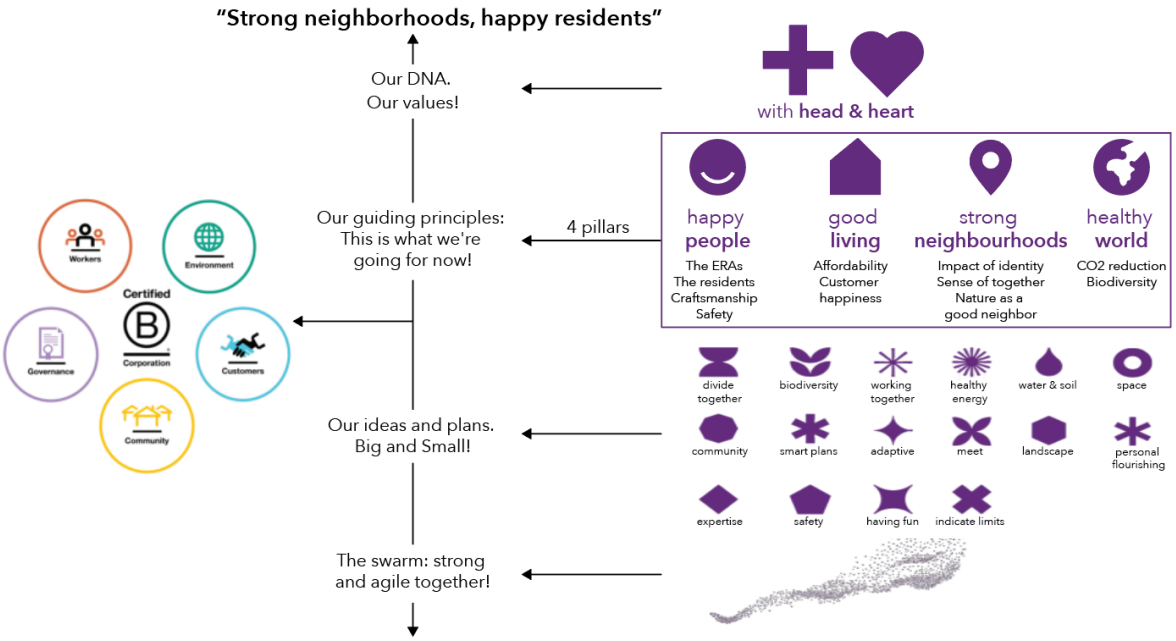

Figure 19: Strategy ERA (the four pillars - framed in figure, mission - top figure) (Own translation based on ERA ,2024)

ERA's structure (Appendix 12) includes various departments that prioritize quality and residents. Currently, ERA is pursuing B-Corp (Benefit Corporation) certification to become the first construction company with this recognition. This certification measures the company's social and environmental impact, ensuring it meets high standards of performance, reliability, and transparency in areas such as employee conditions, charitable activities, and supply chain practices (B-Corp, 2023).

4.1.4 AREA DEVELOPMENT PROCESS

Figure 20, illustrated the area development process of ERA (detailed information in Appendix 13). The process starts with the 'Initiative & Concept' (I&C) department, which conducts market research, formulates strategies, engages early with customers, and creates a 'Qualitative Program of Requirements' (QPR). The QPR serves as a foundational blueprint, detailing key principles and priorities (planessentials) to guide the development and ensure social sustainability is integrated to safeguard to process (PD1). Customer involvement is continuous, employing placemaking and participation methods, referred to as co-making. Following the I&C phase, the procurement phase finalizes agreements, tenders, and contracts. The design phase, split into Architectural Design (AD) and Technical Design (TD), includes regular evaluations by a Quality Team (Q-team) to ensure alignment with the planessentials and overall project goals.

> *"A Q-team regularly evaluates how the project aligns with the initial essentials we formulated, ensuring we adhere to them as closely as possible." (PD1)*

The transfer phase connects the design and construction phases, introducing new team members and involving the project manager from the TD phase onwards. The final use phase involves handing the project over to the client. Throughout these phases, different departments within ERA collaborate to integrate their expertise and responsibilities into the overall project framework.

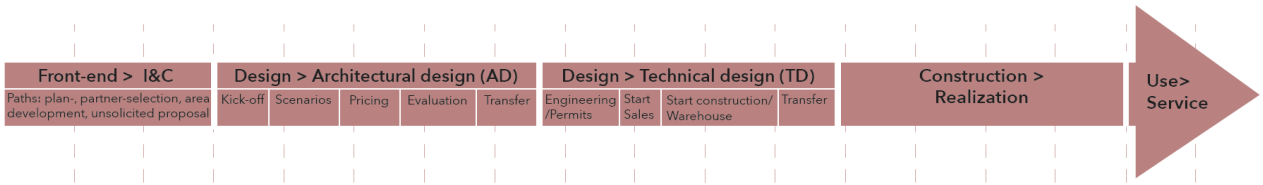

Figure 20: Primary process of new construction phase - timeline (Own work based on policies from ERA-Contour - extended version in Appendix 13)

4.1.5 CONCLUSION

Developers related to construction firms needs to consider integrating social aspects more than other types due to their avoidance of land speculation and need for collaborations with housing associations or municipalities. ERA distinguishes itself further within this profile by placing a greater emphasis on the social dimension, including resident engagement, aiming to address urban social challenges comprehensively. ERA is distinguished by their long history of involvement in URP and collaboration with local stakeholders. Their model, based on community-driven development and co-creation, sets them apart from other developers who focus more on profit maximization. The steward ownership also allows more long-term and social focus. All in all, ERA seems to be a developer that not only builds physical structures, but also promotes social cohesion and addresses urban challenges. However, deeper research will need to be done on this.

4.2 NEIGHBORHOOD BOSPOLDER

Bospolder-Tussendijken (BoTu), located in Rotterdam's *Delfshaven* district, was built between 1910 and 1930 as a working-class neighborhood that declined in the 1990s (Gemeente Rotterdam, 2019a). Extensive renewal efforts have since transformed the area, despite ongoing physical and social challenges. Today, BoTu is described as culturally diverse, dynamic with a vibrant community spirit (Figure 21; M1). Detailed explanations of data and figures of the area can be found in Appendix 14.

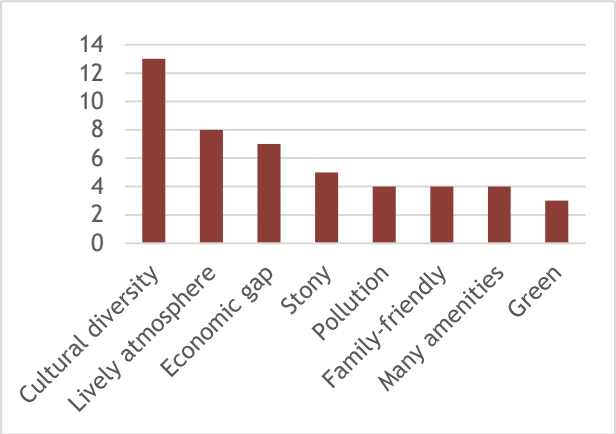

Figure 21: Case study description on living environment (Own visualization based on data residents case studies)

4.2.1 HOUSING AND SOCIAL DYNAMICS OVER TIME

BoTu faces social issues such as population decline, a young and ethnically diverse population, low education levels, and high unemployment (dS+V, 2007; Gerrichhauzen & Partners, 2009; Municipality of Rotterdam, 2019b)

> "Everything was boarded up for years... War movies were shot there, seriously, it was so creepy. You wouldn't dare to walk there at night [...] Thousands of social housing units were vacant; there was no one around." (PD2)

Around 2000, the neighborhood was notably neglected, with many vacant social housing units and a sense of insecurity. The national government's *'pracht-, krachtwijk'* initiative brought additional focus and resources, aiding in the neighborhood's improvement.

> *"BoTu received increased attention from the national government, which led to the automatic allocation of more resources for its development. Consequently, the neighborhood benefited from additional financial contributions and focused efforts, significantly aiding its improvement." (SH1)*

The Municipality of Rotterdam and housing association Havensteder (formerly Com.Wonen, now referred to as Havensteder) collaborated to develop over 600 owner-occupied homes and demolished around 1,000 houses (Figure 22) to rejuvenate BoTu and attract a new demographic (SH1; dS+V, 2007; Gerrichhauzen & Partners, 2009; Ouewehand & Bosch, 2016).

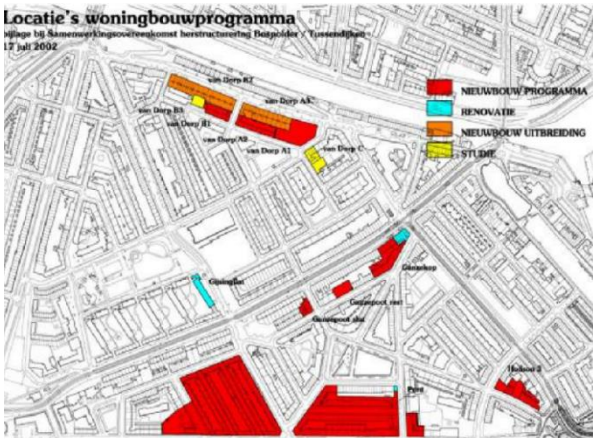

Figure 22: BoTu 2002 zoning plan (dS+V, 2007)

The 2000 spatial-economic vision for *Delfshaven* aimed to attract higher-income residents and expand high-quality housing (Gemeente Rotterdam, 2000). The 2009 and 2019 visions continued this focus, emphasizing branding, densification, and creating family-friendly, green, and safe outdoor spaces (Gerrichhauzen & Partners; b, Gemeente Rotterdam). New construction projects attracted more affluent residents, improving the neighborhood's appearance but also further densification. While the aesthetic improves, one may question whether introducing higher-income individuals to a neighborhood also improves the conditions for existing residents (M1).

4.2.2 CURRENT SITUATION

Research on *Bospolder* includes data from the municipality of Rotterdam (Wijkprofiel, 2024) and interviews with residents from two case studies. The neighborhood's performance is assessed in three domains: physical, safety, and social (Figure 23). Detailed data and figures are available in Appendix 14. A profile using index figures from 2024 (0 to 200, with 100 as the base) provides insights into these aspects. By analyzing the data from the municipality, it became clear that over time the index numbers had improved greatly, but as can be seen in Figure 23, not all aspects have yet been evaluated positively.

Figure 23: Overview Bospolder-profile 2024 (Own visualization based on Wijkprofiel, 2024)

Physical index

Figure 24 shows the physical index. From 2014 to 2024 a varied improvements is visible. Objective data often indicated better-than-average conditions, while subjective evaluations revealed resident dissatisfaction with housing and aesthetics. Despite adequate amenities and vibrant public spaces, litter and a lack of greenery (slightly improved after the *Dakpark* opened) remained concerns.

The perspectives of Le Medi and Hudsons residents reveal contrasting insights. Le Medi residents celebrate the positive changes, while Hudsons residents are cautious, partly due to their recent relocation. The municipality's efforts to attract higher-income residents for social integration are questioned, as none of the interviewed residents enrolled their children in local schools, though they use neighborhood amenities. This reluctance to integrate mirrors a 2019 study finding that only migrant-background parents of Le Medi enrolled their children in local schools, while native Dutch households did not (Bosch & Ouwehand). Despite participating in children-neighborhood initiatives, residents of both projects acknowledge living in a 'bubble' and residents themselves express concerns about gentrification.

> *"From the perspective of people with lower incomes, we really seem very privatized and gentrified." (H2)*

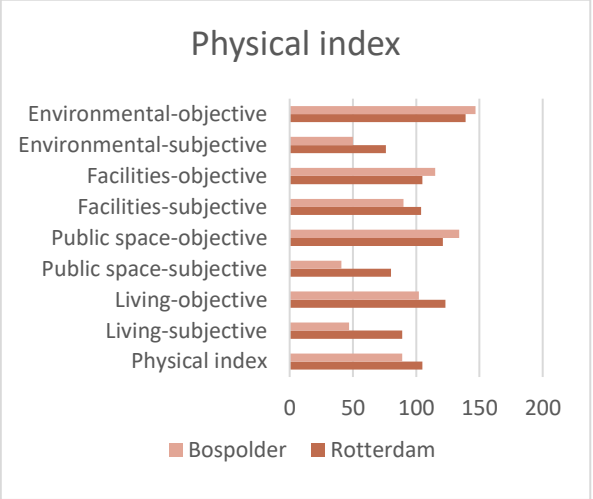

Figure 24: Physical index (Own visualization based on Gemeente Rotterdam, 2024)

Safety index

The safety index (Figure 25) has fluctuated from average to positive but remains slightly below the Rotterdam average. While objective data indicates generally favorable conditions, subjective perceptions tell a different story. Residents report higher rates of bicycle theft, vandalism, and nuisance compared to the city average. Additionally, the neighborhood experiences more street fights, drug-related issues, and cases of harassment than average.

Le Medi residents generally feel safe in *Bospolder* due to their strong community within the project (Figure 26). In contrast, Hudsons residents have mixed feelings, particularly about traffic safety for children. While most Medi residents feel safe in traffic, only one Hudsons resident without children shares this sentiment, highlighting significant concerns about traffic safety among residents with children.

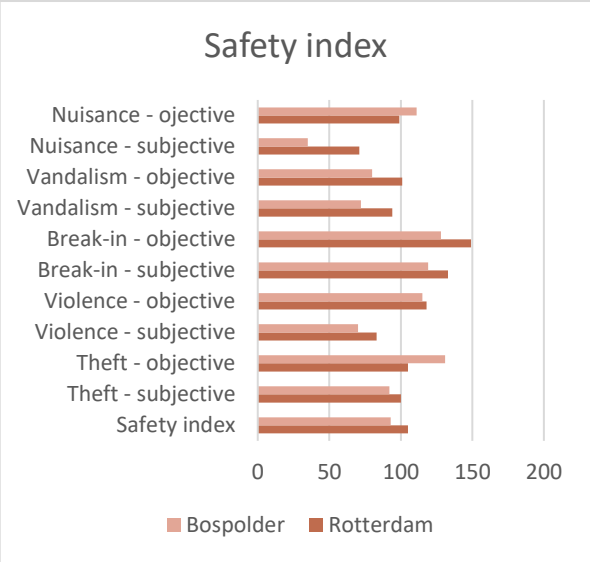

Figure 25: Safety index (Own visualization based on Gemeente Rotterdam, 2024)

Social index

Bospolder's social dynamics (Figure 27) showed fluctuating trends, with slight improvements from 2020 to 2022 but a decline by 2024. The neighborhood faced challenges with low-income households, reduced social interactions, health problems, language barriers, and feelings of loneliness. Although inter-ethnic relations were positive, declining neighborly contacts hindered community cohesion. Residents' attachment to the neighborhood weakened, but there was a growing sense of responsibility among them, indicating potential for collective action.

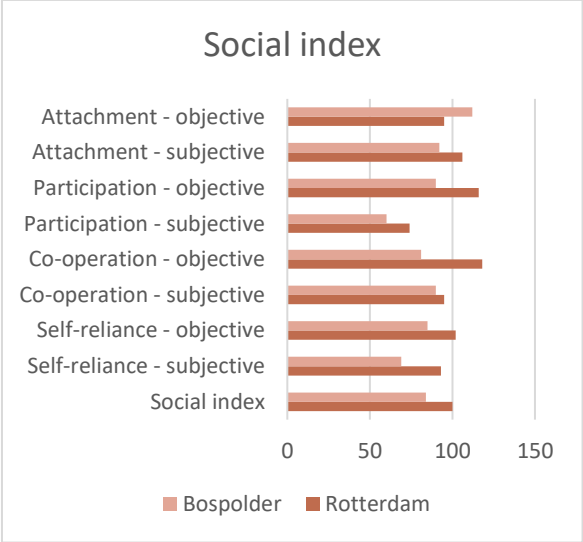

Figure 27: Social index (Own visualization based on Gemeente Rotterdam, 2024)

Residents of Le Medi and Hudsons enjoy interacting with their neighbors, but their contact is mainly within their own projects (Figure 28). Le Medi residents on the outer ring, who prefer limited contact, chose not to live around the central square. A Hudsons resident noted;

"I miss contact with people beyond this block." (H5)

Interestingly, four of seven Hudsons residents participated in neighborhood initiatives with their children, while only one new resident from Le Medi did so.

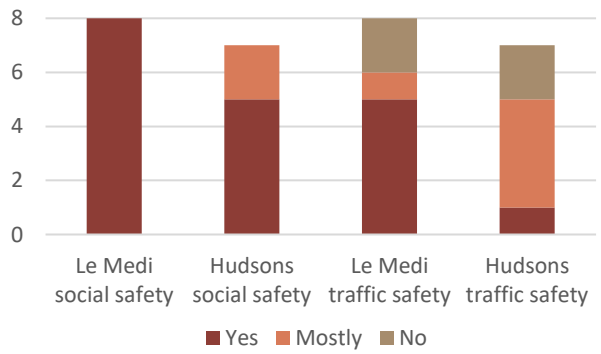

Figure 26: Case study research on safety (Own work)

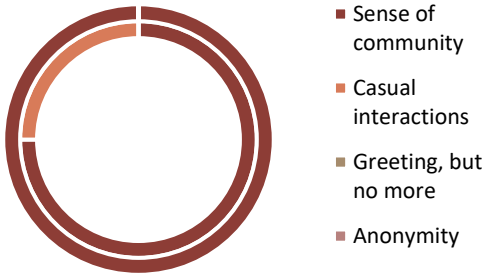

Figure 28: Case study research on relationship with neighbors (outer circle: Hudsons, inner circle: Medi) (Own work)

4.2.3 CONCLUSION

In conclusion, the agreements between the municipality and Havensteder have significantly influenced *Bospolder*, aiming to enhance the neighborhood's livability. These agreements necessitate that private-led developers collaborate with these entities, resulting in inevitable public-private partnerships. This collaboration ensures that efforts to improve the neighborhood are coordinated and comprehensive, addressing both immediate needs and long-term goals.

Bospolder demonstrates a complex and multifaceted identity with diverse demographics and ongoing urban regeneration efforts. The neighborhood profile clearly indicates significant transformations over time, with notable shifts in physical, safety, and social indices. These changes may be linked to ongoing developments such as Le Medi and the Hudsons, reflecting the continuous dynamism of the neighborhood's evolution and the associated shifting appeal to the target demographic, potentially resulting in differing scores compared to previous residents.

The complexity of the social demographics in these neighborhoods impacts residents' perceptions and feelings regarding their experience of social sustainability. This aspect must be considered when analyzing the case studies to ensure that future developments successfully integrate and foster community cohesion.

The recent emphasis on attracting mixed-income families reflects the strategic vision to uplift the neighborhood across various indices. However, this trajectory raises questions about gentrification, as higher-income influxes may reshape the neighborhood's socio-economic landscape. It highlights the municipality's potential embrace of gentrified policies, prompting considerations about equitable development and community empowerment amidst evolving demographics and urban dynamics.

4.3 LE MEDI

Le Medi, located in *Bospolder*, comprises 93 ground-bound single-family homes. Housing associations Woonbron, Havensteder, and ERA collaborated to emphasize Rotterdam's multicultural image. The goal was to attract young professionals to an 'underprivileged' neighborhood by creating a distinctive Mediterranean-inspired residential area with consumer participation as co-makers. According to ERA, the result is a 'new collective committed to the renewal of the entire neighborhood' (ERA documentation; interviews SH1, SH2, PD2).

Figure 29: Picture of Le Medi (Funda, n.d.)

4.3.1 VISION AND OBJECTIVES

Le Medi showcases Rotterdam's embrace of multiculturalism and its positive impact on urban landscapes. The primary goal is to enhance the city and the BoTu area by creating a vibrant residential environment that attracts a new demographic. Table 21 outlines the project goals of the involved stakeholders.

Stakeholder	Goal
ERA (PD2)	Getting new target group to BoTu by adding an interesting concept
Havensteder (SH1)	Attract new target group that increases livability neighborhood
Woonbron (SH2)	Research goal on multicultural building
Municipality	Add new target group and owner-occupied housing to increase livability neighborhood

Table 21: Project goal of the different stakeholders (own work)

By incorporating Mediterranean architecture, Le Medi aims to elevate the city's housing offerings while promoting diversity. The goal was to appeal not only to immigrant residents, but to a broad audience and thus all Rotterdam residents (PD2, SH1, SH2). It serves as an example for addressing

urban regeneration challenges, similar to the 'Cube Houses', and underscores Rotterdam's commitment to innovation by making it a landmark for BoTu (PD2, SH2).

The primary goal differed among stakeholders. Havensteder and the municipality focused on improving neighborhood livability. Woonbron, despite having no territory in the area, had social interests as a housing association. ERA, having developed extensively for Havensteder, had a vested interest in the neighborhood's development.

4.3.2 SOCIAL CHALLENGE

The main social challenge was attracting a new target group to revitalize the 'underprivileged' area. This required transforming the neighborhood into a socially mixed environment appealing to diverse residents (PD2, SH1, SH2, M1).

> *"At that time, moving to the neighborhood was a big step for many people because it was still considered very bad. Most of the newcomers were already familiar with the area 'West' and were looking to improve their social standing in the neighborhood." (M1)*

> *"We aimed to find the right target group for these homes—people who wanted to make a significant impact on the neighborhood." (SH1)*

4.3.3 COLLABORATIVE APPROACH

Le Medi faced challenges but achieved successful outcomes through effective stakeholder collaboration. The former head of I&C ERA highlighted the importance of trust and shared goals. Housing associations noted the mutual complementarity and shared understanding of roles. Various stakeholders emphasized that a strong, shared vision and ambition are crucial for project success (Table 22).

	Stakeholders	Quote
Good cooperation (proper division of labor, trust and ambition, and clear vision)	ERA	*"Make sure you trust each other! At the start of a project, it's essential to invest time in getting to know and understand each other. This investment pays off significantly during the process. Additionally, having a common objective has proven to be a crucial success factor in collaboration." (Bianca Seekles (former head of I&C) - Van Dael, 2008, p.43)* *"We saw the necessity and were convinced of it, even though it was complicated for a while because we weren't selling anything. We were building smaller homes with unique concepts, and every realtor said it was all about the square footage. But we kept believing in our vision and insisted on targeting the right market. That persistence is what I'm most proud of." (PD2)*
	Woonbron	*"We complemented each other and understood our respective roles" (SH2)* *"You need to have a clear vision of what you want to achieve together. If you remain committed to that vision and believe in your strong concept, you can realize the quality you aim for, even when financial resources are limited. Pride in your work is essential to achieving it." (SH2)*
	Havensteder	*"We started completely from scratch. It took us two years to identify the essential ingredients. Initially, there was no program of requirements, and the target groups were undetermined. Between 2000 and 2003, no one knew what Le Medi would become or what multicultural building entailed." (Hans Wielaard (former manager) - Van Dael, 2008, p.43-44)* *"What I'm most proud of is the energy we brought to the project, which resonated with the new residents and helped them feel comfortable in their new homes." (SH1)*

Table 22: Stakeholder successful collaboration (own work)

4.3.4 BRANDING

Le Medi focuses on the physical and socio-economic restructuring of old urban neighborhoods, accompanied by an image campaign (Meier, 2009). The aim is to attract the new urban Rotterdammer, particularly middle-class urban young families from outside the neighborhood (Janssen, 2010). ERA characterizes these new Rotterdammers as highly educated freelancers interested in fusion cooking, distant travels, MTV & Bach, open-minded, and mixed nationalities.

Utilizing the BSR-model, the project targets a lifestyle identified as 'red with a hint of yellow'.

Figure 30: Sales brochure Le Medi (Meier, 2009)

> *"Higher educated persons of different nationalities, who do not disapprove of exclusiveness, enclave, and distinction, but appreciate living in proximity to others, are communicative, and enjoy diversity." (Consultant RTB to ERA - Ouwehand & Bosch, 2016, p.175)*

> *"It's not so strange to have a 'red' target group with a hint of yellow. These people are open-minded and can handle a bit of variety. For instance, once a barbecue is organized, they easily engage." (PD2)*

Policymakers and planners created a themed residential area with striking architecture and thoughtful branding to attract middle-income earners (VROM, 1997; van der Land, 2007). Le Medi adopted a 'Mediterranean atmosphere', consistently applied through architectural elements and marketing strategies. The project is branded with the slogan 'Living where the sun always shines' and is portrayed as an 'oasis of peace and safety' in 'vibrant Rotterdam', as shown in the sales brochure (Figure 30).

4.3.5 TIMELINE

The Le Medi project, initiated in 1999, combines cultural integration and urban development unique to Rotterdam. This section provides an overview of key developments that highlight the developer's social sustainability initiatives. Detailed information on the project's timeline is available in Appendix 15. Figure 31 visualizes the timeline, highlighting significant events and the involved parties.

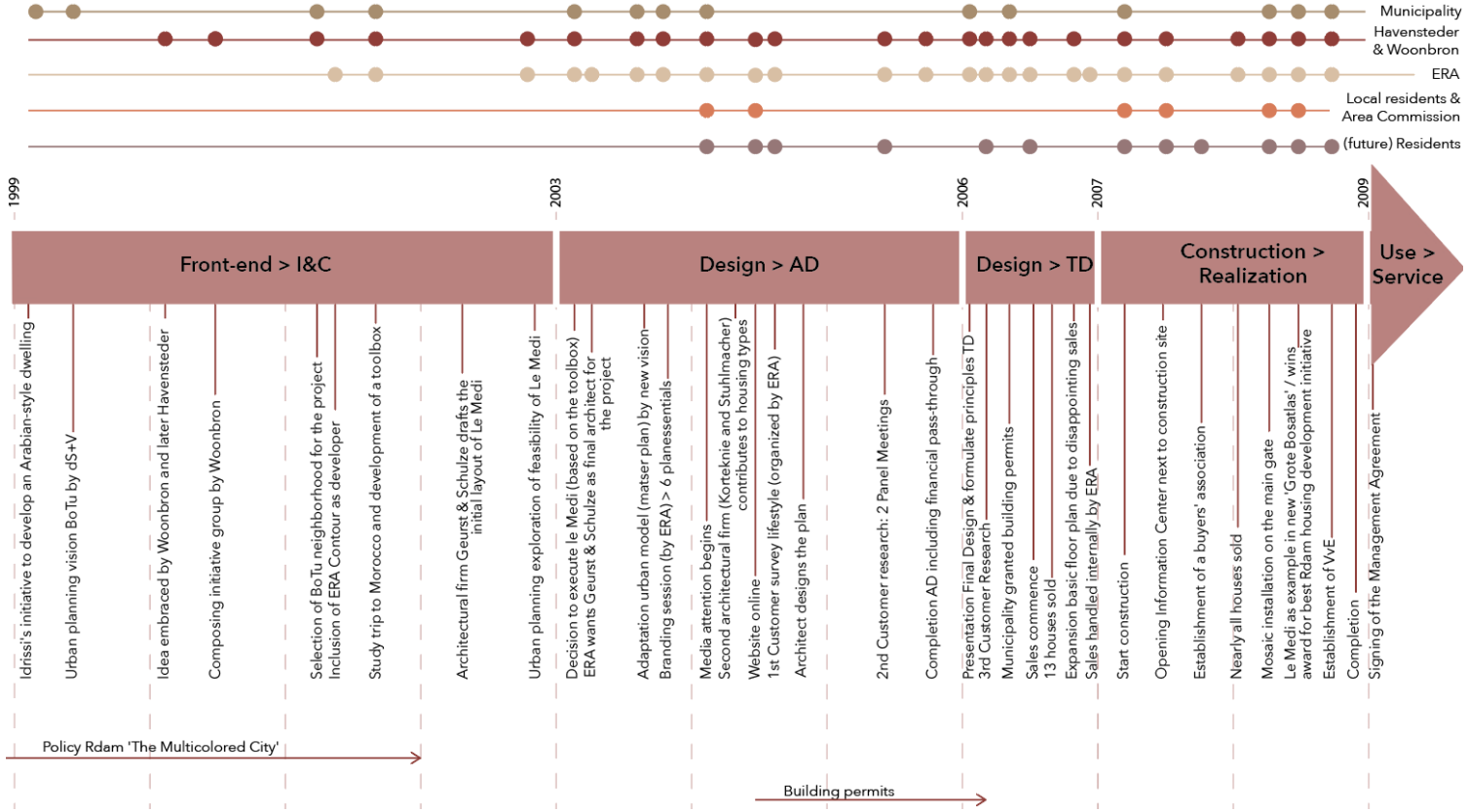

Figure 31: Timeline Le Medi (own work based on documentation ERA, interviews & relevant literature mentioned in Appendix 15)

Front-end

The initiative for Le Medi originated from Hassani El Idrissi's vision to enrich Rotterdam's urban landscape with cultural diversity, especially from Arab communities.

> *"I am convinced that diversity in any society is a source of strength and innovation. I thought housing would be the means to showcase the richness of our culture." (Idrissi - Dael, 2008, p.10-11)*

Supported by the 'The Multicolored City' policy of the late 1990s, which encouraged multicultural planning in Rotterdam under the leadership of *GroenLinks* as Alderman, Idrissi's vision gained momentum. Working with urban planners from the municipality and housing associations, including Woonbron and Havensteder, Le Medi's concept began to take shape. Woonbron was enthusiastic but lacked a suitable location, while Havensteder identified BoTu as an ideal site, leading to ERA's involvement due to previous collaborations.

> *"People needed the courage to move to such a neighborhood. BoTu had a bad reputation, wasn't safe, and had a lot of litter on the streets. But for the new Rotterdamer, who was open to new things, this was the place. It's about finding the right combination... there's a concept, and where can it land? This was just a perfect match." (SH1)*

A design toolbox inspired by Moroccan and Mediterranean traditions was developed to break down cultural barriers and appeal to Rotterdam's diverse population. However, the project evolved into a

broader ‘Mediterranean feel’ due to changing municipal preferences after 2002, following the arrival of a *Leefbaar Rotterdam* alderman who had less affinity with the ‘Moroccan’ architectural link.

> *"After 2002, the municipality was cautious. They didn't oppose anything, but they were a bit wary, saying, 'surely you are not going to make a Moroccan village'." (SH2)*

The transition from 'Medina' to 'Le Medi' reflects this overall appeal and responds to concerns and preferences within Dutch society, creating a more broadly acceptable and 'Mediterranean' image.

Architectural design

During the AD-phase (2003-2006), the project focused on translating stakeholder visions into six planessentials, defining the project's identity. ERA led branding sessions and consumer involvement through co-making, identifying target groups and lifestyle preferences. A customer survey revealed that 80% of respondents found the Mediterranean ambience attractive, 75% appreciated the flexibility and expandability of the homes, and showed a strong interest in living among other urban-oriented people.

Architectural firm Geurst & Schulze was chosen to further develop the concept. Customer panels highlighted key aspects such as spacious homes, social contacts, green spaces, opportunities for growth development at home, and child-friendly environments, confirming the design direction.

> *"I had never worked with a customer panel before. Constantly testing whether you are on the right track in the process. These things have resulted in us now having buyers who do not stick to the beaten path." (Wielaard (Havensteder) - Deal, 2008, p.44)*

Technical design

Throughout the TD-phase (2005-2007), ERA faced challenges despite initial enthusiasm. By early 2006, only 13 homes were sold, even though 800 interested people were invited. To address this, ERA and the housing associations made adjustments, including standardizing first-floor home extensions, which incurred additional costs and delays. Despite these challenges, Le Medi continued to attract interest through its website. ERA also identified impersonal communication as a barrier to sales success and emphasized the importance of conveying Le Medi's atmosphere during the sales process to meet buyers' needs.

> *"The atmosphere we wanted to convey with Le Medi was lacking at the real estate agent. We wanted to extend that Medi-atmosphere-branding to the sales process because we noticed that buyers needed it." (ERA's buyer advisor - Van Dael, 2008, p.34)*

Construction and Use

Construction began with a comprehensive marketing strategy, including advertising campaigns, site tours, and a sales brochure. A residents' information center was established, leading to successful engagement with potential buyers.

Figure 32: Atmosphere images from left to right: streetcar advertising, inside information center at the construction, outside information center at the construction (Photos from ERA archive)

A notable feature of the project is the mosaic installation at the main gate, collaboratively created by 600 people and partially funded by the municipality's *Groeibriljanten Fund*. This mosaic symbolizes community spirit and involvement and significantly contributes to the regeneration of BoTu.

> *"In the gate, there is a mosaic created together with neighborhood residents. This initiative aimed to connect current and future residents early on, fostering pride in the project and bridging any gaps." (SH1)*

Figure 33: Atmosphere images of making the mosaic (Photos from ERA archive)

Furthermore, the community spirit of the project can also be seen in the emergence of a buyers' association. This association provided a platform for mutual support, discussion of common issues, and the development of joint initiatives. This early sense of community underscores the project's ethos even before its completion.

> *"We are getting to know each other better through the buyers' association. Communication is easy; you can invite each other for a drink or something else via Hyves or email. Some people even attended Anne's birthday party." (Resident - Van Dael, 2008, p.40)*

In November 2008, the residents took responsibility for managing the public areas to maintain Le Medi's Mediterranean character through the establishment of a Homeowners' Association (*VvE*). This arrangement, devised by ERA and Havensteder, differs from the norm in which municipalities usually oversee such areas. The management of the public areas by the *VvE* not only maintains a certain standard, but also promotes a sense of ownership and community spirit among the residents.

> *"Normally, a VvE is established by owners of apartments in a condominium. The homes at Le Medi are standalone houses, not apartments. However, the semi-public nature of the inner courtyard and the shared parking garage made it necessary to sell the homes as single-family houses with condominium ownership." (ERA project developer - Van Dael, 2008, p.26)*

4.3.6 PLANESSENTIALS

Developers view

Le Medi adheres to some essentials in its pursuit of a distinctive residential environment that encompass the plan's core principles and aspirations, as described in ERA's QPR. These essentials, consisting of six focal points, serve as the basis for Le Medi's vision (ERA documents; PD2). The core of the implementation was Mediterranean architecture, and the translation of all the visions of the different stakeholders was translated into the concept of 'Mediterranean architecture', which was translated into six planessentials for the project to build upon. Appendix 17 provides a detailed translation of the developers' view of these planessentials from the QPR and the interviews, illustrating their meaning and facilitating the translation into social sustainability aspects. Table 23 primarily addresses the internal elements of the project, with less emphasis on integrating social sustainability within the broader neighborhood.

	Explaining essence from developer's point of view	Translation to social sustainability
Living around one's own inner world	Conceived as a walled city, fostering a sense of community and belonging among its residents. This architectural concept not only engenders feelings of security and exclusivity but also encourages communal activities within the confines of its inner sanctum. This notion is underscored by the aspiration to create an "oasis of tranquility" amidst the urban hustle and bustle.	The concept promotes an environment conducive to social interaction with residents, creating opportunities for residents to get to know each other, which in turn fosters familiarity and a sense of security and community (by thus designing a semi-public space)
Water, central space	At the heart of Le Medi lies a central water feature, serving as a focal point for social interaction and leisure. Inspired by Mediterranean design, this element adds to the aesthetic allure of the community while providing a space for residents to gather and connect	It acts as a meeting place and promotes social interaction and connectedness within the neighborhood. It provides an opportunity for residents to come together and enjoy shared activities, promoting social cohesion and reinforcing a sense of community, while ensuring that the concept is upheld to foster a strong community bond.
Growth Opportunities	Flexibility and adaptability are integral to Le Medi's design philosophy, offering residents the opportunity to customize and expand their homes to suit evolving needs and preferences. This commitment to growth ensures that dwellings remain relevant and accommodating over time, contributing to the longevity and value of the community.	It fosters a sense of ownership and commitment by allowing residents to modify and expand their homes (allowing to remain longer in a home). This strengthens the resilience and longevity of the community and allows residents to develop within the neighborhood while also continuing to grow in the neighborhood (by adding new housing).
Gates and enclosure	Strategically positioned gates and thoroughfares play a vital role in Le Medi's integration with the surrounding neighborhood, welcoming residents and visitors alike while facilitating seamless connectivity with the broader cityscape.	The gates ensure that residents feel safe in the neighborhood, that children can play safely in the square and that a community is created among residents. In addition, the gates ensure that external people will behave as guests in the complex because of the peacefulness it exudes.
Color & Materials	The architectural identity is infused with vibrant colors, distinctive materials and Mediterranean ornamentation, creating a distinctive ambiance that celebrates cultural diversity and fosters a sense of pride and belonging among residents.	It promotes self-expression and individuality within the community, contributing to an inclusive and resilient society. By creating an environment that embraces and celebrates cultural diversity, a sense of pride and belonging is cultivated among residents, which is essential for a sustainable and resilient community.

Table 23: Planessentials translated to social sustainability (own work)

Residents view

Consideration was given to how Medi residents experience and use the planessentials. For this purpose, Table 24 can be viewed to identify the social aspects associated with the concept.

When asked about aspects that contribute to a sense of community, the central courtyard emerged as the most important element. The project's goal of fostering a communal atmosphere by establishing a 'personal inner world' is realized in this central square, unanimously identified by residents as crucial to community cohesion. Although the fountain in this central space is not praised by everyone due to frequent maintenance problems—some residents would prefer a different focal point, like a tree—the fountain nevertheless serves as a central meeting point and promotes social interaction among residents, effectively embodying the concept of the complex.

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

Table 24: Residents view on planessentials (Y=yes, N=no, M=mostly)(own work)

While the gated nature of the complex fosters a strong sense of community among residents, it also presents challenges for integration with the surrounding area. Opinions about the fences vary: some appreciate the increased security and child-friendly environment they provide. However, similar results could potentially be achieved through other means, such as raised planters. Residents indicate that while the fence serves as a convenient boundary for children, it is often left open.

The flexibility of housing within Medi is cited by almost all residents as a means of supporting long-term residence, allowing for expansion and adaptation to changing needs. Half of the residents indicated they have done so or are considering it, while the other half do not have the need themselves but observe it often in others.

> *"in the 8 years we have lived here we have seen people do it 6 times" (M3).*

The architectural diversity and use of color and materials within Medi contribute to its unique character, with residents noting that they are drawn to the neighborhood's distinctive identity. Additionally, residents indicate that it fits well into the BoTu-neighborhood conceptually.

> *"in terms of appearance, the complex fits well into the neighborhood because of the different cultural backgrounds seen here in the project and also in the neighborhood" (M2).*

However, concerns are expressed about the visual disparity between Medi and the surrounding neighborhood, reflecting differences in income and housing. Despite these differences, residents acknowledge the diversity within Medi itself, noting variations in architectural styles and the character of residents, which are evident across different areas within the project (inner and outer ring differences, as well as differences within the central square and intermediate streets).

4.3.7 CONCLUSION

Figure 34 describes the process from vision to implementation and use in the context of social sustainability for the case of Le Medi. This process begins with the formulation of policies at both the organizational level and within the municipality. These policies then evolve into structured programs, serving as intermediary steps before translating into a concrete project. In this project, social sustainability aspects are reflected in the division of process and design. During the use stage, attention is given to understanding residents' experiences and use of Le Medi, as well as their engagement with the BoTu community, ensuring that social sustainability principles are established in daily life. Throughout this process, social sustainability remains a common thread, woven into decision-making and realized through the collaboration of various stakeholders, with ERA at the core.

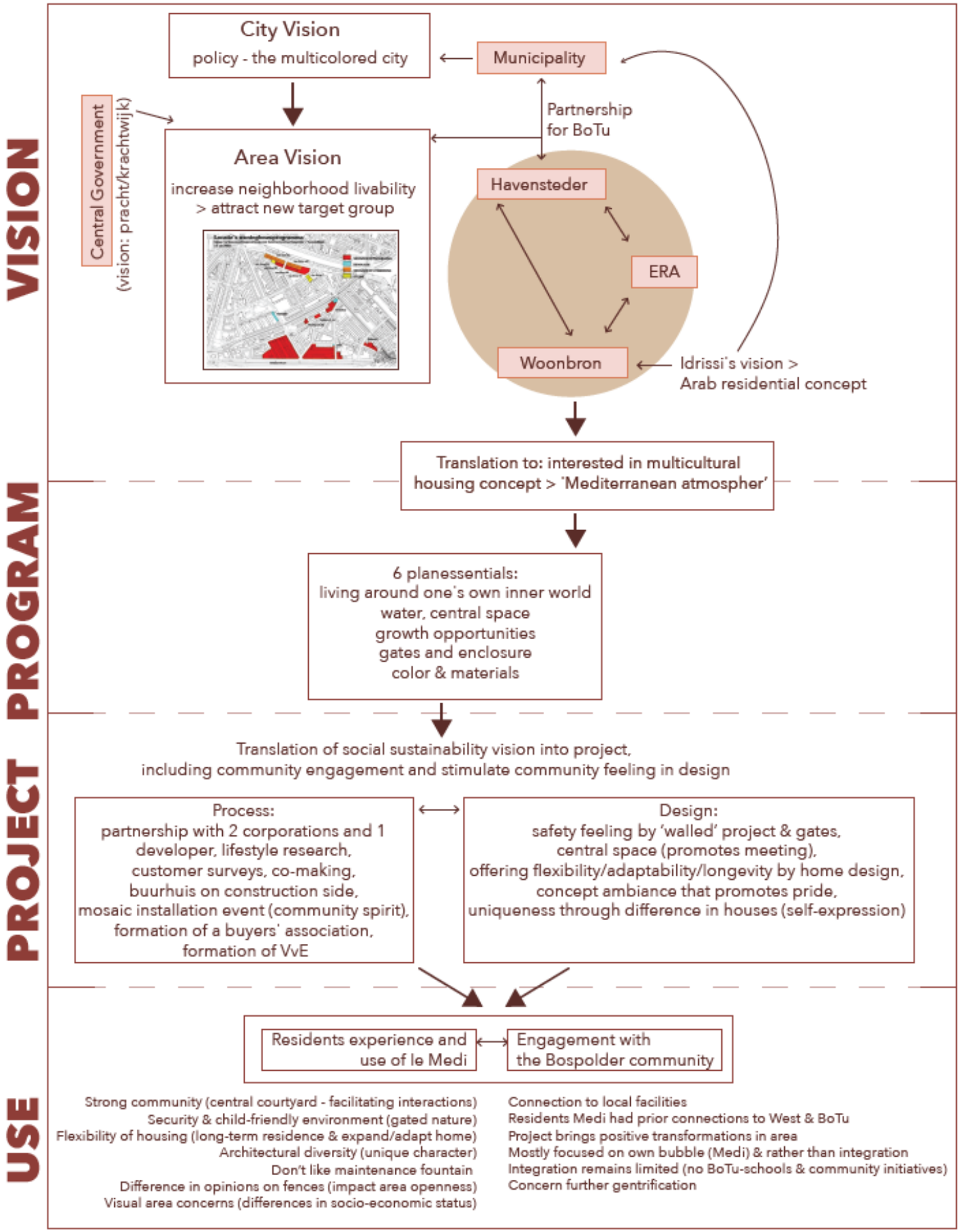

Figure 34: Illustration of the social sustainability journey - from vision to implementation in Le Medi (own work)

4.4 THE HUDSONS

The Hudsons is located at the base of the *Dakpark*, comprising five blocks with 118 single-family homes, 24 apartments, and 2 commercial spaces. Each block has a unique character and features a courtyard on the first floor, above ground-level parking. Emphasizing collectivity, the project includes shared courtyards and designated alleyways. The Hudsons was a collaboration between Consortium ERA and BPD Development (DC ERA/BPD), awarded based on vision, design, financial proposals, collaboration, planning, and phasing.

Figure 35: Picture of The Hudsons (photographed by Sebastian van Damme)

4.4.1 VISION AND OBJECTIVES

The Hudsons project aligns with BoTu and Rotterdam's goal of diversifying its residential demographic by attracting a new audience with family-friendly urban residences.

Stakeholder	Goal
ERA (PD1)	Physically and socially connecting within project and neighborhood
BPD	Creating a family-friendly climate adaptive project > sustainability is addressed in several ways (BPD, n.d.)
Municipality	Add new target group (families) and owner-occupied housing to increase livability neighborhood

Table 25: Project goal of the different stakeholders (own work)

Recognizing the predominance of rental apartments in the area, the project focused on developing family apartments and single-family homes in various price ranges, each block designed around central inner spaces fostering community interaction. Since there were two developers in the consortium, each had its own focus and vision, demonstrating the unique DNA and imagination of their respective companies (Table 25). ERA focused on the social aspect and aimed to make connections in the area, while BPD aimed to create a family-friendly, climate-adaptive project.

4.4.2 SOCIAL CHALLENGE

The municipal vision of attracting a new target group to the neighborhood automatically raises concerns about possible gaps between the existing community and new residents. Both BoTu's

neighborhood manager and ERA recognize this challenge, stating that it is possible to facilitate but not guarantee connection.

> *"The biggest risk in building such projects in this neighborhood is preventing them from becoming self-contained enclaves with little connection to the rest of the area. Many Hudson's residents might follow a routine of going to work, picking up their children from schools outside the neighborhood, shopping elsewhere, having dinner, sitting in their gardens, and repeating this cycle daily. This results in very little connection to the neighborhood." (M1)*

> *"The biggest challenge is developing for an income group that doesn't typically reside in these kind of neighborhoods. The particular challenge is ensuring a logical connection so that people feel part of the neighborhood and connected to the existing residents and vice versa - How do they become neighbors?" (PD1)*

4.4.3 COLLABORATIVE APPROACH

The consortium presented a compelling proposition, with BPD investing in property operations at its own risk while ERA provided construction expertise. The development of The Hudsons was divided into two streams: real estate development, led by BPD, which encompassed property exploitation and legal procedures, and concept development, led by ERA, which included marketing, communication, and customer acquisition. The success of the collaboration is attributed to mutual learning and effective task allocation, allowing each party to leverage their strengths effectively (Table 26).

	Stakeholders	Quote
Good cooperation (learning together, clear division of labor, utilizing strengths)	ERA - Collaborative initiative	*"At a certain point, the idea arose to see if we could work together on a development. For us, it was also about learning from other developers and their project approaches. For BPD, the main reason was their focus on the existing city, as they originally worked mostly on expansion areas and VINEX locations." (PD1)*
	ERA - Task	*"In many cases, it's a natural division that we, as ERA, handle the urban planning, concept, and storytelling, while our partner takes on the real estate side. I believe this is one of our key strengths, which is much less developed in many other parties."(PD1)*
	BPD - Task	*"BPD was much more focused on the numerical side, determining what kind of program we should create and what land bid could accompany it. This was crucial within the selection criteria, as the municipality included a minimum land bid in the selection conditions." (PD1)*

Table 26: Stakeholder successful collaboration (own work)

4.4.4 BRANDING

Initially targeting urban families, The Hudsons encountered difficulties selling higher-end family homes. This led to a reevaluation of the target demographic and intensified marketing efforts focused on urban living, proximity to a park, and spacious interiors (Figure 36). Creating five blocks instead of two resulted in more corner units, attracting a dynamic urban audience. The slogan 'In West, your world gets bigger' was used to enhance branding.

Branding and placemaking were central, involving workshops and community events for prospective residents. Commercial spaces, including a home care facility, were envisioned to strengthen community ties. Plans for establishments like a coffee shop are being explored for the vacant property in the Hudsons plinth. Additionally, The Hudsons Community Center played a pivotal role in neighborhood placemaking.

Figure 36: Campaign highlighting idea that you don't have to leave the city to: live near a park, have your own playground, have a backyard (ERA documentation)

4.4.5 TIMELINE

The Hudsons project, initially conceptualized in 2007 during the construction of Le Medi, aimed to support ongoing urban development. Havensteder, in collaboration with ERA, sought to build social housing. However, financial constraints led to the sale of the land to the municipality. The project was revitalized in 2016 when the municipality issued a tender, marking the official commencement of The Hudsons. This section provides an overview of key aspects of the project, emphasizing the developer's social sustainability initiatives. Detailed timelines are provided in Appendix 16. Figure 37 visualizes significant events and stakeholder involvement.

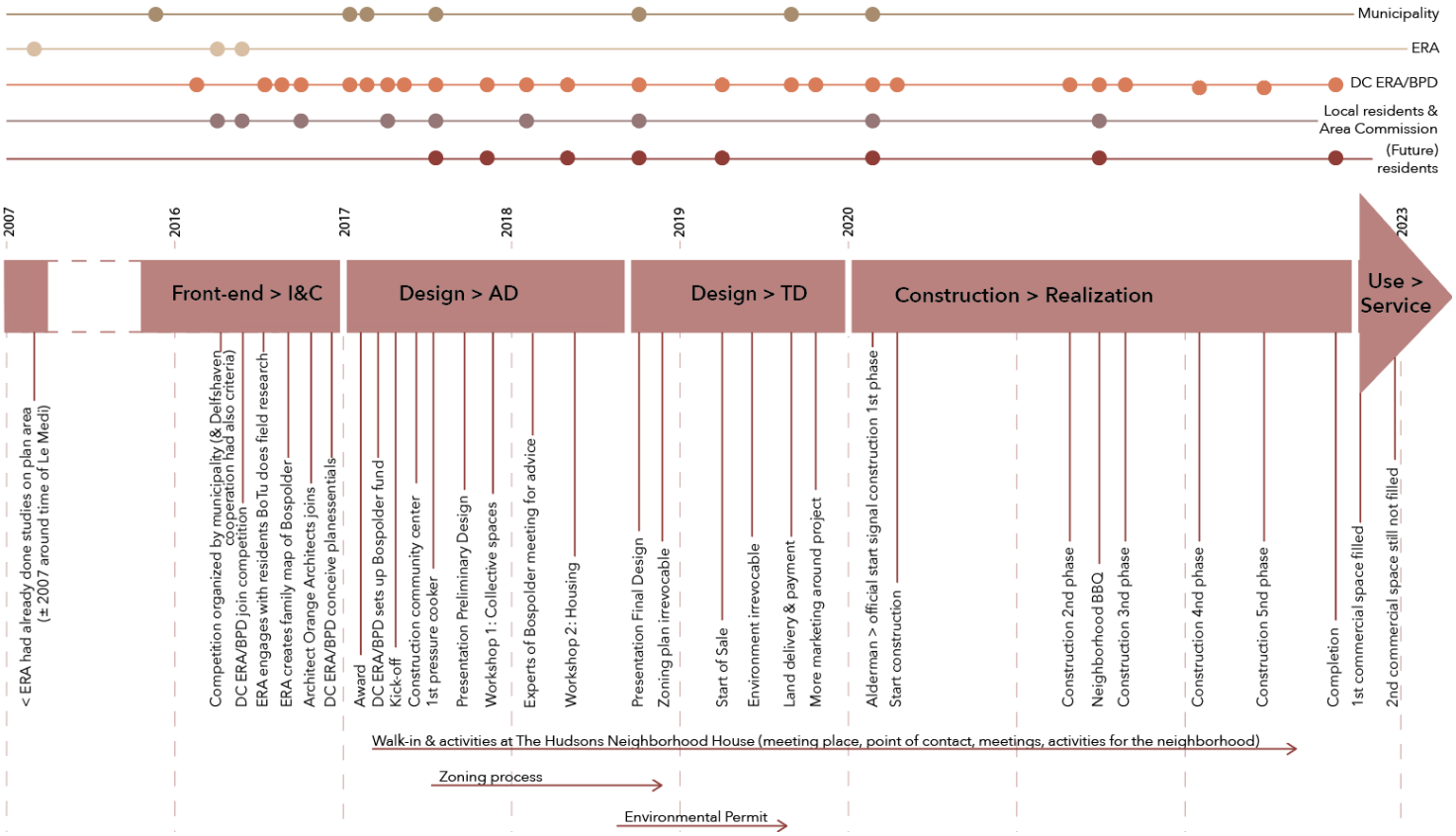

Figure 37: Timeline of the Hudsons (own work based on documentation ERA, interviews & literature mentioned in appendix 16)

Front-end

The site initially served as a dog walking area and community garden (*Proefpark de Punt*). While the community acknowledged these as temporary initiatives, there was disappointment when the municipality planned for only two building blocks (M1). The tender sought a developer for 115-165 homes, focusing on a family-friendly environment, housing diversity, and alignment with Rotterdam's housing vision. The municipality defined evaluation criteria to ensure that the project met development objectives, addressed community needs, and improved the *Bospolder* neighborhood. These criteria included collaboration, housing diversity, urban design, transitional spaces, outdoor amenities, and sustainability (further elaborated in Appendix 16). Additionally, specific criteria were delegated by the *Delfshaven District Commission*, integrating public space and neighborhood engagement. Before tendering, ERA conducted extensive field research, engaging with residents to understand the community and creating a family-map of *Bospolder* (Figure 38), which ultimately informed the project's planessentials.

> *"We camped out in the neighborhood to fully immerse ourselves in its DNA, to truly understand how the place and its surroundings function and what the current residents need. Only with that knowledge can you start designing." (ERA I&C - Holland & Ham, 2019)*

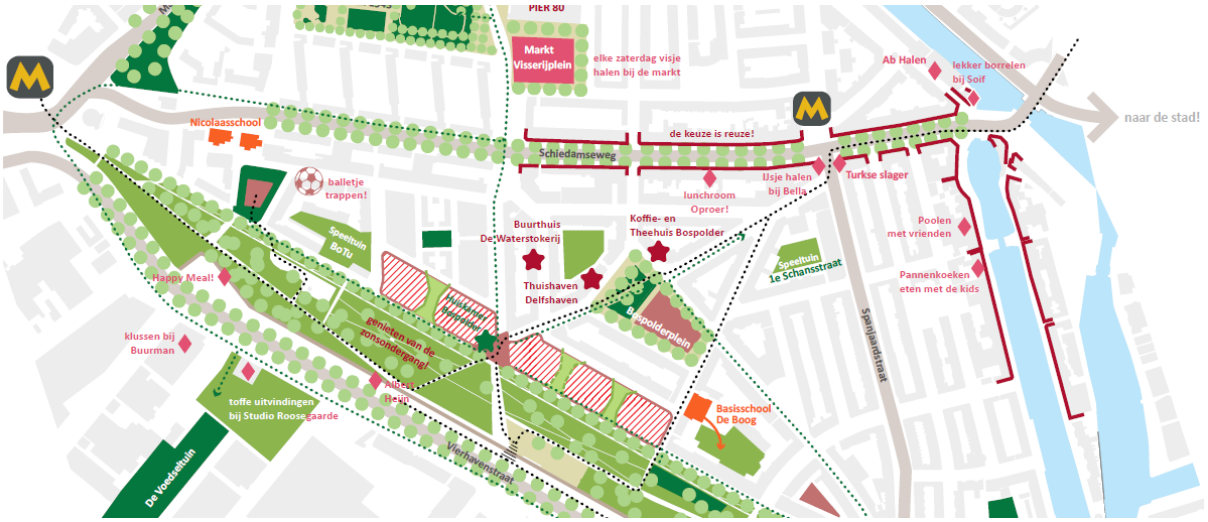

Figure 38: Family-map of Bospolder showcasing neighborhood assets (ERA, 2016)

In 2017, DC ERA/BPD secured the tender, emphasizing the project's sustainability and ERA's local presence. Additionally, the decision to deviate from the municipality's original plan of two blocks and opt for five blocks was decisive in winning the tender.

> *"I'm proud that at the beginning of this project we were determined not to strictly adhere to the urban planning constraints set by the municipality. Instead, we considered what Bospolder and this place needed to add value to the neighborhood, which led us to develop 5 blocks instead of 2." (PD1)*

Following the tender award, the consortium established the *Bospolder Fund* to maintain social goals and enhance social connection.

> *"In the selection phase, we established the Bospolder Fund to ensure that our social goals would be maintained, even if the project's feasibility came under pressure. We believed it was important for this initiative to continue. The fund is flexible, allowing ideas to arise spontaneously within the team. For example, the work experience project, which encourages neighborhood residents to gain practical work experience and connect with the project, may have originated from the realization team." (PD1)*

Architectural design

During the AD-phase, efforts were made to advance both development and community engagement processes, ensuring alignment between project vision and resident needs. Rigorous quality assurance measures covering architectural, landscape, social, and sustainability aspects were implemented as outlined in the QPR. Workshops gathered resident input on garden layouts, public spaces, and home designs, aligning them with future residents' preferences and needs. Expert meetings with neighborhood ambassadors were also held to advise on improving social connections.

A temporary community center, *Buurthuis* The Hudsons, served as a hub for project discussions, neighborhood engagement, and workshops, demonstrating the project's commitment to community involvement. Collaboration with local initiatives such as *Buurman* and *Proefpark de Punt* ensured ongoing community engagement and cohesion.

> *"Since the mid-90s, we have been involved in many URPs. We have learned that it is beneficial and wise to penetrate the fabric and network of a neighborhood. Rather than imposing external ideas, we thoroughly investigate who is active, who the ambassadors are, and how to reach those people. We believe this is important […] Often, we already have established connections with various parties. For this project, we maintained contact with Proefpark de Punt, which we had connected with during Medi, and we had previously collaborated with Buurman on another project. This network is integral to our approach, reflecting ERA's ethos. Additionally, ERA has had a representative at the Delfshaven cooperative for years, allowing us to benefit from their insights and expertise" (PD1)*

The establishment of the *Bospolder Fund* underscored the project's commitment to social sustainability, with investments in neighborhood-enhancing projects such as sports facilities, community activities, and supporting startup entrepreneurs through rent subsidies. ERA's initiatives included job training, guest lectures for students, sustainability improvements to school playgrounds, and work experience programs at construction sites. These efforts extended beyond *Schipper 2* and *Punt 2* to enhance the overall *Bospolder* neighborhood. Initiatives like the *BouwAkademie* aimed to provide practical technical training to individuals facing employment barriers, facilitating their transition into construction jobs.

Technical design

During the TD-phase, starting in 2019, homes were put up for sale with an emphasis on attracting buyers committed to contributing to the neighborhood's growth. Priority was given to residents who participated in co-creation sessions, which ERA actively promoted in the neighborhood, aiming to foster genuine community involvement. However, sales fell slightly short, prompting the start of active marketing efforts.

> *"The only priority we offer is to those who participated in the co-creation process. We actively targeted neighborhood residents for this, so if you lived in the area and participated in the co-creation process, you had priority in purchasing a property in the Hudsons." (PD1)*

Construction

Homes were sold in five phases per building block, with each phase beginning after reaching a 50% sales threshold. This approach minimized disruption and allowed for market-driven adjustments. The phased construction commenced with *Schipper 2*, aiming to minimize disruption to community spaces like *Proefpark*. Residents were kept informed through activities such as a neighborhood barbecue organized by DC ERA/BPD. M1 highlighted the significance of organizing such activities where current and future residents can connect, emphasizing the importance of celebrating BoTu with locally sourced food.

> *"Have it catered by the district. Involve a local presenter. Distribute the district newspaper along with it. Make a call for participation right away. People want to be part of our network here. We did this with the Hudson's project, we collaborated. I think this is also because ERA has been involved in BoTu for a long time and already has a relationship with the neighborhood." (M1)*

Use

In 2023, the five blocks of The Hudsons were completed, with each block having its own *VvE* to collectively maintain the solar panels, parking garage, and courtyards.

> *"The layout of the blocks promotes a bond with the neighbors. The communal courtyards connect residents. Through the VvE, they collectively oversee maintenance. The collective sustainability concept also fosters bonds between neighbors through rooftop solar panels." (Developer- BPD, 2019)*

Furthermore, the search for two social community facilities located in the plinth, which began during the construction phase, continued. One facility now houses a home care service, while the other space remains vacant. BPD remains critical in selecting a tenant capable of adding social value to the neighborhood. Fostering a livable neighborhood requires a blend of short- and long-term actions, prioritizing not only commercial returns but also a higher social dividend and the sustainability of the community.

> *"BPD's focus is on area development rather than holding onto commercial real estate. We don't aim to own schools or shops in our portfolio. However, we do have a long-term perspective. Therefore, we invest in space for amenities and subsequently entrust them to other parties, as we've done with the property on Hudsonstraat." (Development Manager – BPD, 2023)*

4.4.6 PLANESSENTIALS

Developers view

Striving to create a vibrant and sustainable community, The Hudsons' development adheres to a comprehensive set of planessentials as outlined in ERA's QPR. These essentials, consisting of five key points, serve as a guide to the project's success and positive impact on the BoTu neighborhood. Appendix 18 shows a translation of the expert interviews, illustrating exactly what is meant by the essentials to facilitate a translation to the social sustainability aspects it entails, as shown in Table 27.

	Explaining essence from developer's point of view	Translation to social sustainability
Connectivity	This is connecting on both physical and social levels within BoTu. Establishing strong ties between BoTu and its residents with the neighboring *Dakpark*, creating interconnected pathways, and offering diverse housing types to cater to different demographics.	Facilitates community integration, encourages social interaction, and enhances residents' sense of belonging by providing accessible and diverse spaces for interaction and engagement.
Growth opportunities in city	Introducing residences targeting families seeking an upgrade within the neighborhood or from surrounding areas where suitable housing options are limited. This initiative aims to retain residents within the BoTu community who might otherwise seek housing solutions outside the neighborhood due to the lack of suitable options locally. Additionally, it seeks to attract families from other areas by offering housing that is more affordable and spacious compared to what is available elsewhere in the city. This strategy involves understanding the specific housing needs of *Bospolder*/Le Medi residents, adapting to the unique neighborhood dynamics, and addressing housing demand.	Enhances inclusivity and social cohesion by catering to diverse housing needs, promoting socioeconomic diversity, enabling housing careers within own neighborhood, and retaining residents within the community.
Collectivity & Diversity	Creating an inclusive environment for families of all backgrounds is paramount. This involves emphasizing community through shared courtyards, designated alleyways and the Dutch 'Delfse stoep'. Establishing a neighborhood hub accessible from the *Dakpark* serves as a vital nexus between *Bospolder* and the *Dakpark*, providing social amenities such as a coffee bar.	Fosters a sense of community, encourages social interaction, and promotes diversity by providing shared spaces and amenities that facilitate connections and create opportunities for residents to engage with one another.
Outdoor Play Guarantee	Making a place for families. Mapping out play areas within *Bospolder*, recognizing children as social connectors, and integrating play areas into the green spaces network enhance the residential environment's appeal for families.	Promotes physical activity, social interaction, and neighborhood cohesion by providing safe and accessible outdoor play spaces that encourage children's exploration and facilitate connections among families.
Carefree & Comfortable Living	Incorporating climate measures such as solar panels and green amenities on roofs and decks, ensuring sustainability measures are managed at a block level, and prioritizing all-electric homes for a comfortable and sustainable living environment.	Enhances residents' quality of life, reduces environmental impact, and fosters a sense of responsibility and community ownership by promoting sustainable living (VvE).

Table 27: Planessentials translated to social sustainability (own work)

Residents view

Residents of The Hudsons provided insight into their experiences and the use of the planessentials, as detailed in Table 28, to identify the social aspects associated with the concept.

Residents feel connected to Dakpark, viewing it as an asset to the neighborhood, and regularly use local facilities in *Bospolder*, indicating that the physical connection is well utilized. However, a strong social connection is lacking.

> *"I sleep and eat and play sports here, but I don't know the neighborhood" (H2).*

The project introduced housing diversity but has yet to fully integrate with the surrounding neighborhood. Residents indicate that full integration has yet to be achieved.

> *"you're actually in your bubble here" (H4).*

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

Table 28: Residents view planessentials (Y=yes, N=no, M=mostly) (own work)

Integration attempts could include enrolling neighborhood school-age children (none of the residents currently do this) and visiting local stores (some residents already do). Most people specifically chose the project rather than the neighborhood itself, and integration is still developing, partly due to its recent completion. A sense of community emerged during the construction phase, leading to the formation of an active community app group that shares tips on neighborhood eateries and organizes local events. The alleys and courtyards promote interaction, especially among children, though residents without children find the atmosphere less attractive. The alleys are frequently described as cozy, with neighbors engaging in various activities, from casual gatherings to joint initiatives like installing pizza ovens.

The project is widely regarded as family-friendly, with several childless residents already moving out. The neighborhood offers numerous playgrounds and quiet streets compared to the busy *Schiedamseweg* nearby, although concerns about traffic safety and the need for more green space persist.

Residents express some dissatisfaction with the sustainable collective, desiring earlier consideration and better planning for sustainability features. Nonetheless, it has fostered social connections and stimulated discussions on further development. Some blocks have initiated communal activities through the *VvE*, such as organizing events and joint garden maintenance.

4.4.7 CONCLUSION

Figure 39 describes the process from vision to implementation and use in the context of social sustainability of the case The Hudsons. Beginning with formulation of policies, both at the organizational level and within the municipality. These policies then evolve into structured programs, serving as intermediary steps before translating into a concrete project, where social sustainability aspect reflect in the division of process and design. The use stage, attention is given to understanding residents' experience and use of The Hudsons, as well as their engagement with the BoTu community, ensuring social sustainability principles establish in daily life. Throughout this process, social sustainability remains a common thread, woven into decision-making and realized through the collaboration of various stakeholders, with ERA at the core.

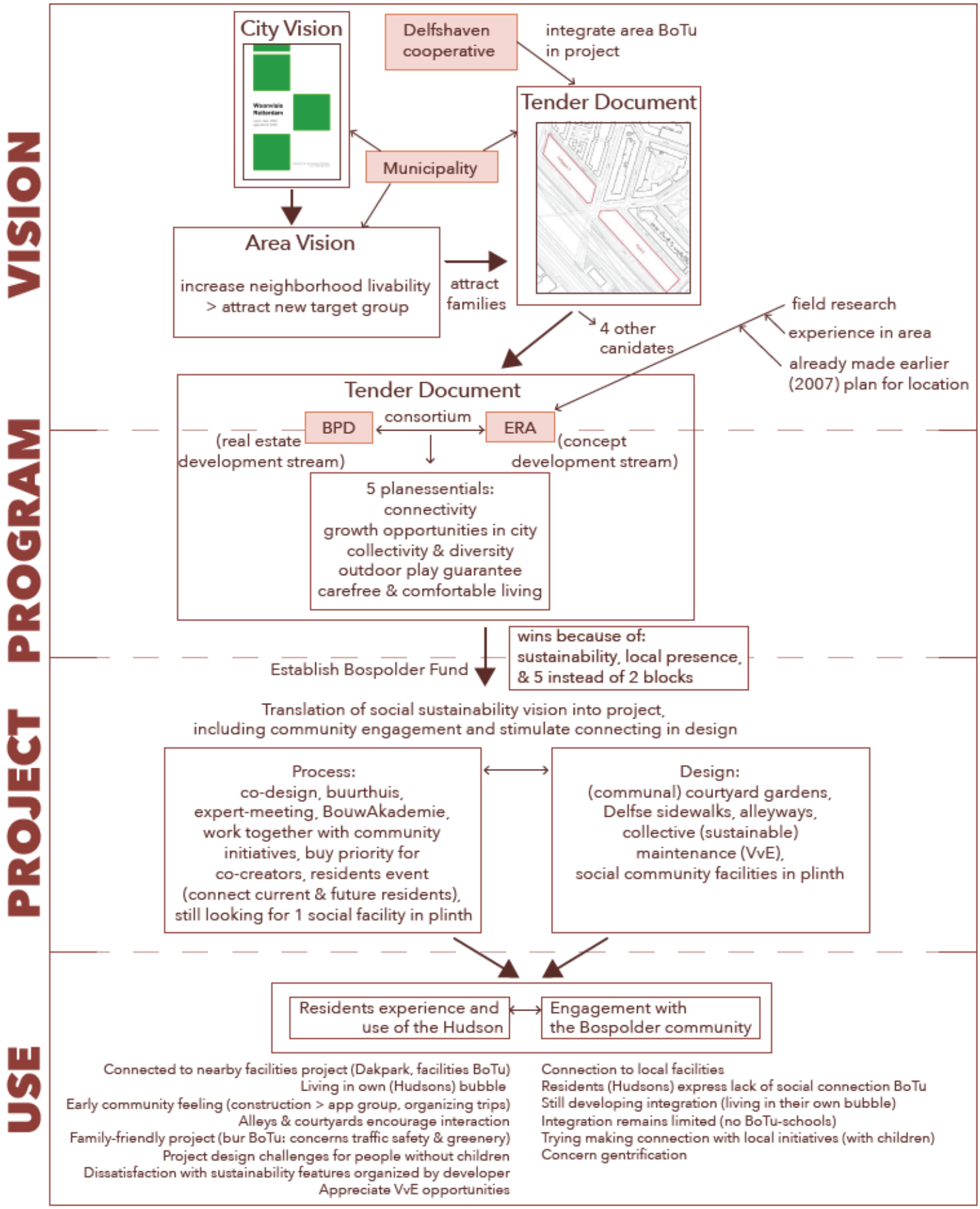

Figure 39: Illustration of the social sustainability journey - from vision to implementation in The Hudsons (own work)

4.5 CROSS-CASE ANALYSIS

In this cross-case analysis, the social sustainability perspectives underlying two Urban Regeneration Projects (URPs), Le Medi and The Hudsons, are examined (see Table 29 for an overview). The objective is to identify key findings, compare these with theoretical expectations (as outlined in Chapter 2.5), and highlight unique aspects of the private sector's approach to social sustainability. To achieve this, a structured comparison tool is employed to identify similarities, differences, and changes over time. This tool elucidates how the projects have evolved in their approach to social sustainability. Initially, the two case studies are compared side-by-side. Subsequently, the focus shifts to the social sustainability framework (Figure 11) to assess how each project implemented the various elements. Finally, insights from expert interviews are analyzed to gain a deeper understanding of their interpretations of social sustainability and the key aspects they consider important. By examining these projects through this structured approach, a comprehensive understanding is achieved of the alignment between ERA's conceptualization of social sustainability and its actual implementation in practice.

	Le Medi	The Hudsons
Time	1999-2009	2016-2022
Previous site conditions	Abandoned social housing	Dog walking area & community garden
Main stakeholders	Developer: ERA (related to construction firm) 2 Housing association: Havensteder & Woonbron	Developers: ERA (related to construction firm) & BPD (related to banks)
Municipality goal for project & neighborhood	Introduce a new target demographic and owner-occupied housing to enhance the livability of the neighborhood.	Attract a new target group, particularly families, and introduce owner-occupied housing to enhance the livability of the neighborhood.
Goal project	Attract a new demographic of residents to enhance the BoTu area by creating a vibrant residential environment and concept that appeals to a broad new audience.	Creating a family-friendly, climate-adaptive residential environment that appeals to a diverse demographic, thereby contributing to the social and economic revitalization of the neighborhood.

Table 29: Overall information cases (own work)

4.5.1 COMPARISON OF CASE STUDIES

In Table 30, the case studies Le Medi and The Hudsons are compared using a structured comparison tool. To create this table, the conclusion Figures 34 and 39 were used to align the statements from both case studies, facilitating a side-by-side comparison.

		Le Medi	The Hudsons
Vision	City vision	Multicolored city policy for multicultural planning.	*Woonvisie Rotterdam* for attractive (housing) environments.
	Area vision	Performance agreements for BoTu with state support (*pracht/krachtwijk*).	Increase neighborhood livability and attract higher-income people in BoTu.
	Assignment	First multicultural housing concept, later in neighborhood BoTu.	Tender document to attract families and integrate BoTu.
	Comparison	Both projects aimed to improve neighborhood livability driven by municipal vision. Medi received additional State support for BoTu. Over time, the municipality increasingly targeted financially stronger residents.	
Program	Partnership	Collaboration with two corporations and a developer (construction). Community engagement included.	Collaboration between ERA (construction) & BPD (banks). Community engagement included.

	Plan-essentials	Living around one's own inner world, water, central space, growth opportunities, gates and enclosure, color & materials.	Connectivity, growth opportunities, collectivity & diversity, outdoor play guarantee, carefree & comfortable living.
	Comparison	Both projects partnered with financially supportive parties and emphasized creating unique/tailored living environments. Medi focused on individual living experiences and multicultural aspects, while Hudsons prioritized social and physical connectivity and community integration.	
Project	Design	Gated community with central meeting space, flexible home design. Focus on safety, community, and architectural diversity.	Communal courtyard gardens, alleyways, collective maintenance, social community facilities.
	Process	Community engagement through lifestyle research, surveys, co-design, community center, events, buyers' associations, *VvE*.	Community engagement through field research, leveraging BoTu experience, Expert meeting, *Bospolder* Fund, *BouwAkademie*, co-design, events, *VvE*.
	Comparison	Le Medi's design emphasized security and individuality in a multicultural context. The Hudsons aimed for an open, integrated community design, focusing on social and local economic empowerment, shifting from a closed to open appearance over time.	
Use	Resident experience	Strong community within the project, secure and flexible housing. Mixed socio-economic feelings (towards outside project and Medi-project).	Early community feeling, family-friendly design, but dissatisfaction with sustainability features. Integration is developing.
	Community engagement	Limited integration with broader BoTu, residents focused on their own bubble.	Connections to local facilities, but residents feel disconnected from BoTu. Concerns about traffic and gentrification.
	Comparison	Both projects faced challenges with broader community integration, despite their internal community successes.	

Table 30: Comparison Medi-Hudsons (own work)

Le Medi was developed during a period focused on regenerating deprived neighborhoods. It aimed to introduce a new demographic to an underprivileged area, enhancing livability and safety through a somewhat isolated but secure environment. The gated design provided safety but limited broader community integration. Effective community engagement was achieved through surveys, co-making, and events, highlighting the importance of involving residents in the process.

The Hudsons was developed in a context where more emphasis was placed on community integration and sustainability, not only by the municipality but primarily in the project development and execution by DC ERA/BPD. The planning methods considered long-term impacts, aiming for integration of new and existing residents. The design focused on open, connected spaces to enhance accessibility and interaction. Community engagement was advanced further compared to Le Medi with initiatives like the *Bospolder Fund* and *BouwAkademie* to foster economic and social connections. Developers learned that although co-making is beneficial for community engagement and fostering a sense of ownership, providing too many choices for residents could complicate project cohesion.

The comparison highlights the evolution of development strategies from Le Medi to The Hudsons. Initially, the focus was on creating safe, isolated environments, whereas more recent approaches prioritize openness, integration, and sustainability. While a gated courtyard was necessary for Le Medi to attract residents to the neighborhood, this was no longer needed for The Hudsons, allowing the design to be more open and accessible. Both projects faced challenges in achieving broader community integration, despite their internal successes. Over time, the perspective on URPs and social sustainability implementation has evolved, influenced by changing times and attitudes towards URPs. Additionally, ERA's long-term commitment to BoTu allowed for learning and adaptation. The lessons learned from Le Medi may have influenced the approach taken in The Hudsons, demonstrating

an adaptive and responsive evolution in planning and development strategies. This shift underscores the importance of community engagement and integration, long-term sustainability, and neighborhood thinking where old and new residents could connect.

4.5.2 IMPLEMENTING SOCIAL SUSTAINABILITY GOALS IN PRACTICE

This section delves into the comparison between the concluding framework established in the theoretical research and insights derived from the two case studies. The framework (Figure 11) encompasses elements from the literature that are pertinent to social sustainability. Tables 14 and 15 provide explanations of the terms used in Figure 11. These tables are instrumental in assessing the extent to which the elements have been successfully implemented in practice, utilizing a scale ranging from 'very bad' (--) to 'very good' (++) to elucidate the implementation of social sustainability. This evaluation is also reflected in the visualization of the framework (Figure 40). By aligning both case studies with these elements, it is possible to evaluate how the projects address the investigated indicators and contextual factors in practice. Initially, the focus will narrow down to the three overarching themes encompassing all indicators and the ten contextual factors of social sustainability. Finally, concluding remarks will be drawn by analyzing the framework to assess potential changes over time and determine if further conclusions can be made regarding the social sustainability framework.

Social well-being

Table 31 compares how the theme of 'social well-being' is addressed in the two case studies. This comparison reveals an improvement over time, with all indicators either remaining the same or improving. The case studies show that developers have considered how to enhance social well-being in both projects. However, while there is good interaction among residents within the projects, there is a perception of living in a bubble rather than engaging with the surrounding community. Experts note that positive integration efforts occur within Le Medi, with many residents being social climbers already connected to the neighborhood. Additionally, the diverse demographics within Le Medi align well with the broader Delfshaven community.

Despite the municipality's directive to attract a new demographic, The Hudsons has made strides in addressing this issue over time by prioritizing connections with the broader neighborhood. Throughout the development, DC ERA & BPD endeavored not only to physically integrate the complex with its surroundings but also to foster social connections by facilitating various community initiatives.

	Le Medi		The Hudsons	
Equity	Attract a diverse cultural demographic to BoTu (young high professionals) But: initially seen as pioneers but now residents & M1 cautiously discuss gentrification in BoTu.	+ / -	Attract a different demographic to the neighborhood to enhance livability and economic viability, specifically targeting families. But: concern integration of the project with BoTu (potential formation of segregated enclaves).	+ / -
Community engagement	Co-making, lifestyle surveys, buyers' association, *VvE*, resident mosaic event.	+	Field research in BoTu, including expert meetings, co-making workshops, community events, *VvE*, and initiatives like *BouwAkademie* to empower residents economically (by training them).	+ +
Social capital	Central square & celebrates cultural diversity. But: residents in BoTu could perceive the central square as unwelcoming due to its semi-public appearance.	+ / -	Create shared spaces and amenities within the project, such as designated alleyways and commercial/social functions in the plinth. But: residents Hudsons still perceive a lack of social connections within BoTu.	+
Social interactions &	Design encouraged social interactions.	+	Design features encouraged social interactions among Hudsons residents and attempted integration with BoTu residents.	+ +

satisfaction	But: residents acknowledge living in a 'bubble', this suggesting the need for integration into the broader neighborhood.		But: residents acknowledge living in a 'bubble', this suggesting the need for integration into the broader neighborhood.	

Table 31: Comparison case studies with theme social well-being (scale: --, -, +/-, +, ++)(own work)

Quality of Life

This theme primarily concerns elements realized at the neighborhood level, requiring facilitation by the developer (Table 32). It examines how development decisions positively influence indicators for the community. All indicators contribute to the BoTu community, showing improvement over time. However, despite the presence of amenities such as schools for children in BoTu, residents of these projects do not utilize local schools, indicating a mismatch between community needs and available services.

	Le Medi		The Hudsons	
Safety	BoTu was not a safe area when developing, initially safety concerns addressed with design features like gates. But: should be reassessed to align with current community needs.	+ +	Although safety in the BoTu is improved, it still lags behind Rotterdam average. Hudsons residents express feeling less socially safe compared to e.g. Medi residents. Additionally, concerns about traffic safety, especially for children, were prevalent.	+ +
Housing quality	Provided flexible & adaptable housing options. Housing carrier in BoTu was possible with this project.	+	Project focused on creating family-friendly sustainable urban residences with diverse housing types. But: residents expressed dissatisfaction with the sustainability collective.	+
Health & well-being	In the BoTu district, values of this are very poor. Le Medi fosters well-being through social interactions. But: lacks green spaces, and there are concerns about noise and waste.	+	Promoting health & well-being through sustainable living measures. But: residents expressed dissatisfaction with the planning & consideration of sustainability features, suggesting areas for improvement.	+
Accessibility	Residents use local amenities, but they do not utilize local schools, indicating a mismatch between community needs and available services.	+	Residents use local amenities, but they do not utilize local schools, indicating a mismatch between community needs and available services.	+
Conservation of resources	While Le Medi celebrates cultural diversity through its design, impact on environmental sustainability and re-use is not addressed.	+ / -	The project did not specifically focus on reuse, but environmental sustainability features were incorporated. Collaboration with Buurman, a local initiative for material reuse, was also noted.	+

Table 32: Comparison case studies with theme quality of life (scale: --, -, +/-, +, ++) (own work)

Sense of place

Table 33 discusses the theme 'sense of place', showing positive implementation and improvement over time. BoTu's history reflects a process of transformation and regeneration, transitioning from an 'underprivileged' area to a site for URPs like Le Medi and The Hudsons. The multicultural design of Le Medi connects the neighborhood's diverse identity, seeking to create a positive perception of place through added identity. Nonetheless, concerns remain about Le Medi's potential isolation from the broader BoTu community.

The Hudsons took a different approach, focusing on urban identity and expanding the number of blocks to promote social and physical connections within the neighborhood. Despite these efforts, concerns remain about possible isolation within BoTu. Both projects demonstrate a commitment to urban planning that seeks to enhance the overall appeal of the neighborhood and support its regeneration.

Over the years, as BoTu continued to develop, ERA recognized the importance of leveraging the neighborhood's existing strengths. However, the execution of their projects has raised questions about the effectiveness of their strategies in truly integrating the new developments with the existing community. While ERA's placemaking efforts have shown some commitment to promoting community well-being, it remains debatable whether these efforts sufficiently address the deeper issues of social sustainability and integration. This reflection on the role of social sustainability in regeneration projects prompts a critical assessment of whether it should be a core consideration in all such initiatives. ERA has made strides in facilitating connections and interactions within the neighborhood through initiatives such as placemaking, but the long-term impact on both current and future residents requires ongoing evaluation.

	Le Medi		The Hudsons	
Identity	Le Medi's multicultural design aligns with the neighborhood's diverse identity, contributing positively to its sense of place. But: concerns persist about le Medi project being perceived as a bubble within BoTu.	+	Design efforts incorporated urban identity > 5 blocks instead of 2. Emphasis was placed on fostering social & physical connections through shared spaces, amenities & collaboration with local initiatives. But: concerns linger about the Hudsons potentially isolating itself within BoTu.	+
Urban planning	integrates distinct architectural elements and creating a cohesive residential environment that enhances the overall appeal of the neighborhood and helps the regeneration within the BoTu neighborhood.	+	Integrates distinct architectural elements & climate measures, creating a residential environment that enhances the overall appeal of the neighborhood and helps the regeneration within the BoTu neighborhood.	+ +
Placemaking	Incorporating unique branding & marketing that promote a sense of place and attract a new demographic to the neighborhood. Initiatives like mosaics and the residents' information center enhance Le Medi's placemaking efforts.	+	Incorporating branding & marketing that promote a sense of place to the area BoTu and creating appealing environment for families with children. Initiatives like area *Bouwakademie*, community center Hudsons, area BBQ enhances placemaking efforts.	+ +

Table 33: Comparison case studies with theme sense of place (scale: --, -, +/-, +, ++) (own work)

Contextual factors influencing the indicators

Table 34 showcases the contextual factors influencing the indicators, highlighting that most factors have remained positively consistent over time. This indicates that external aspects influencing the projects have been positively addressed by the stakeholders to facilitate social implementation within the projects. Only in the theme 'implementation and adaptation', two factors have shown improvement over time.

In both projects, careful consideration was given to the unique cultural and socioeconomic context of BoTu to ensure a positive contribution. This involved examining different scales and understanding the project's impact at the neighborhood level to realize a URP tailored to the community's needs. Over time, there has been a noticeable shift in the perception of the BoTu neighborhood and its development strategies. The municipality exerted significant influence over policy in both projects, resulting in a clear translation of municipal objectives into the project's development. The collaboration in both projects has been viewed positively, despite facing financial setbacks. Adaptability was key in addressing these challenges, with clear task divisions among the various stakeholders. In both cases, ERA often took the lead in developing concepts and initiating ideas related to the project's conceptual and social aspects. This proactive approach by ERA underscores the importance of stakeholder collaboration and adaptability in successfully implementing social sustainability goals.

		Le Medi		The Hudsons	
Governance and policy context	Policy integration	Collaborates with municipal policies to promote multicultural planning & urban regeneration, ensuring alignment with broader city goals (The Multicolored City).	+ +	Aligned with municipal policies, the tender document specified a focus on family homes, further augmented by criteria from the *Delfshaven cooperative* integrating BoTu insights gleaned from fieldwork and expert consultations.	+ +
	Geographical locations impact	Location = regeneration area mandated a focus on social sustainability by both the municipality and Havensteder. This geographical context influenced the project's development.	+ +	The project's location in a regeneration area delegated a focus on social sustainability, also reflected in the integration of green spaces and connectivity with BoTu through the use of *Dakpark*.	+ +
	Unique (cultural) context	Design reflects the unique cultural and socioeconomic context of the BoTu, promoting inclusivity and regeneration	+ +	Thoroughly considered in process by doing fieldwork, discussions with local experts, and urban design evaluations to determine the optimal neighborhood layout.	+ +
Partnership dynamics	Collaborative partnerships	Stakeholders expressed satisfaction with the collaboration, highlighting the effective division of labor, mutual trust, and shared ambition and vision for the project	+ +	Stakeholders expressed satisfaction with the collaboration, highlighting the good cooperation, clear division of labor, and utilization of strengths. Community initiatives played a crucial role throughout the project.	+ +
	Balancing Interests	Balanced private and public interests by collaborating with stakeholders like housing social housing associations, the municipality, and developers. This collaboration has ensured that the project also aligns with long-term community interests	+ +	While the tender was set by the municipality, the project was developed by two private-led developers > but both developers demonstrated long-term visions, aligning with community interests.	+ +
	Diverse developer profiles	ERA was the only private-led developer, two housing associations were also involved in the project and shared responsibility. Their role as social housing providers underscores their long-term vision for community development	+	Collaboration > DC ERA/BPD epitomized diverse developer profiles, leveraging unique expertise and perspectives. Responsibilities were delineated, with BPD handling real estate development and ERA overseeing concept development.	+
Implementation and adaptation	Development feasibility	Demonstrated the significance of development feasibility by successfully attracting a new demographic to an underprivileged neighborhood. Despite initial challenges, such as low sales, adjustments were made to align with buyer preferences, highlighting the importance of adaptability	+	Made possible by the collaboration between ERA and BPD, with ERA focusing on construction and BPD providing expertise related to finance. Phased development and an active marketing campaign were implemented in response to underwhelming sales.	+
	Incorporate varied scales	Emphasized the neighborhood scale of BoTu, but also looking at city policy level and with the ambition of using the project to become a model function for BoTu	+ / -	The project emphasized the neighborhood scale of BoTu while also addressing city-level policy (& vision) goals by adding homes for those who would typically leave the city due to a lack of suitable housing.	+
	Flexibility & experimen-tation	The project showcased flexibility as an experimental venture for multicultural housing, adapting dynamically throughout development. Stakeholder participation and events like the mosaic event underscored its adaptive and responsive nature.	+ +	Flexibility was evident throughout the process, with initiatives like the *Bospolder Fund*, *Bouwakadmie*, and neighborhood BBQ being added later in the process, showcasing a reflective approach to governance.	+ +
	Connected sustainability	Integrates social, (cultural,) and adds economic support, but does not address environmental considerations	+ / -	Integrates social, economic, and environmental aspects	+

Table 34: Comparison case studies with contextual factors (scale: --, -, +/-, +, ++) (own work)

Comparison framework with case studies

Figure 40 provides an overview of how Le Medi and The Hudsons incorporate various indicators and contextual factors of social sustainability. Both projects generally address these elements very positively, though some are rated as neutral. It is important to consider that making definitive statements can sometimes be challenging, as the municipality's directive to attract more affluent residents has influenced the developer's choices. For instance, this directive has led developers to focus on adding only owner-occupied homes, which may exclude a significant portion of the current BoTu residents, complicating assessments of certain indicators like 'equity'.

While Le Medi generally receives positive evaluations, there are notable differences in the degree of positive changes between Le Medi and The Hudsons. The Hudsons has implemented almost all aspects very positively, whereas Le Medi addresses several indicators only partially, resulting in neutral/positive ratings. This comparison highlights the more comprehensive and positive implementation of social sustainability in The Hudsons, reflecting an evolution in planning and development strategies over time.

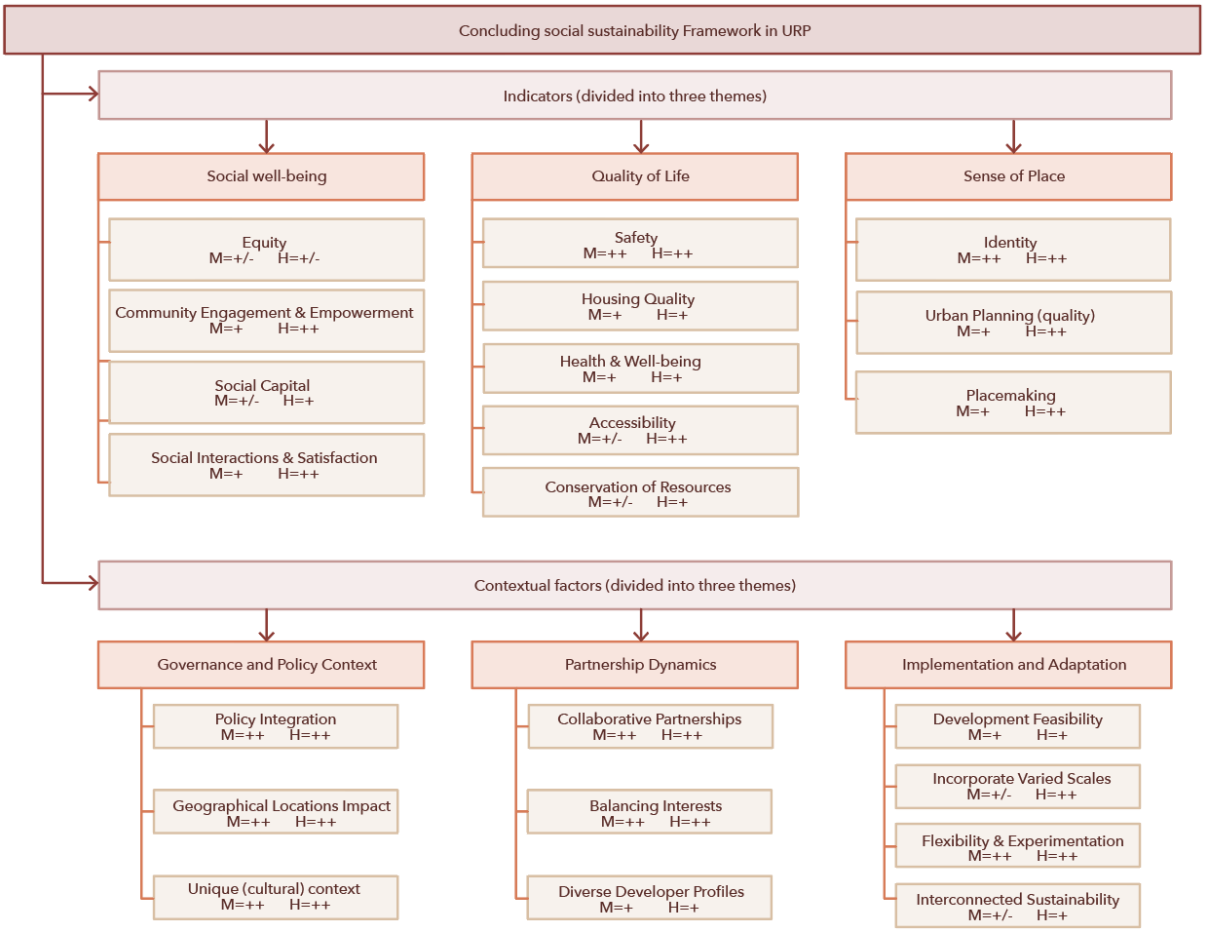

Figure 40: Social sustainability framework URP with the two case studies (scale: --, -, +/-, +, ++) (own work)

4.5.3 EXPERT PERSPECTIVE SOCIAL SUSTAINABILITY

To understand different experts' perspectives on social sustainability, three tables are used to delve into their insights. First, definitions are analyzed, followed by an exploration of the strategies implemented within or recommended by their organizations to improve social sustainability. Finally, a closer look is taken at the key indicators they identify for evaluating social sustainability.

Definition

While there is variation in the terminology used, the definitions generally agree among the experts (Table 35). All experts highlight the importance of fostering a sense of community and belonging among residents, emphasizing the promotion of social cohesion. Notably, both ERA experts reference ERA's overall policy, indicating that social sustainability is embedded in their organizational DNA.

Expert	Essence	Quote
M1	Community spirit	*"Social sustainability involves fostering a sense of community, where people look out for each other and come together in groups."*
PD1	Strong neighborhood approach	*"Embedded in ERA's guiding principles, social sustainability for us means creating strong neighborhoods, working with both head and heart to build communities where residents are happy."*
PD2	Inclusive cities, mixed neighborhoods, economic vitality	*"We've long said that sustainability isn't just about the environment; for us, it's about social sustainability. How do you create neighborhoods that contribute to an inclusive city? It's about ensuring mixed neighborhoods where people can live as they improve their situation, fostering economic activity, and creating diverse demographics. Our focus has always been on achieving a mix of residents and understanding the role of different types of real estate in that."*
SH1	Livability, community development, future-oriented	*"Back then, the focus was on 'livability'; social sustainability wasn't a concept yet. We concentrated on the present and on social projects that helped people progress into the future."*
SH2	Social cohesion, neighborliness, safety	*"Social sustainability means maintaining contact and fostering openness among residents. It helps when there are community supporters who can positively influence others, fostering familiarity and a sense of security in the neighborhood."*

Table 35: Definition social sustainability by experts (own work)

Promoting

The strategies proposed by the experts to promote social sustainability are summarized in Table 36. All experts agree on the importance of facilitating meeting places to connect residents in new projects and create a sense of community within the neighborhood. Additionally, there are recommendations that the municipality should actively promote social contributions.

Expert	Code	Explanation
M1	A	Facilitate meeting places & connection in area & project between new & current residents
	B	Add social contribution to the neighborhood in tender document (mandatory)
	C	Different interests per municipality department (more transparency there)
PD1	D	Getting to know neighborhood, field research (speak to ambassadors & initiatives of neighborhood)
	E	Define QPR & planessentials for concrete (social) goals and also monitor this during transfer to next phase
	F	Q-team controls & monitors the process & quality
PD2	G	Through URPs, there is (always) pressure to develop a good concept
SH1	H	Facilitate meetings between new & current residents

	I	Looking specifically at the needs & vulnerabilities of the place
	J	Organization self-visible in the neighborhood
SH2	K	Concentrate on overall design of the living environment (in which meeting space plays an important role) in which stakeholder must cooperate
	L	Involve residents in activities to encourage encounters

Table 36: Promoting social sustainability by experts (own work)

Indicators

Table 37 provides an overview of the main indicators that the experts consider crucial for social sustainability. Comparing these answers with the previously created social sustainability theoretical framework (Figure 11), Figure 41 illustrates which aspects are confirmed within this framework. For example, the indicator 'Safety' (code numbers 4 and 10 – as indicated in Table 37) corresponds to this. Additionally, strategies for promoting social sustainability aspects are also included in the figure (shown with the letter codes A-L as indicated in Table 36).

Expert	Code	Indicator
M1	1	Meeting places (facilitate interaction)
	2	Livable, green outdoor spaces
	3	Collective involvement at both project and neighborhood levels
PD1	4	Safety as a fundamental condition for well-being
	5	Opportunities for social interaction and meeting others
	6	Promoting a sense of community and belonging (looking also at district level)
PD2	7	Assessing needs at different scales (city, neighborhood, project)
	8	Ensuring amenities align with target demographic and considering real estate implications
	9	Providing spaces and fostering collaboration with local stakeholders to build community
SH1	10	Ensuring safety, including transitions from streets to homes
	11	Establishing a presence in the community during projects to build trust
	12	Organizing activities to foster community bonds and familiarity among residents
SH2	13	Designing spaces to facilitate social interaction and collaboration
	14	Fostering pride in individual homes and community complexes through design and engagement

Table 37: Indicators social sustainability by experts (own work)

Figure 41 illustrates the key elements and contextual factors of social sustainability as emphasized by experts. It is evident that for the indicators, the themes 'social well-being' and 'sense of place' are frequently cited, whereas the theme of 'quality of life' receives less emphasis among the experts. This could be attributed to the fact that aspects of quality of life are generally considered 'basic requirements'.

> *"Safety is easily identifiable as a concern, but I believe it is a basic requirement for overall well-being and social sustainability, so it always applies in URPs." (PD1).*

Additionally, the strategies for promoting social sustainability externally mainly emerge in the ten contextual factors listed at the bottom of the framework. Notably, the theme 'governance and policy context' is highlighted by the experts as being crucial for URPs, although the other themes are also mentioned as significant.

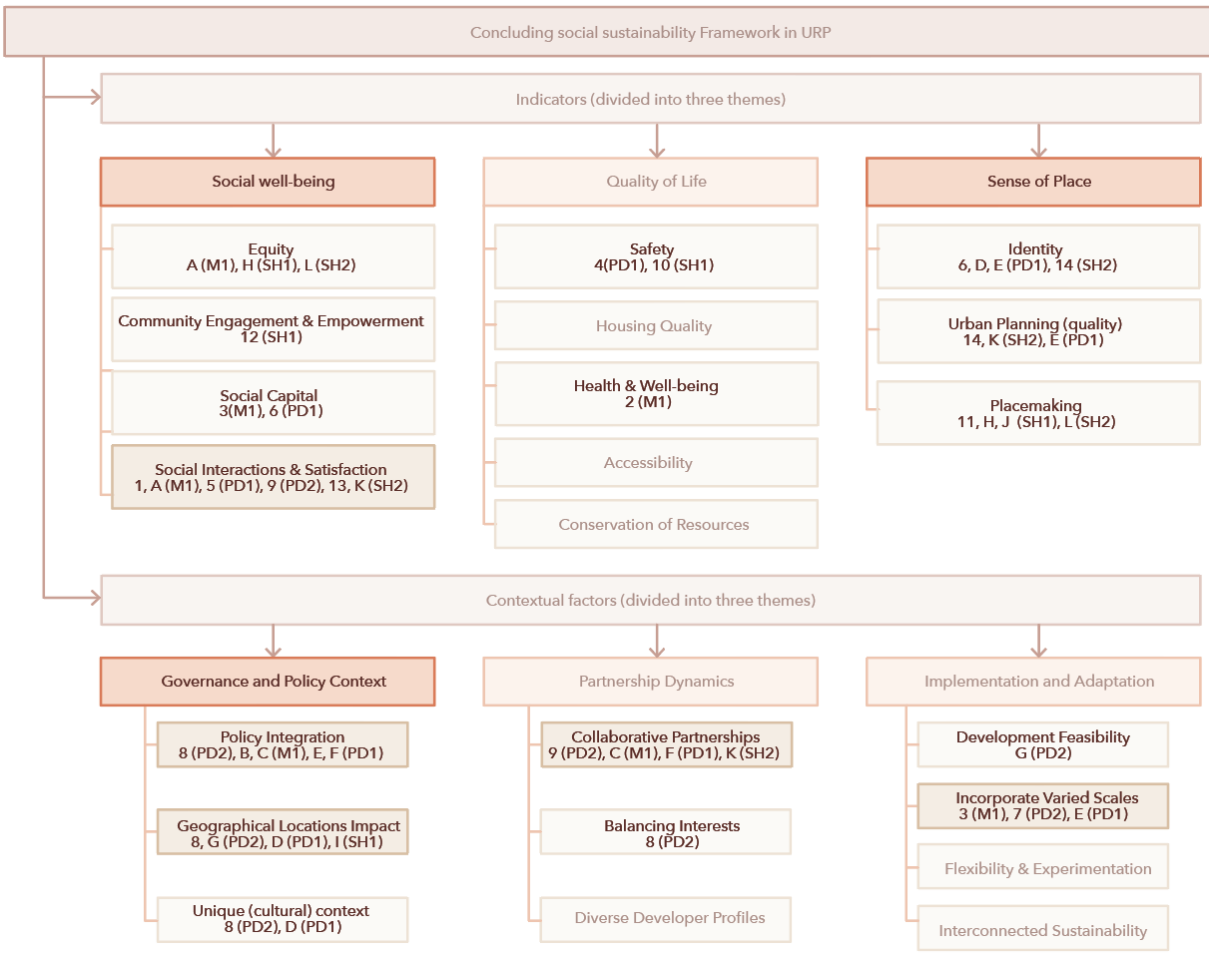

Figure 41: Social sustainability framework URP with experts' perspective (elements often discussed are highlighted)(own work)

4.5.4 CONCLUSION

The comparison of Le Medi (1999-2009) and The Hudsons (2016-2022) reveals significant shifts in urban regeneration strategies within the same neighborhood, Bospolder-Tussendijken (BoTu), reflecting changes in political and social contexts. These projects illustrate how the 'Zeitgeist' influenced both developments and demonstrate that lessons learned from earlier projects have shaped contemporary urban planning approaches.

The transition from a gated community design in Le Medi to a more open, accessible design in The Hudsons underscores a move towards inclusivity and neighborhood integration alongside safety. The importance of community engagement and field research has grown, with initiatives like the *Bospolder Fund* and *BouwAkademie* in The Hudsons addressing social and economic sustainability. These projects show that active community involvement and innovative social initiatives positively impact social sustainability goals.

Context and actors, including local policies, government, and collaborations with housing associations and developers, played crucial roles in shaping these projects. The municipality provided clear visions and goals, ensuring that developers and housing associations had a structured framework to follow, as evidenced by the alignment with municipal objectives in the neighborhood. Partnerships with financially supportive entities (developers related to banks and housing associations) enabled the pursuit of long-term goals and social sustainability initiatives.

The research highlights differences between developers' focus on broader urban planning goals and end-users' experiences. End-users often express satisfaction with their new, high-quality homes but note the stark contrast with the surrounding, less well-maintained housing. This discrepancy creates a perceived division between residents of the new developments and the existing community, leading to a sense of living in a ‘bubble’. Furthermore, some end-users feel that their projects may contribute to gentrification, which can appear exclusive and disconnected from the broader neighborhood.

The framework analysis, incorporating expert perspectives, clarifies that the municipality could significantly influences the theme of ‘quality of life’, while developers contribute by facilitating these aspects. The themes of social well-being and sense of place are areas where developers can significantly impact the implementation of social sustainability in projects. Among the contextual factors, ‘governance and policy context’ holds substantial sway over the ultimate success of these projects.

Ultimately, fostering genuine social integration rather than creating enclaves is crucial. The evolution from Le Medi to The Hudsons underscores the importance of community engagement, long-term sustainability, and creating inclusive, connected neighborhoods. Reports of residents living in a ‘bubble’, underutilized local services, and gentrification highlight the need for continuous observation and analysis to ensure equitable urban regeneration benefits existing communities.

4.6 DISCUSSION ANALYSIS

As indicated in the problem statement, there is a significant gap in comprehensively operationalizing urban social sustainability, particularly within URPs. To address this, it is crucial to develop strategies that foster inclusive, livable, and socially sustainable neighborhoods. This discussion is structured into four main sections.

First, the governance section explores the role of municipalities in shaping urban areas and their impact on social sustainability through collaborative approaches. Next, the focus shifts to construction-related developers, highlighting their collaborations, ERA's unique business model, and the implications of their design and marketing strategies. The application and validation of the social sustainability framework section analyzes how the framework assesses social sustainability in case studies and serves as a guide for private-led developers. Finally, the research findings are aligned with the initial objectives, identifying key elements for promoting social sustainability, examining developer experiences, and discussing the framework as a practical tool for further research. This structure aims to bridge the gap in existing literature and provide insights into the role of private-led developers in creating socially sustainable URPs.

4.6.1 GOVERNANCE

Public parties

Public parties, particularly municipalities in the Dutch context, wield significant influence through the articulation of visions for urban areas, effectively shaping the development landscape, known as 'gebiedsontwikkeling' (Nijhoff, 2010; Janssen et al., 2023). In both case studies, the Rotterdam municipality played a pivotal role by setting clear frameworks and requirements to influence neighborhood developments and improve livability. For instance, in Le Medi, the municipality's policy emphasized multiculturalism, and a vision was crafted to attract a new target group and varied housing typologies to increase livability. This was formalized in performance agreements with Havensteder, the local housing association, ensuring alignment with municipal goals. Similarly, for The Hudsons, social sustainability was a key element in the tendering documents, aiming to attract more economically affluent residents to the neighborhood.

The Rotterdam municipality not only set overarching objectives but also worked closely with housing associations like Havensteder. This collaboration leveraged Havensteder's extensive community presence to enhance neighborhood livability, placing significant social sustainability responsibilities in their hands. The municipality's role extended to establishing clear objectives at both the neighborhood and project levels, ensuring that all stakeholders had a structured framework to follow.

The collaborative nature of Dutch urban governance, as described by Janssen et al. (2020), underscores the complexity of integrating social sustainability into area development. Managing the diverse stakeholders involved—ranging from public bodies, housing associations, and private developers—is essential for effectively implementing social sustainability practices. The municipality plays a crucial role in this process by defining clear objectives and expectations from the outset, both at the neighborhood and project levels, to ensure coherent and aligned efforts among all parties involved.

In terms of ownership and risk, public entities, especially municipalities, often take the lead in defining the scope and vision of urban projects. This leadership involves setting performance benchmarks and ensuring compliance with social sustainability goals. Municipalities also act as intermediaries, facilitating partnerships between developers and housing associations to distribute risks more evenly. By establishing clear, measurable objectives and fostering collaborative environments, municipalities help manage the inherent risks in urban development projects, ensuring that social sustainability remains a central focus throughout the development process.

Role of government

During the realization of Le Medi and The Hudsons in the Netherlands, Dutch urban governance reflected a transition to more collaborative approaches and public-private partnerships, highlighted in Figures 42 and 43 (Heurkens, 2012; Buitelaar & Bregman, 2016; Janssen et al., 2020; Janssen et al., 2023). Le Medi was developed at a time when there was a greater emphasis on these collaborations, while The Hudsons was realized against the backdrop of reduced national government involvement and a greater role for regional and local governments, with a focus on sustainable development and market-driven approaches. Ownership and risk management in these projects illustrate the shifting dynamics of urban governance. In the case of Le Medi, the national government played a role in setting the framework and ensuring certain levels of social sustainability for the neighborhood BoTu. This national-level involvement provided a foundation and reduced the risk for private-led developers by establishing clear guidelines and expectations, which were further detailed in municipal documents. Conversely, The Hudsons was developed during a period of decentralization, with local and regional governments taking the lead. This shift placed more responsibility on local entities to ensure the project's alignment with broader sustainability and community goals. Although the national government stepped back, it still influenced the process by outlining the overarching objectives, leaving the execution to local authorities. This decentralized approach required local governments to adopt a more hands-on role in managing projects, ensuring social sustainability remained a priority.

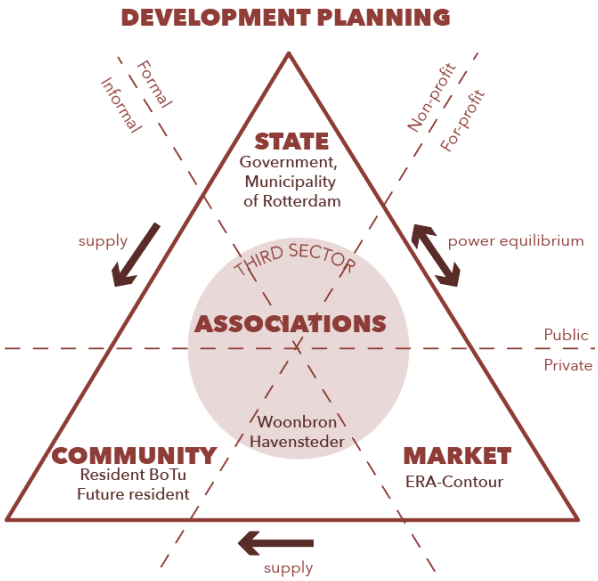

Figure 42: Le Medi - Dutch urban governance shifts over time (own work)

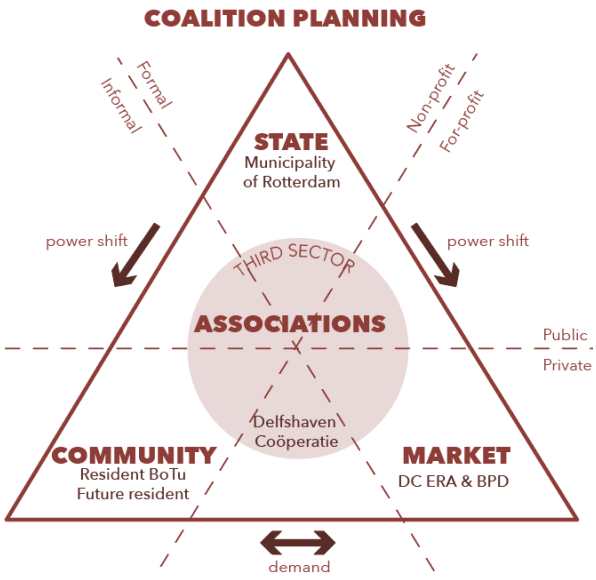

Figure 43: The Hudsons - Dutch urban governance shifts over time (own work)

The transition from place-oriented to people-oriented urban regeneration (Barosio et al, 2016; Calco and De Rosa, 2017), is evident in BoTu, where increasing attention is directed towards community engagement. This shift responds to the proactive involvement of individuals in community initiatives, signaling a bottom-up approach. In BoTu, community organizations, united under the *Delfshaven Corporation*, have assumed a central role in neighborhood affairs. Their active participation, as seen in The Hudsons' tendering process, underscores the importance of community input in urban development initiatives.

Overall, the evolution from Le Medi to The Hudsons demonstrates a shift in who owns the problem and takes on the associated risks. While the governance model evolved from national to local oversight, the government's role remained central in ensuring a baseline level of social sustainability. By establishing clear objectives and fostering collaborative environments, both national and local

governments played key roles in managing ownership and risk in urban development projects, ensuring that social sustainability was integrated into the URPs.

4.6.2 DEVELOPER TYPE

Construction-related developers

This study focuses on developers related to construction firms, as outlined in Table 13 (Heurkens, 2012). These developers often form consortia with housing cooperatives and municipalities to ensure a continuous flow of work, aligning with their business model. Unlike independent developers, who engage in project-specific endeavors, construction-related developers prioritize long-term collaborations. This tendency to work with housing cooperatives and municipalities is driven by the need for sustained operations and is a significant factor in their commitment to sustainable development. While ERA has a somewhat unique business model within this category (explained in the next paragraph), the findings suggest that developers related to construction firms can generally be compared with one another, especially in similar URPs. However, each case should still be considered individually due to the unique nature of each project.

ERA, as a developer associated with construction companies according to Heurkens (2012), adopts an integrated approach with a focus on concept development. They operate within the TBI Group, which strengthens their commitment to social sustainability through the 'steward ownership' business model. This model promotes long-term sustainability and social responsibility, with profits reinvested into the company's mission (Purpose, 2019; Gravemaker, 2020). ERA's commitment to this model demonstrates a focus on societal interests over short-term financial gains, setting them apart in the real estate sector. This integrated approach differentiates them from other entities within this type. Unlike Heijmans, a publicly traded company (2024), and Dura Vermeer, a family-owned business (2024), ERA reinvests all profits back into the company. This reinvestment supports long-term social sustainability initiatives rather than focusing solely on profit maximization.

Risk management

Risk management in these projects involved not only the developer ERA but also municipal partnerships, housing associations and developers related to banks. The collaborative nature of these partnerships helped distribute risk across various entities. In Le Medi, housing associations like Havensteder played a significant role, providing financial stability and support when needed. For The Hudsons, BPD (a developer related to banks) was involved, ensuring that financial resources were available to meet the project's demands. This adaptability and financial backing, often lacking in turnkey development models, ensured a more balanced approach to achieving long-term thinking and social sustainability goals by distributing responsibilities and mitigating risks across multiple stakeholders.

ERA's strategy

ERA's strategy aims for an inclusive city by collaborating with local stakeholders and creating livable residential environments. Their roots in URPs emphasize community engagement and collaboration with local stakeholders, a practice validated by external partners such as the municipality of Rotterdam and local housing associations. The two case studies demonstrate that ERA commits to neighborhoods for the long term by realizing multiple projects within the same area. This long-term commitment enables holistic area development, reflecting a broader vision for neighborhood improvement. Rather than merely delivering a number of housing units, one could say ERA focuses on achieving broader objectives for the community.

The analysis of ERA demonstrates that developers associated with construction companies can actively contribute to social sustainability and community building, despite their focus on constant cash flows

and business continuity. However, this does not imply that other types of developers cannot contribute to social sustainability. The variability within the developer category highlights the potential for different approaches and outcomes in URPs, emphasizing the importance of context-specific strategies.

Design and marketing strategies

Examining Le Medi and The Hudsons through the lens of Adams and Tiesdell's (2013) insights, it becomes clear that both projects emphasize design quality as part of their development strategies. This focus on long-term investment in design quality is intended to attract new residents to less desirable neighborhoods. Design quality is seen as a strategic investment to increase long-term attractiveness and value, possibly indicating a gentrification model. While this approach improves the overall attractiveness and value of neighborhoods, it carries the risk of displacing existing lower-income residents and changing the community's social fabric.

Despite academic criticism (Jansen, 2011; Ouwehand & Doff, 2014; Zarrabi et al., 2022), ERA continues to employ lifestyle-oriented marketing strategies, such as using lifestyle consultants to identify target demographics. This practical application persists, suggesting a gap between theoretical critiques and industry practices. The continued use of the BSR model in ERA’s projects indicates a strategic approach to market segmentation and community building, emphasizing the need for further research to explore the effectiveness and implications of these strategies in urban regeneration projects.

4.6.3 APPLICATION AND VALIDATION OF THE SOCIAL SUSTAINABILITY FRAMEWORK

In the cross-case analysis, the social sustainability framework developed from the theoretical research (Figure 11) was used to further analyze the different case studies (Figure 40). This analysis demonstrated that the framework can be an effective tool for comparing case studies to assess the social sustainability of projects. Additionally, further research can be conducted to evaluate the importance of the various elements within the framework by consulting experts (as an initial step shown in Figure 41). Reflecting further on the application of the framework is crucial for its continued development and validation.

In Figure 44, the framework highlights the essential elements that private-led developers should consider when undertaking URPs. This visual representation serves as a comprehensive guide for developers, detailing the key indicators and contextual factors critical to achieving social sustainability in urban development. It is important to understand that the highlighted elements represent areas where developers can make significant contributions when developing URPs.

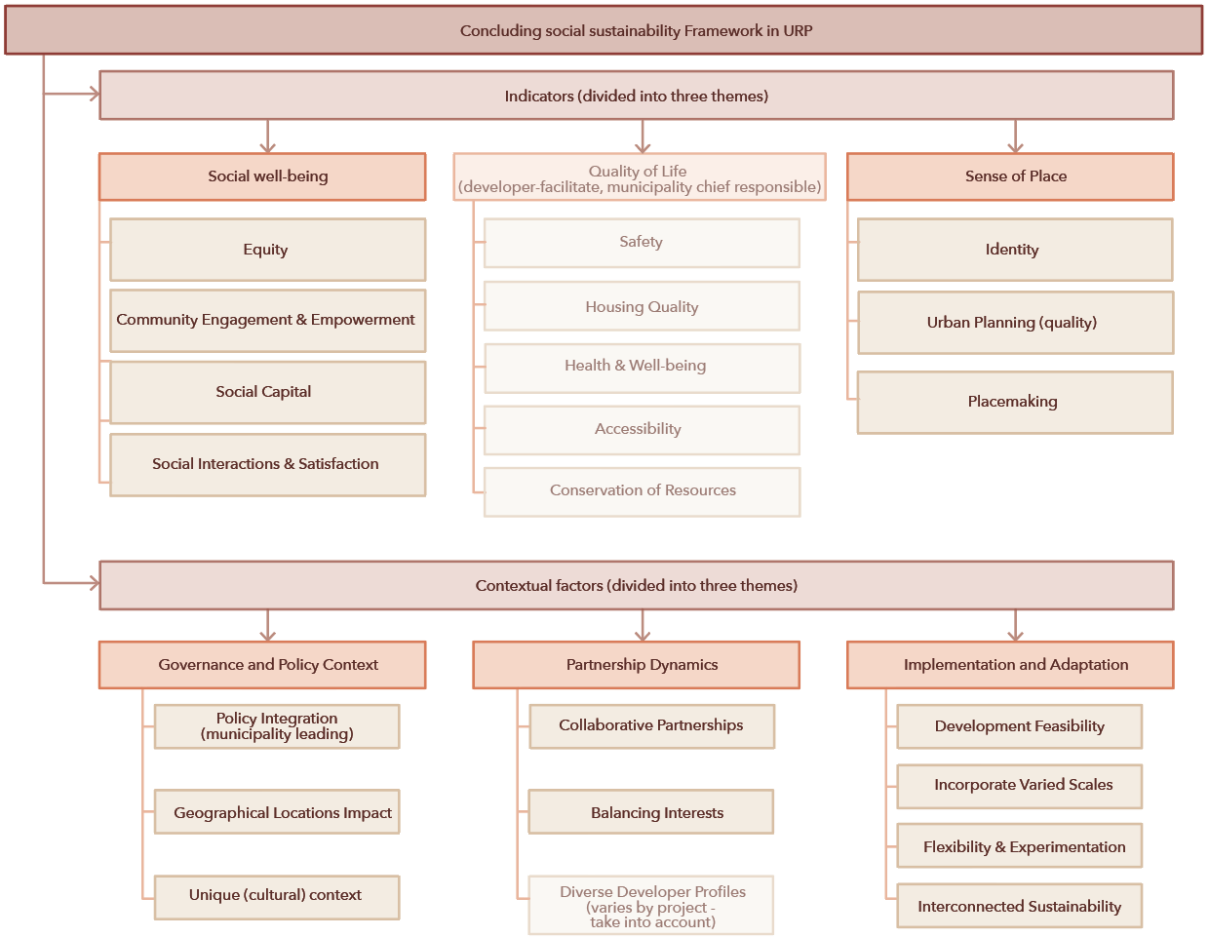

Figure 44: Social sustainability framework URP for developer (own work)

Empirical research, through the cross-case analysis, revealed that the theme of quality of life is primarily influenced by municipal policies, with developers playing a facilitative role in addressing the various indicators. For instance, while municipalities set the overarching goals for these indicators, developers can support these goals through their design and implementation strategies.

The application of the framework in examining private-led urban development projects provides valuable insights into the roles and responsibilities of different stakeholders. When further academic research is conducted, this framework can be used to enable comparisons with other URPs and/or different types of developers. It is important to consider this aspect, as it is highlighted in the

framework under contextual factors. By incorporating these considerations, the framework can be a tool for analyzing and guiding social sustainability in various urban development contexts.

4.6.4 INTEGRATION WITH RESEARCH OBJECTIVES

The findings from this research align closely with the research objectives outlined at the beginning of the study. The objectives were to explore how Dutch developers impact community social patterns in private-led URPs, identify key elements and indicators of social sustainability that private developers can prioritize, and understand how social sustainability is integrated into URPs through developer experiences.

- Identify key elements: The framework has identified key elements and indicators that private developers should focus on to promote social sustainability.
- Developer experience: By analyzing the case studies of Le Medi and The Hudsons, the research has uncovered strategies and methods used by private-led developers to integrate social sustainability into their projects.
- Developer and end-user interaction: The research examined the extent to which developers involve end-users in the development process and how their perspectives are translated into the built environment. The findings highlight the importance of community engagement and the role of developers in facilitating user participation to enhance social sustainability. Notably, by including end-user perspectives, the research identified concerns about gentrification raised by residents. This underscores the need for further research to explore the impact of URPs on gentrification and develop strategies to mitigate its negative effects.
- Developing a framework: The social sustainability framework developed through this research provides a practical tool for developers. It offers guidelines for improving social sustainability in their projects and serves as a basis for further academic research. The framework's adaptability allows it to be used in different contexts and with various developer types, making it a valuable addition to the academic literature on private-led urban development. This framework can also facilitate the comparison of different URPs, enhancing the understanding of social sustainability practices across various projects and contexts.

CHAPTER 5
CONCLUSION

The objective of this research was to explore social sustainability in private-led URPs, focusing on how Dutch developers influence community social patterns, with specific attention to developers related to construction firms like ERA. The study aimed to identify key elements and indicators of social sustainability, examine how private developers integrate these into URPs, and assess the impact of user engagement on promoting social sustainability. Additionally, the research sought to develop a comprehensive framework for enhancing social sustainability in such projects. This research contributes to bridging the gap between theory, policy, and practice in urban social sustainability, providing insights for policymakers, developers, and municipalities on strategies for creating inclusive, livable, and socially sustainable neighborhoods. First, the sub-questions will be addressed, followed by an examination of the main research question.

5.1 SUB QUESTIONS

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

To answer the first sub question, it is necessary to examine how private developers interpret and integrate social sustainability into urban regeneration projects. Social sustainability is particularly crucial in vulnerable or regenerating neighborhoods. When municipalities aim to attract new populations to such areas, private developers must incorporate social considerations into their plans. For instance, ERA adopts an integrated approach focusing on concept development to address these needs. This strategy is designed to attract a target demographic that aligns with the development process and conceptual design, ensuring that the right population is brought into the neighborhood.

Central to the success of such projects is the concept of establishing a community. Developers must ensure that residents have spaces and opportunities to connect and interact with each other. Collaborative partnerships with various stakeholders are essential to ensure that the project design encourages social interaction and inclusiveness. Findings from case studies showed that this aspect of meeting was visible at the project level in both cases. However, while residents within the project were often actively engaged with their immediate neighbors, they felt less connected to the broader community. This research highlights the challenge of integration and the tendency of residents to stay within their ‘development bubble’. Despite the different designs of Le Medi and The Hudsons, residents in both projects reported feeling disconnected from the broader community. This could be due to the high-quality homes within the projects contrasting with the surrounding less well-maintained areas, and socioeconomic disparities that hinder integration. For example, children from these projects often attend schools outside the neighborhood, despite the availability of local schools. This indicates a need for better communication about local amenities and the introduction of diverse educational options.

It is critical for developers to understand the neighborhood on a deeper level. Thorough fieldwork and collaboration with local experts and ambassadors can provide valuable insights into the needs and desires of both current and future residents. By including feedback from the existing community, developers can better tailor their projects to the neighborhood as a whole rather than focusing solely on the needs of new residents, thereby facilitating integration. However, tailoring projects based on feedback alone may not be sufficient. Developers might also require incentives beyond knowledge, data, and information to implement these tailored approaches effectively.

Municipalities have a role to play in this process by setting clear guidelines and providing incentives that encourage developers to prioritize social sustainability. For example, the involvement of the *Delfshaven Corporation* in The Hudsons' tender process demonstrates how local initiatives can establish specific criteria at the neighborhood level. These criteria ensure a focus on social sustainability that extends beyond individual projects. By setting such standards, municipalities can

help integrate new developments with the existing community, foster broader social connections, and reduce the risk of creating isolated enclaves.

To achieve social sustainability, it is essential to consider various aspects that contribute to a thriving community. The framework highlighted three key themes – social well-being, quality of life, and sense of place – providing a framework for developers to develop and improve their projects in a socially sustainable manner. This includes ensuring equity, promoting community involvement, and encouraging social interactions to improve social well-being. Quality of life considerations include factors such as safety, housing quality, and accessibility, while a strong sense of place includes aspects such as identity, quality of urban planning, and placemaking to create unique and vibrant neighborhood environments. Additionally, the ten contextual factors identified in the framework need to be carefully considered to ensure successful implementation of social sustainability. These factors are grouped into three themes: governance and policy context, partnership dynamics, and implementation and adaptation. Governance and policy context ensure that social sustainability is embedded within municipal policies and considers geographical and cultural contexts. Partnership dynamics focus on collaborative efforts and balancing interests among stakeholders. Implementation and adaptation address the practical feasibility of initiatives and the need for flexibility and innovation.

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

In addressing this sub question, it is important to explore the various processes utilized by private-led developers to incorporate social sustainability into their projects. These developers' unique organizational structures, business models, and types play a crucial role in their approach to social sustainability. Developers such as ERA illustrate that construction-related developers can significantly contribute to social sustainability through innovative business models and community-focused strategies. ERA's commitment to long-term social interests is evident in its 'steward ownership' model, where an independent foundation (TBI) is the sole shareholder. This model emphasizes long-term sustainability and societal responsibility over short-term financial gains.

At the outset of development efforts, frameworks such as QPR and Q-team are utilized to ensure quality and social sustainability throughout the project lifecycle. Establishing a QPR at the beginning of the process guarantees that quality and social sustainability metrics are maintained across different departments and phases of the project. The Q-team periodically tests the project to ensure these qualities are still present, involving key (internal) actors in the process.

Developers like ERA proactively allocate resources to foster community collaboration, as seen in initiatives such as the *Bospolder Fund*. By investing in neighborhood initiatives, developers build valuable connections with local stakeholders, fostering a sense of ownership and inclusiveness. Flexibility within the development team allows for the organic development of ideas in response to community needs, which is essential for promoting social sustainability. In addition, it can also be useful to have visibility in the neighborhood, this can be done through placemaking.

ERA has been an early adopter of strategies aimed at incorporating user perspectives through co-making processes. This approach involves actively soliciting input from future residents, thereby enriching the project narrative and enhancing the overall user experience. However, it is crucial to balance user preferences with overarching project goals. For instance, in the Hudsons project, user input led to the transformation of collective gardens into private ones, which inadvertently reduced community cohesion.

Municipalities play a pivotal role by setting clear frameworks and requirements that influence neighborhood developments. The Rotterdam municipality, for instance, provided clear visions and goals, ensuring that developers and housing associations had a structured framework to follow. This

collaborative approach underscores the complexity of integrating social sustainability into urban development and highlights the importance of managing diverse stakeholders. Additionally, this collaboration is crucial for effective risk management. As shown in both case studies, developers, municipalities, housing associations, and other financially supportive entities should work together to distribute risk, ensuring a balanced approach to achieving long-term social sustainability goals.

In addition, developers utilize lifestyle-oriented marketing strategies to distinguish and attract specific target audiences, as demonstrated in the Le Medi case study. While these strategies effectively shape project narratives and provide direction in the development process and design, their scalability warrants critical examination, considering the diverse responses in existing literature.

To what extent are end-users aware of or perceive the presence of social sustainability elements in URPs initiated by private-led developers?

To answer this subquestion, the research focuses on the perspectives of end-users, particularly the residents of the developments in the two case studies. Additionally, insights from a municipal employee responsible for the neighborhood, and data from the municipality of Rotterdam on BoTu, provide a broader perspective on the overall neighborhood. This

BoTu has undergone significant transformation over the years in physical, safety and social areas. The municipality and housing associations Havensteder have made efforts to attract new target groups, especially middle- and upper-income residents. The research shows that Le Medi already attracted many residents from the neighboring *Delfshaven* neighborhood, while Hudson's attracted people from other neighborhoods in Rotterdam.

Although BoTu has undergone a metamorphosis to improve livability and attract new demographics, social indices show no significant improvement in community cohesion. While initiatives such as Le Medi and Hudsons have brought positive changes in terms of the physical environment and improving index figures, the projects also raise questions about social integration and community cohesion. Residents of the cases are proud of their own complexes, but also express concerns about gentrification and the lack of social connections outside their own complexes. Although residents of the two projects generally feel safe within the neighborhood, they express concerns about traffic safety and advocate for improved infrastructure. Social indices shed light on the complex dynamics of community life in BoTu, with residents of the two projects indicating, despite their involvement in community initiatives, they struggle with feelings of isolation and alienation from the broader neighborhood. This is due to their own experience of socioeconomic disparities comparing the two projects against development in BoTu, which is further exacerbated by the aesthetics of the design. Some residents even fear being perceived as contributing to gentrification within the BoTu community.

When social sustainability within the two projects is examined, a clear picture emerges. In Le Medi, residents emphasize the central courtyard as crucial to nurturing community cohesion. Widely recognized as essential for fostering connections and social interactions, this space acts as the core of the community. Moreover, Le Medi's enclosed environment cultivates a strong sense of unity among residents, although it poses integration problems with the surrounding neighborhood. In contrast, Hudson's project demonstrates a concerted effort by the developer to build ties with the broader neighborhood. Although residents say they are attached to amenities such as *Dakpark*, they acknowledge that they are not connected to the broader community. Nevertheless, the alleys and courtyards in Hudsons facilitate interaction among residents, although this poses problems for those without children, who find the environment less attractive.

Residents of the two projects appreciate the social elements implemented by the developer and take advantage of various design principles that have been applied. Empirical research indicates that end-users generally find the planned essentials to be pleasant, highlighting the importance of conceptual

planning at the project's outset, including social goals. Establishing these goals in official documents like the QPR can ensure they are maintained throughout the project's phases, ultimately fostering community feelings. However, it is crucial to note that while much of the focus has been on the project level, residents express a need for greater attention to neighborhood-scale issues, which may be underrepresented in developer plans. In the long term, it is important to continue monitoring whether interaction within the neighborhood is improving.

5.2 MAIN RESEARCH QUESTION

How do private-led urban developers interpret and implement social sustainability in URPs, and how do these interpretations impact the communities from the perspective of both the developers and end-users?

Private-led urban developers interpret social sustainability as a multifaceted concept, integrating it into their URPs through a comprehensive approach that addresses the needs of both current and potential future residents. The vision and interpretation of social sustainability by developers directly influence their efforts in its implementation. This research focuses specifically on a private-led developer type related to construction firms, exemplified by ERA. ERA's unique organizational structure and stewardship model, where an independent foundation (TBI) is the sole shareholder, emphasize long-term sustainability and societal responsibility over short-term financial gains. This focus on a particular type of developer is crucial for understanding the specific strategies and processes used to implement social sustainability in URPs. By promoting community involvement through workshops, panels, direct communication, and interaction, private-led developers can contribute to the creation of resilient neighborhoods. Engaging with stakeholders across various levels of development and addressing key indicators of social sustainability as integral components of the design and development process are also crucial steps.

ERA exemplifies a long-term commitment to social sustainability through its innovative stewardship model. Their approach includes frameworks such as the QPR and Q-team, which ensure that social sustainability metrics are maintained throughout the project lifecycle. ERA proactively allocates resources to encourage community collaboration and placemaking initiatives, fostering a strong sense of community throughout the development process. Their use of co-making processes further promotes community engagement and social cohesion, highlighting the importance of involving residents in shaping their living spaces.

Residents of ERA's projects, such as Le Medi and The Hudsons, appreciate the social elements implemented by the developer. They benefit from the design principles that promote socially inclusive spaces, noting the improved conditions compared to the surrounding neighborhood. This generates a generally positive community atmosphere within the developments. However, residents also raise concerns about the interaction with the broader neighborhood. The socio-economic disparity between inhabitants of the developments and those in the surrounding areas fosters a 'bubble' feeling, which undermines the efforts made by developers to facilitate broader community integration.

Context and actors, including local policies, government, and collaborations with housing associations and other types of developers, play a crucial role in shaping socially sustainable URPs. When municipalities set clear visions, goals, and structured frameworks for developers and housing associations, the first step toward a socially sustainable URP is established. Partnerships with financially supportive entities (such as developers related to banks and housing associations) enable the pursuit of long-term goals and social sustainability initiatives. These collaborations help manage ownership and risks, ensuring that social sustainability remains central throughout the entire development process.

Concluding, private-led urban developers can significantly influence social sustainability within their development projects by effectively addressing key elements of the concept. ERA's approach demonstrates how long-term thinking and proactive community engagement can create socially sustainable neighborhoods. However, there are limits to the influence developers can have on end-users' experiences, particularly concerning wider community integration and socio-economic disparities. Continuous efforts and collaborations with broader community stakeholders are essential to overcome these challenges and enhance the overall impact of social sustainability initiatives.

CHAPTER 6
DISCUSSION

6.1 VALIDITY

This research is grounded in various activities, including an internship, interviews, data analysis, and document analysis in company. While the company context of ERA may influence the research, the affiliation with a graduation project at TU Delft introduces a layer of academic rigor.

For the interviews, a baseline document was used to structure the semi-structured interviews methodically and provide direction. This approach ensured consistency and improved the quality of the data collected.

The validity of the study is particularly evident in the cross-case analysis and the discussion chapters, where empirical data findings are compared with literature findings. This comparison reveals overlap and consistency, thereby reinforcing the research validity.

Furthermore, consistent guidance was provided by two university mentors of the TU Delft and a mentor with practical experience at ERA Contour. This guidance was instrumental in validating the conclusions and ensuring the study's reliability.

6.2 LIMITATIONS RESEARCH

The research focused on private-led urban development within the context of two cases conducted by ERA. While this approach provided valuable insights into social sustainability practices within this specific organization, it may not be broadly applicable to other types of developers. Additionally, the diversity within a single developer, evidenced in the discussion within the results section, highlights the variability in project types and organizational strategies, further limiting generalization within this developer category.

Additionally, the investigation focused solely on URPs in in the area of BoTu, limiting the broader applicability of the findings. By concentrating on a specific location and organization, the research provided a nuanced understanding of social sustainability dynamics within this context. However, this narrow focus may limit the transferability of the findings to other geographical areas or developer types.

Furthermore, the expert interviews involved a relatively small number of participants, potentially overlooking valuable perspectives, such as those from BPD. Feedback from a district manager highlighted differing interests within the municipality, suggesting that incorporating additional perspectives, including those from municipal stakeholders, could have enriched the study.

Additionally, the study primarily examined the perspectives of residents as end-users, overlooking the viewpoints of other community stakeholders, such as residents around the case or local businesses, who may also be affected by regeneration projects. By not considering a diverse range of stakeholder perspectives, the research may have missed important insights into the social sustainability impacts of urban regeneration. Additionally, the limited number of residents interviewed per project (7 and 8, respectively) may further constrain the breadth of perspectives captured.

6.3 RECOMMENDATIONS FOR FURTHER RESEARCH

To address the limitations and advance the understanding of social sustainability in urban regeneration, several avenues for further research are proposed.

In future studies, it is imperative to broaden the scope of investigation to encompass a diverse array of private-led developers and URPs. By delving into a wider spectrum of developer types and project locations, researchers can cultivate a richer understanding of social sustainability practices and outcomes within the industry. The findings suggest that not only do different types of developers vary significantly, but also within developer categories, such as construction firms, there exist nuanced differences.

Hence, it would be beneficial for future research to explore a publicly traded private-led developer associated with construction, like Heijmans, illuminating the distinct responses within such entities. This exploration aims to unearth potential disparities in approaches to social sustainability, thereby enriching our understanding of industry dynamics. Additionally, delving into other developer types promises to yield unique insights, fostering a more comprehensive comprehension of social sustainability phenomena.

Employing the "Framework of social sustainable URP" in upcoming research endeavors can facilitate nuanced comparisons across diverse outcomes, enhancing our ability to discern patterns and identify best practices.

Additionally, exploring the perspectives of various community stakeholders beyond residents, such as local businesses and residents around the project, is essential for a holistic understanding of social sustainability impacts. Incorporating these diverse viewpoints can provide valuable insights into the complex dynamics of URPs and the potential of gentrification.

Furthermore, longitudinal studies tracking the long-term effectiveness and implications of social sustainability practices in regeneration projects are warranted. By analyzing trends over time, researchers can assess the durability and scalability of different approaches to social sustainability.

Lastly, investigating emerging issues such as gentrification and the use of lifestyle profiles in URPs presents interesting opportunities for future research. Understanding the impacts of these phenomena on social sustainability outcomes can inform more equitable and inclusive regeneration strategies for all residents within a neighborhood.

CHAPTER 7
REFLECTION

What is the relation between your graduation project topic, your master track (A, U, BT, LA, MBE), and your master programme (MSc AUBS)?

The relation between my graduation project topic, the studio topic "Urban Inequalities," and my master track (MBE), is closely intertwined. My studio topic specifically concentrates on social sustainability within urban development, addressing issues related to urban inequalities. Similarly, my research project explores the approaches taken by private-led developers in tackling these social sustainability challenges. This connection aligns with my master track in Management in the Built Environment (MBE) as it involves an in-depth examination of private-led developers in the context of the Netherlands. Thus, my graduation project forms a coherent link between the studio theme and my master track.

How did your research influence your design/recommendations and how did the design/recommendations influence your research?

Throughout the research and design process, there was a continuous interplay between the two. The research conducted during the second semester (P2) laid the foundation for developing a framework that could be utilized in further investigation. Additionally, the literature review provided a breadth of knowledge that served as a basis for further exploration and application in the research. From the research, case study requirements were derived, guiding the selection of appropriate case studies for analysis.

How do you assess the value of your way of working (your approach, your used methods, used methodology)?

The value of my approach, methods, and methodology lies in the effectiveness and efficiency it brought to the research process. By establishing a comprehensive framework through the literature review, subsequent work could build upon this foundation efficiently. Focusing on a specific type of developer, particularly those related to construction firms, allowed for a deeper exploration of their motivations and practices. Conducting the research within an internship at ERA Contour provided invaluable access to databases and facilitated targeted document analysis, enabling a pre-understanding before engaging in expert interviews. However, challenges were encountered in understanding processes, particularly with the case study (le medi) conducted some time ago, highlighting the importance of timely and detailed documentation for future research endeavors.

How do you assess the academic and societal value, scope and implication of your graduation project, including ethical aspects?

This research often demonstrated an overlap between scientific and societal relevance, as it covered different aspects of social sustainability, which could inherently encompass both domains. The purpose of this study was to expand existing knowledge on social sustainability URPs, focusing on the role of private developers in shaping URPs. While previous research had examined various dimensions of social sustainability, an overview of the specific influence of private developers in this context was lacking. By delving into this aspect, this research aimed to fill this critical gap and provide a better understanding of how developer decisions affected social sustainability outcomes. By analyzing developer practices and their implications for social cohesion and community well-being, this research provided insight into the complexity of urban development dynamics. The social relevance of this research lay in its interest in informing and improving URPs, ultimately helping to create more equitable, livable, and socially sustainable neighborhoods. As cities struggled with the challenges of rapid urbanization and loss of human-scale designs, there was a significant need to prioritize social sustainability in development projects. By examining the alignment between the intentions of developers and the needs of end-users, this research sought to promote more inclusive and community-based approaches to urban regeneration. By examining how urban development projects affected residents' lives and interactions, this research sought to promote a better understanding of

the community web of neighborhoods and encourage the creation of more cohesive and inclusive communities.

The data was collected in a findable, accessible, interoperable, and reusable manner, meaning FAIR. Personal information of the interviewees was not shared in the study; similarly, code names were given to those interviewed. Quotes might have been placed in the study with permission. Generalized data was used in the study. The research was visible on TU Delft's secure research portal, TU Delft repository. Given that the research involved interviews with individuals, it was essential to adhere to the guidelines outlined by the Human Research Ethics Committee. All interviewees were required to provide informed consent through a consent form, which included details about the study, its voluntary nature, and the handling of data. Interviewees were also informed that they had the right to withdraw from the interview at any time. Furthermore, to ensure anonymity, data was anonymized by assigning codes to names and avoiding the use of any identifiable personal information.

The scope and limitations of this research were acknowledged to clarify the constraints and parameters that guided the research process. Factors such as time, resources, and access to data might have affected the thoroughness and breadth of the analysis and thus the completeness of the findings. Much of the perspective presented in this study was from the viewpoint of ERA, as the internship was conducted within this organization. Although efforts to present a balanced picture were made, this inherent perspective might have influenced the interpretation of the study's findings and conclusions. To ensure the analysis's integrity, this perspective remained transparent throughout the study. In addition, it was essential to consider potential biases introduced by the involvement of the study at ERA. This association might have unintentionally influenced the interpretation of the research data and findings. Through critical reflection and ongoing vigilance during the analysis process, efforts were made to reduce such biases. In addition, there were some limitations around the qualitative data used, obtained through interviews; it might not have fully captured all the different experiences and viewpoints. Also, the group of people interviewed might have been limited due to practical reasons, meaning the results might not have applied to everyone. Furthermore, this study focused specifically on urban renewal projects in one particular area. This might have meant that the findings could not have simply been applied to other places because different regions had different conditions. Despite these limitations, it was still hoped to provide valuable insights on social sustainability in urban renewal projects, contributing to what was already known in this field.

How do you assess the value of the transferability of your project results?

For the interviews conducted, a baseline document was used to structure the semi-structured interviews in an orderly manner and provide direction for the interviews. This approach helped to ensure consistency and improve the quality of the data collected. The validity of the study is particularly evident in the last two chapters of the results, namely the cross-case analysis and the discussion against the theoretical framework. These chapters compare findings from the empirical data collection with findings within the literature. This reveals overlap and consistency in the research. Moreover, consistent guidance was provided by the two mentors from the university and a mentor with practical experience at ERA Contour. This guidance helped validate the written conclusions and ensure the reliability of the study.

How effective is the social sustainability framework as a tool for analyzing URPs in Different contexts?

1. Utility in current research:
   For the current research, the pre-developed social sustainability framework, based on 10 other frameworks, proved extremely useful. It clarified the various elements that constitute social sustainability, demonstrating that multiple factors, not just participation, are crucial for a project to be socially sustainable. Additionally, the framework facilitated the cross-case analysis by allowing for a systematic comparison of cases. Each element of the framework was assessed to

determine its successful implementation, providing a clear method for evaluating social sustainability across different projects.

2. Broader evaluation of the framework:
   Evaluating the social sustainability framework as a tool for analyzing URPs in various contexts brings forth several key considerations:
   a. Structured approach: The framework provides a structured approach to assess social sustainability in URPs. It should be effective in contexts similar to the original case studies (e.g. BoTu neighborhood in the Dutch context), offering clear indicators and themes for evaluating social impact. However, in significantly different contexts, such as other regions or policy environments, the framework may require adaptation to remain relevant.
   b. Contextual factors: Empirical research highlighted the significant influence municipalities can have on URPs. The framework helps identify contextual factors affecting social sustainability, uncovering unique challenges and opportunities in different settings. For example, the city of Amsterdam could have different outcomes compared to the city Groningen. Recognizing and analyzing these differences enhances the understanding of factors influencing social sustainability.
   c. Influence of developer type: The type of developer plays a crucial role in integrating social sustainability into URPs. This aspect was not that evident in the theoretical research of the other 10 social sustainability frameworks. By focusing on one developer type in the empirical research, the influence of the developer type on social sustainability implementation became clear. Future research should consider different developer types and adapt the framework accordingly to reflect these variations.

   In conclusion, while the social sustainability framework is a valuable tool, its effectiveness depends on its flexible application and adaptation to various contexts and developer types. Continuous refinement and consideration of contextual factors will enhance its utility in promoting social sustainability in urban development projects.

Personal reflection on the thesis process

Reflecting on the thesis process, the initial weeks posed a challenge due to the pressure of quickly selecting a direction and topic. Fortunately, having heard from other students about the swift decision-making process, I had already contemplated potential directions beforehand, enabling rapid progress. Collaborating closely with mentors facilitated swift advancements in the research, leading to the development of a framework that could be utilized for further empirical investigations.

During the P3 period, I encountered difficulties in establishing contact with experts for discussions on the two case studies. It proved challenging to reach certain individuals, requiring alternative approaches to gather sufficient information and diverse perspectives. Additionally, the internship at ERA Contour provided invaluable informal insights into the company's structure and identified intriguing cases for further exploration.

Through the research, I gained extensive knowledge not only in the realm of social sustainability within project development but also acquired practical insights into the process by conducting the study at ERA Contour. This experience allowed for personal reflection and clarity regarding my future career direction, as I gained a deeper understanding of the complexities and intricacies involved in urban development projects.

CHAPTER 8
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CHAPTER 9
APPENDICES

APPENDIX 1

In the Netherlands, developers actively communicate their dedication to social elements through their websites, making their vision and aims known to the public. A comprehensive analysis, outlined in Table a, reveals a variety on visions among prominent project developers in the Netherlands. While each developer has a unique perspective, certain common themes emerge, shedding light on the strategies employed to shape their public image. For instance, VolkerWessels prioritizes a better quality of life, employing a user-centered approach that emphasizes natural environments, health, and social activities in their projects. On the other hand, AM adopts a strong societal focus with a co-creation approach, addressing climate, health, and social cohesion as key challenges. These distinctive visions not only shape the public image of each developer but also indicate strategic efforts to align with evolving societal values. Notably, themes of livability, community-centered design, sustainability, and co-creation resonate across several developers, reflecting a unified commitment to stimulating the quality of life. This commitment is evident in their focus on societal cohesion, livability, inclusivity, and a future-oriented mindset—characteristics that align seamlessly with the principles of the social sustainability framework. Additionally, some private-led developers explicitly express their adoption of a collaborative approach, often referred to as participatory development, further highlighting the industry's collective dedication to these essential social sustainability principles. This shared emphasis underscores an industry-wide commitment to fostering sustainable, inclusive, and community-centric urban development practices.

Project Developer	Vision	Additional Notes
VolkerWessels	Better quality of life, user-centered	Emphasizes natural environment, health, and social activities.
KondorWessels	Sustainability (future orientated), co-creation	Focuses on creating healthy and inspiring spaces for future generations.
Vorm	Livability, community-centered	Prioritizes the needs of future residents to create valued neighborhoods.
Synchroom	Sustainability and livability	Stresses the role of cities and buildings in meeting social needs.
AM	Strong societal focus, co-creation	3 themes - addresses climate, health, and social cohesion as key challenges.
RED company	Adding 'more' value, social responsibility	Aims for architecturally ambitious and socially responsible projects.
Heijmans	Makers of a healthy living environment	Focuses on sustainable, diverse, green, and social spaces for the future.
ERA Contour	Consumer is focus, working toward a sustainable, inclusive economy	4 key impact strategy: happy people, creating comfortable & affordable Homes, building strong neighborhoods, constructing a healthy world
BPD	Developing enjoyable, accessible, inclusive & vibrant areas	Focuses on an integrated approach, ensuring affordability for all, and healthy living environments for current & future generations.
Blauwhoed	Shaping a healthier & happier future, co-creation	Collaborative approach throughout the entire process.
Amvest	Strong societal focus, participation	Promotes accessible, healthy, & future-proof communities - fostering social interactions
Van Wijnen	For people, livability	Aims to create comfortable, welcoming environments for everyone.
SBI development	Community-driven buildings	Prioritizes user needs in the development of future-proof buildings.
EDGE tech.	Sustainability and well-being	Bases their approach on well-being, sustainability, design, and technology.

Being	Sustainability and collaboration	Focused on ecological, public, personal, and economic impacts.
Dudok real estate	Higher quality with focus on sustainability	Emphasizes respect for existing environments, residents, and nature.
Boelens de gruyter	Building for humans	Prioritizes users and the connection with the environment.
FSD	Livability	Emphasizes participation in creating a pleasant place.
Lister buildings	Sustainability for a positive impact	Focuses on circular, timber buildings for a positive impact on people and the planet.

Table a: Developer Visions on Social Sustainability in the Netherlands (own work)

projectontwikkelaar	site	thema/visie	extra	uitleg
VolkerWessels	https://w	Visie: ontwikkelen aan een betere levenskwaliteit	eindgebruiker staat centraal	binnen duurzaamheidsbeleid: drie pijler natuurlijke omgeving, gezondheid en werk & sociale activiteiten. Hoe dan ook, de eindgebruiker én de toekomstwaarde staan bij ons centraal in onze ontwikkelingen in woningbouw, commercieel vastgoed en zorg- en welzijnsvastgoed. Het welzijn van de gebruiker staat centraal
KondorWessels	https://kc	Visie: duurzaamheid (toekomstgericht), Co-creatie & medeopdrachtgeverschap	samenwerken met bewoners	als projectontwikkelaar met oog voor mens en maatschappij gezonde en inspirerende plekken, waar mensen nog generaties lang van kunnen genieten. als projectontwikkelaar met oog voor mens en maatschappij gezonde en inspirerende plekken, waar mensen nog generaties lang van kunnen genieten.
Vorm	https://vc	Visie: Leefbaarheid (goede buurt voor iedereen)	Gebiedsontwikkeling voor mensen	maken buurten leefbaar. Daarom zijn zij het uitgangspunt bij onze gebiedsontwikkeling: de mensen die er straks zullen wonen. Wat willen zij? Hoe wordt een buurt voor hen waardevol en geliefd?
Synchroom	https://sy	Visie: duurzaamheid en leefbaarheid		Leefbaarheid vraagt niet enkel om duurzame oplossingen. Steden en hun gebouwen moeten voorzien in sociale behoeftes
AM	https://w	Visie: opereert vanuit een sterke maatschappelijke gedrevenheid. 3 thema's	samenwerken ook met bewoners	vraagstukken: Denk hierbij aan het klimaat, onze gezondheid en sociale cohesie. 3 Themas: Move to climate positivity, Design for wellbeing, Create social impact
RED company	https://w	Visie: adding 'more' value from social values to sustainability		realizing projects that are as architecturally ambitious as they are profitable, and as sustainable as they are socially responsible. For us, design doesn't just drive the end product: It also steers the development process and the business model behind it.
Heijmans	https://w	visie: 'makers van de gezonde leefomgeving.'	bouwen waar mensen zich gezond, gelukkig en veilig	Plekken zijn duurzaam, divers, groen en sociaal zijn ingericht. ij ontwikkelen voor de toekomst, met leefbare plekken voor later. Daarom noemen wij onszelf 'makers van de gezonde leefomgeving.'
Blauwhoed	https://w	Visie: Samen de toekomst vormgeving (gezonder, gelukkiger, welvarender	samenwerken met gebruikers	Samen doorlopen we het gehele proces. Van begin tot eind.
Amvest	https://w	Visie: toekomstbestendige wijken, betaalbare woningen en gezonde	Participatie met bewoners	Toegankelijke, gezonde en toekomstbestendige wijken. Waar ontmoetingen vanzelf ontstaan. Wij geloven dat het goed wonen is in gevarieerde buurten, waar mensen uit verschillende lagen van de bevolking zich thuis voelen.
Van Wijnen	https://w	Visie: voor mensen. Leefbaarhied	In gesprek met wijkbewoners	leefomgevingen fijne, comfortabele plekken te maken waar iedereen zich thuis voelt. Sociale bijdrage 3 dingen: sociale functies vd wijk, oog voor de buurt, oog voor de medemens.
SBI development	https://w	Visie: community-gedreven gebouwen	Samenwerken tussen alle partijen	Het ontwikkelen van toekomstbestendige gebouwen waar de behoeften van de gebruikers centraal staan'.
EDGE tech.	https://ec	Visie: sustainable world in which people and the environment are key		Our approach is based on four pillars - wellbeing, sustainability, design and technology
Being	https://b	Visie: Duurzaamheid maar ook samenwerken	participatie	4 impactpijlers: ecological (milieu), public (sociale structuren), personal (well-being), economic (impact op omgeving)
Dudok real estate	https://d	Visie: hoger kwaliteitsniveau met aandacht voor duurzaamheid		Respect voor de bestaande omgeving, omwonenden en natuur vinden we vanzelfsprekend.
Boelens de gruyter	https://w	Visie: Building for humans		De mens staat centraal. focus op de gebruikers en de verbinding met de omgeving. Wij geloven namelijk dat de kracht van mensen zit in de verbinding tussen mensen
alba concepts				
ASR real estate				
FSD	https://fs	Visie: Leefbaarheid (zelf noemen ze het een fijne plek)	Participatie	
Waaijer	https://w	x	Ze zeggen maatschappelijk betrokken te zijn	
Lister buildings	https://w	Visie: Duurzaamheid en for a positive impact on people and planet		circular, timber multifamily apartment buildings with the highest quality of affordable living, that provide a positive impact on people and planet

APPENDIX 2

Moreover, the acknowledgment of 'Livability & Social Cohesion' as a notable category for the best building award in the Netherlands (BNA, 2023a) reflects the increasing significance of these factors in urban development. Examining the winners of the BNA category 'Livability & Social Cohesion' across different years reveals diverse strategies employed by developers to showcase social sustainability. Notable projects, such as Little C in Rotterdam (2022) and Lieven blok 6 ABC en blok 8 ABCD in Amsterdam (2023), exemplify a commitment to creating socially cohesive environments. Little C, with its mixed-use development featuring (mid-range) rental and homeownership options, contributes to a vibrant and diverse community, aligning with broader social sustainability goals. In contrast, Lieven blok predominantly focuses on (mostly social) rental housing, addressing specific social housing needs in the city. Table a illustrates award winners from 2023 to 2017, revealing trends in the 'Livability & Social Cohesion' category. While new construction dominates, only three instances involve regeneration projects. It can also be seen that there is a variety of mixed-use and residential construction. In addition, social renting, (middle) renting and buying alternate. Finally, it can be seen that the BNA awards at the scale of governance model and partnership show different results. As such, fully public parties may be the client, but there are also projects where only market parties play a role, or a mix of both. In essence, the BNA awards showcase a comprehensive range of projects that contribute to livability and social cohesion. Each winner presents a unique response to urban challenges and highlights the need for adaptable and context-specific strategies for promoting social sustainability. The recognition a company gets for a BNA-price, not only provides companies with a platform to showcase their ‘social’ commitment but may also signify an ongoing trend in the industry. Winning such awards could serve as a testament to a company's dedication to creating socially sustainable spaces, allowing them to showcase their achievements and differentiate themselves in the market. This prestigious recognition aligns with the broader movement towards prioritizing livability and social cohesion in contemporary urban development practices, enhancing a company's market potential by appealing to the growing demand for socially conscious and sustainable projects.

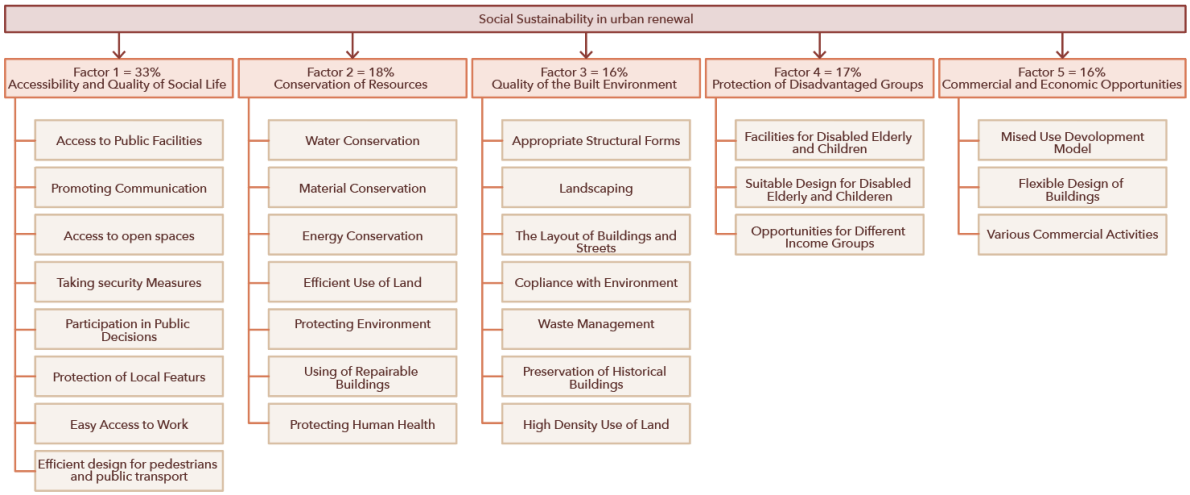
Year	Category	Name	Building Function	Additional Information	Client
2023	Category winner	Lieven blok 6 ABC en blok 8 ABCD, Amsterdam	Residential Building	New Construction, Rental Apartments	Lieven de Key
	Overall winner	Jonas, Amsterdam	Mixed-use	New Construction, housing: (mid-range) rental and homeownership	Amvest
2022	Category winner	Little C, Rotterdam	Mixed-use	New Construction area development, housing: (mid-range) rental and homeownership	ERA Contour & J.P. van Eesteren / TBI
2021	Category winner	Theater Zuidplein, Rotterdam	Mixed-use	New Construction, culturural building PPPs development	Hart van Zuid (Ballast Nedam/Heijmans
2020	Category winner	Fenix 1, Rotterdam	Mixed-use	Regeneration Project, also housing	Heijmans Vastgoed
	Overall winner	Forum Groningen	Mixed-use	New Construction,	Heijmans Vastgoed
	Audience Award Winner	DOMUSDELA, Eindhoven	Mixed-use	Repurposing project	Coöperatie DELA
2019	Overall winner	Noord/Zuidlijn, Amsterdam	Public Transport	New Construction, public transport	Gemeente Amsterdam, Metro en Tram

	Audience Award Winner	LocHal Tilburg	Mixed-use	Regeneration Project	Gemeente Tilburg
2018	Audience Award Winner	SPACE-S, Eindhoven	Residential Building	New Construction, social housing	Stichting Woonbedrijf SWS.Hhvl
2017	Category winner	De Smaragd, Amsterdam	Residential Building	New Construction, inclusive purchase and rental housing	de Alliantie

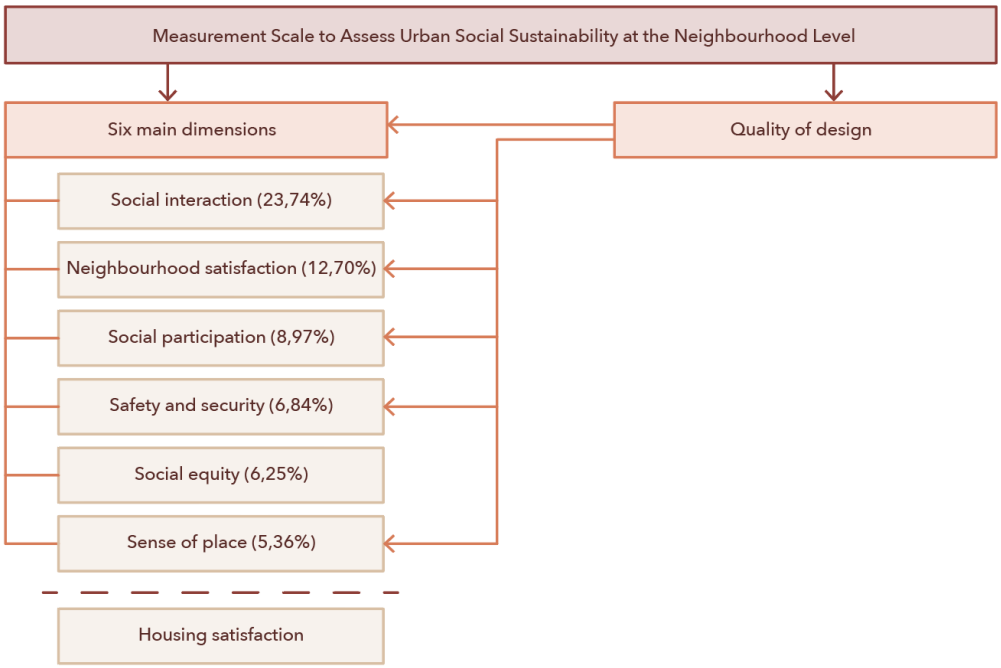
Table a: BNA price from the categorie 'Livability & Social Cohesion' (own work based on information from BNAb, n.d.)

APPENDIX 3

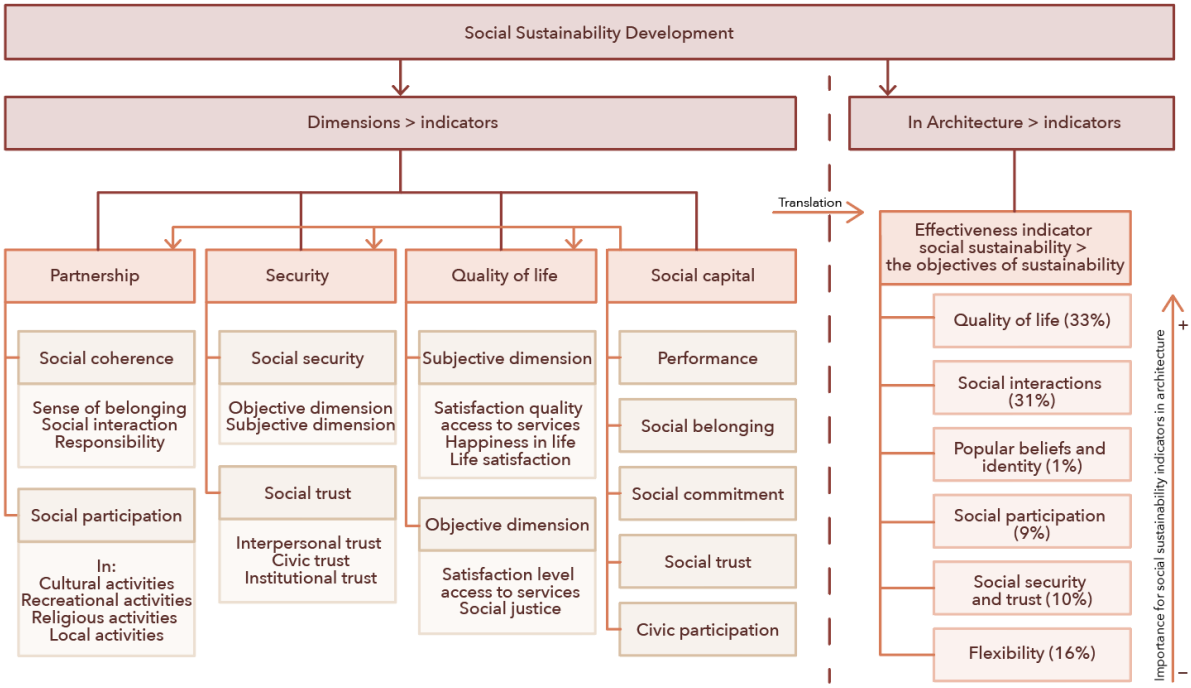
Yıldız et al., 2020: Social Sustainability Model for Urban Renewal Projects



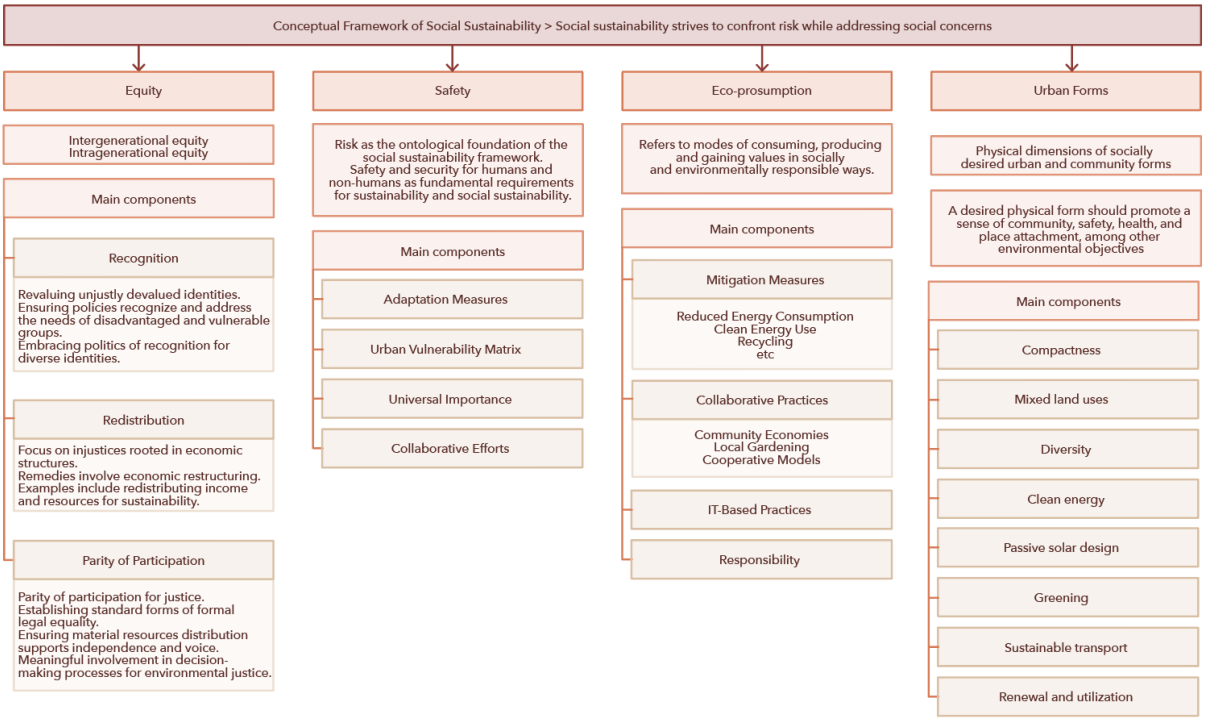
Larimian & Sadeghi, 2021: Measuring Urban Social Sustainability



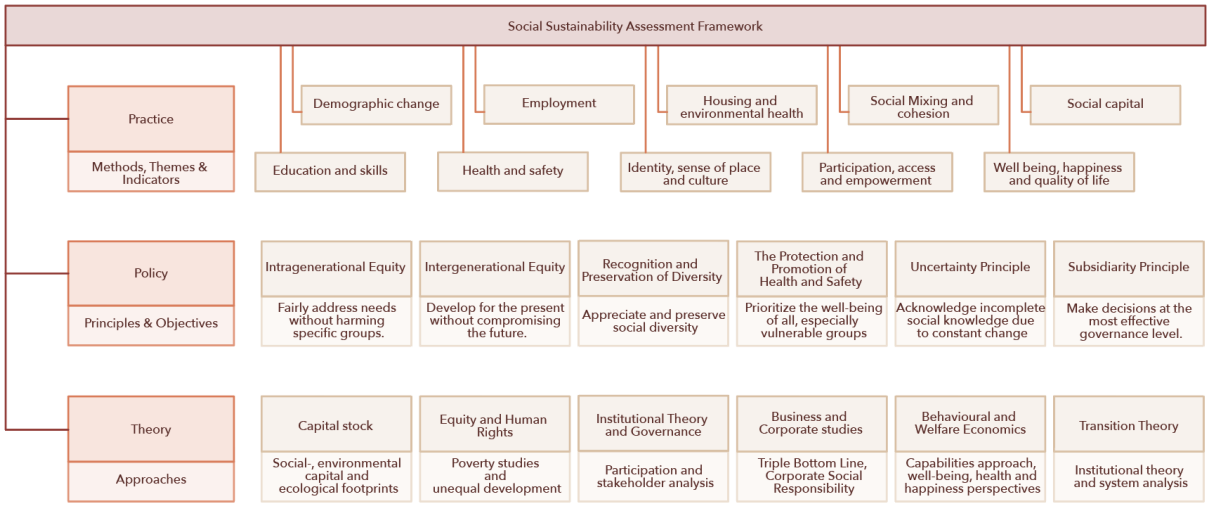
Kefayati & Moztarzadeh, 2015: Developing Social Sustainability Indicators in Architecture



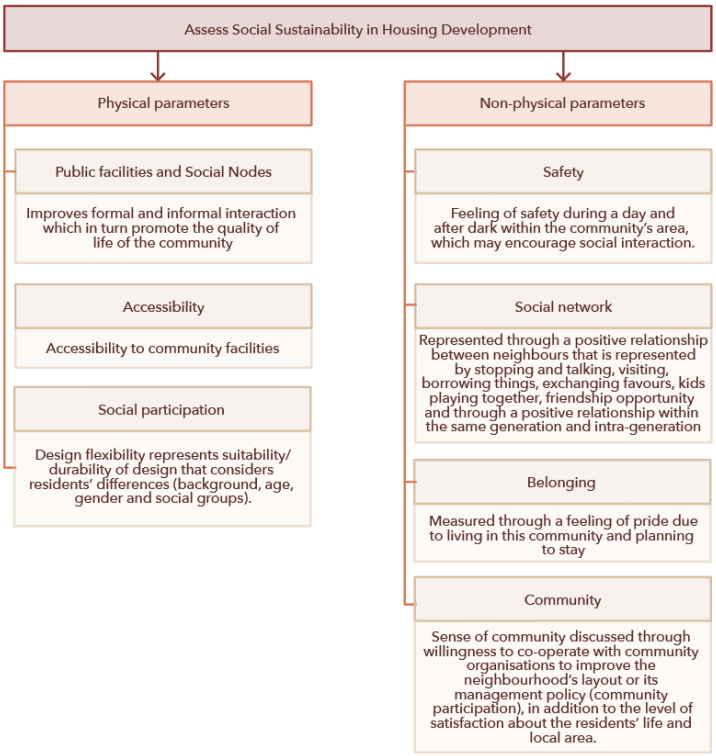
Eizenberg & Jabareen, 2017: Conceptual Framework of Social Sustainability



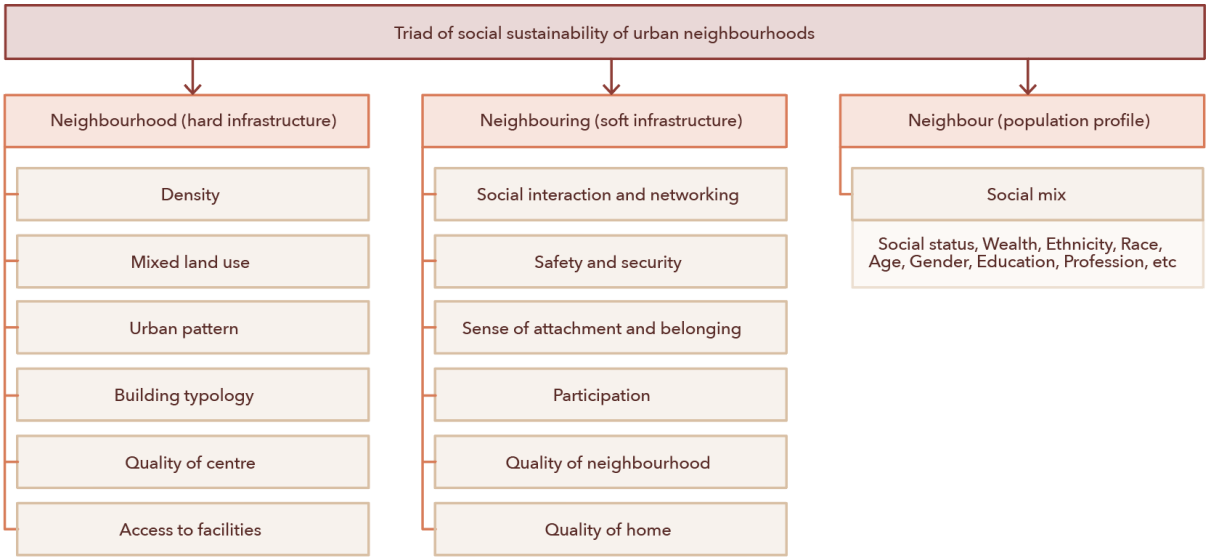
Colantonio et al., 2009: Social Sustainability assessment Framework



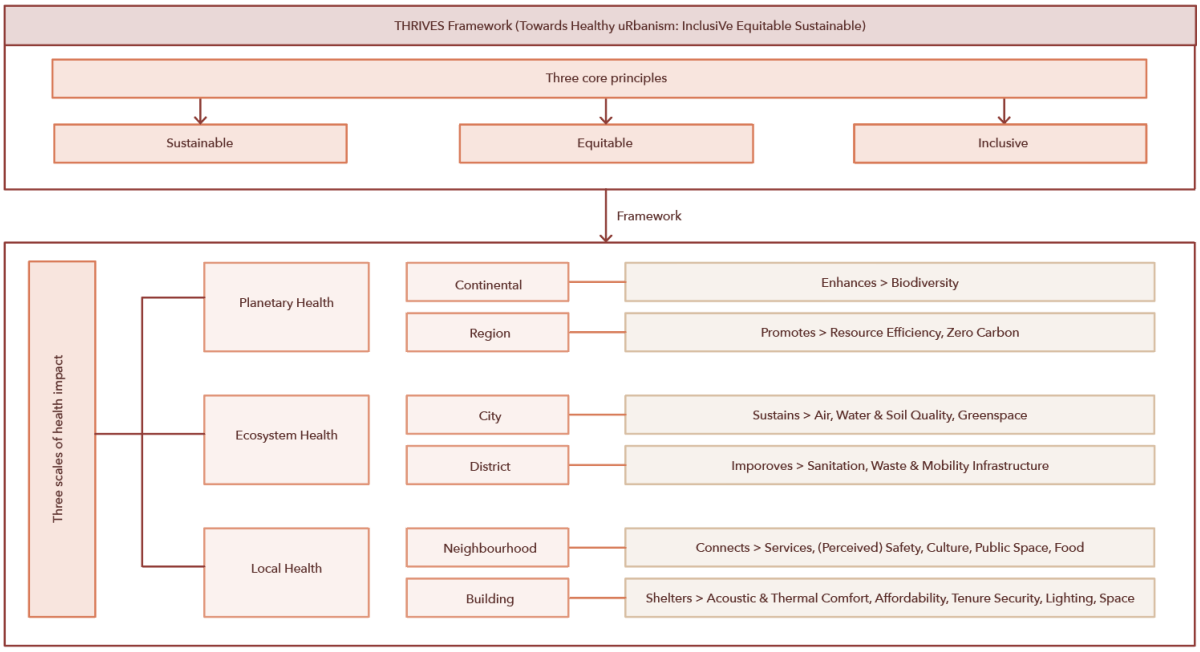
Abed, 2017: Boosting social sustainability



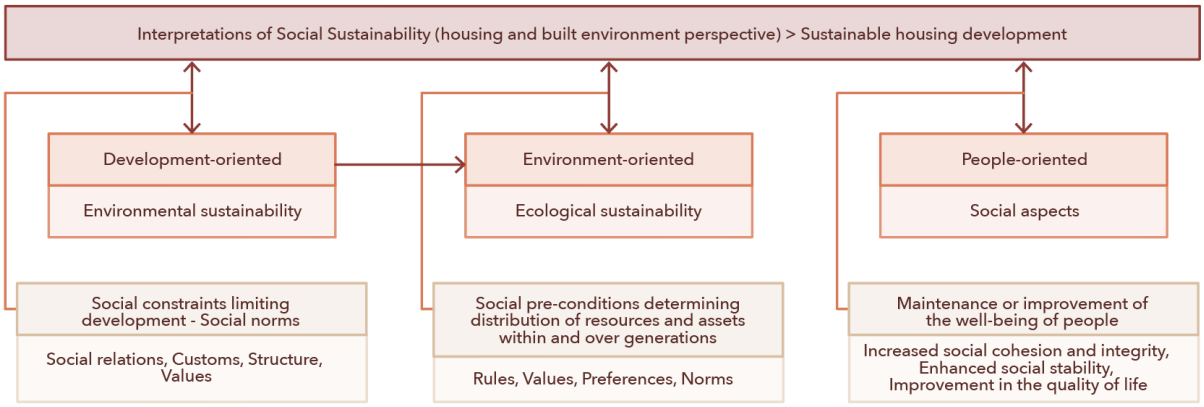
Shirazi & Keivani, 2019: Triad of social sustainability in urban neighborhood



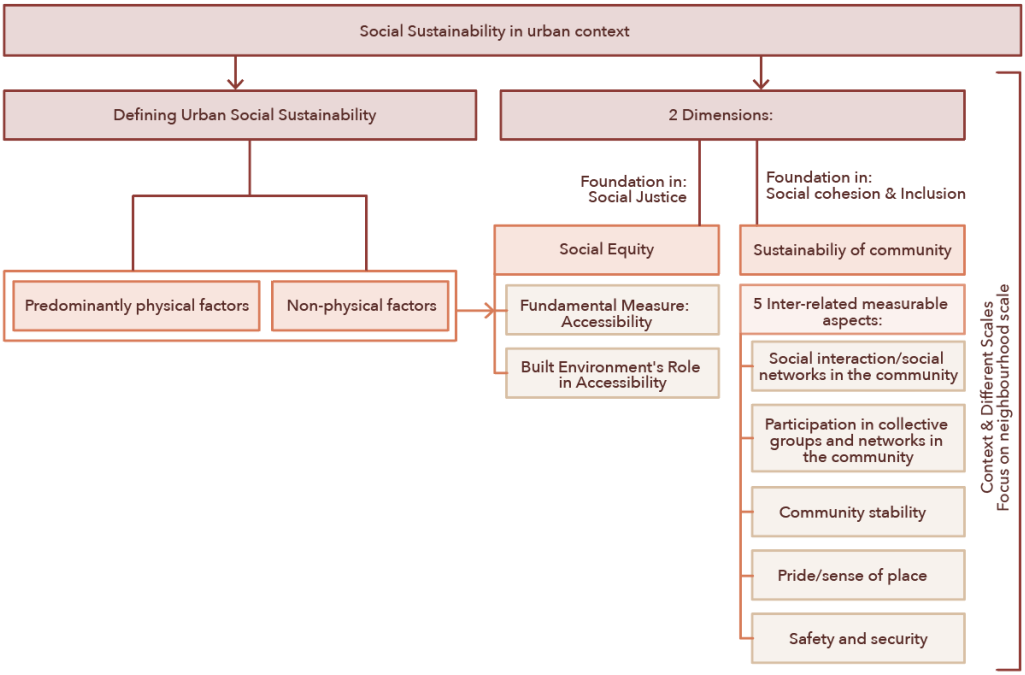
Pineo, 2022: THRIVES Framework



Chiu, 2004: Interpretations of social sustainability



Dempsey et al., 2011: Review of Concept Social sustainability



APPENDIX 4

Reference	Indicators	Summary
Chiu, 2004	Environmental sustainability (Social norms) Ecological sustainability (resources) Social aspects (well-being)	Demographic and Economic Aspects Education and Skills Health Safety Identity and Culture Sense of Place Participation Empowerment Social Capital Social Mixing Well-being Quality of Life Environmental Sustainability Interconnected Sustainability Equity Eco-prosumption Urban Forms and Planning Social Interactions and Satisfaction Access Quality of Life Concluding: inclusivity social mixing Demographic and Economic Well-being Community Engagement & Empowerment Social Capital Social Interactions & Satisfaction Safety Housing Quality Health & Well-being Accessibility Conservation of Resources Cultural Identity
Colantionio et al., 2009	Demographic change Education and skills Employment Health and safety Housing and environmental health Identity, sense of place and culture Social Mixing and cohesion Participation, access and empowerment Social capital Well being, happiness and quality of life	
Dempsey et al., 2011	Social Equity: Accessibility, Built Environment's Role in Accessibility. Sustainabiliy of community: Social interaction/social networks in the community. Participation in collective groups and networks in the community. Community stability. Pride/sense of place. Safety and security	
Kefayati & Moztarzadeh, 2015	Partnership: Social coherence & Social participation Security: Social security & Social trust Quality of life: Subjective & Objective dimension Social capital: Performance, Social belonging, Social commitment, Social trust & Civic participation	
Abed, 2017	Public facilities and Social Nodes Accessibility Social participation Safety Social network Belonging Community	
Eizenberg & Jabareen, 2017	Equity Safety Eco-prosumption Urban Forms: Compactness, Mixed land uses, Diversity, etc	
Shirazi & Keivani, 2019	Neighbourhood (hard infrastructure): Density, Mixed land use, Urban pattern, Building typology, Quality of centre, Access to facilities Neighbouring (soft infrastructure): Social interaction and networking, Safety and security, Sense of attachment and belonging, Participation, Quality of neighbourhood & Quality of home Neighbour (population profile): Social mix	
Larimian & Sadeghi, 2019	Social interaction Neighbourhood satisfaction Social participation Safety and security	

	Social equity Sense of place Quality of design	Sense of Place Urban Planning (quality)
Yıldız et al., 2020	Accessibility Quality of Social Life Conservation of Resources Quality of the Built Environment Protection of Disadvantaged Groups Commercial and Economic Opportunities	
Pineo, 2022	Sustainable Equitable Inclusive Local Health (Neighbourhood scale): Connects > Services, (Perceived) Safety, Culture, Public Space, Food Local Health (Building scale): Shelters > Acoustic & Thermal Comfort, Affordability, Tenure Security, Lighting, Space	

APPENDIX 5

Real estate development process

Understanding the development process is crucial, and for this purpose, 'Shaping Places' (Adams & Tiesdell, 2013) asserts that real estate markets play a crucial role in shaping places. Success is determined not only by visual appeal, but also by people's willingness to pay for it. Reflecting society's financial vision, these markets direct resources to valuable places while diverting resources from less attractive locations. It emphasizes that real estate markets are not an uncontrollable force but are shaped by human intention. Steering these markets for economic efficiency, social justice and environmental friendliness is essential to create places of social benefit over private interest.

Each market (user, development, and investment) has specific characteristics and goals, yet they are interrelated in property acquisition and management. Users look for space that meets their needs. Developers seek profit through development opportunities. Investors focus on property returns over time, “an ideal investment combines three essential qualities: security, liquidity and profitability” (p. 49). Successful development involves effective collaboration among stakeholders with diverse interests and commitment to the specific project.

Figure x illustrates the process of real estate development, in this figure various activities are grouped into three sets of events. The development triangle shows the process, where each aspect must be finalized before moving on. It emphasizes the importance of a clear concept and strong commitment to development. The process is also cyclical in nature, with developments emerging, aging, and eventually returning to the existing property. Factors such as economic, political, social, technological, cultural, and environmental changes stimulate development activity, but the outcome remains inherently unpredictable due to internal and external uncertainties. Such external factors generate development opportunities when there is a demand that cannot be fully met by existing real estate. It also emphasizes the importance of not assessing development potential superficially and avoiding an over-focus on immediate real estate demand.

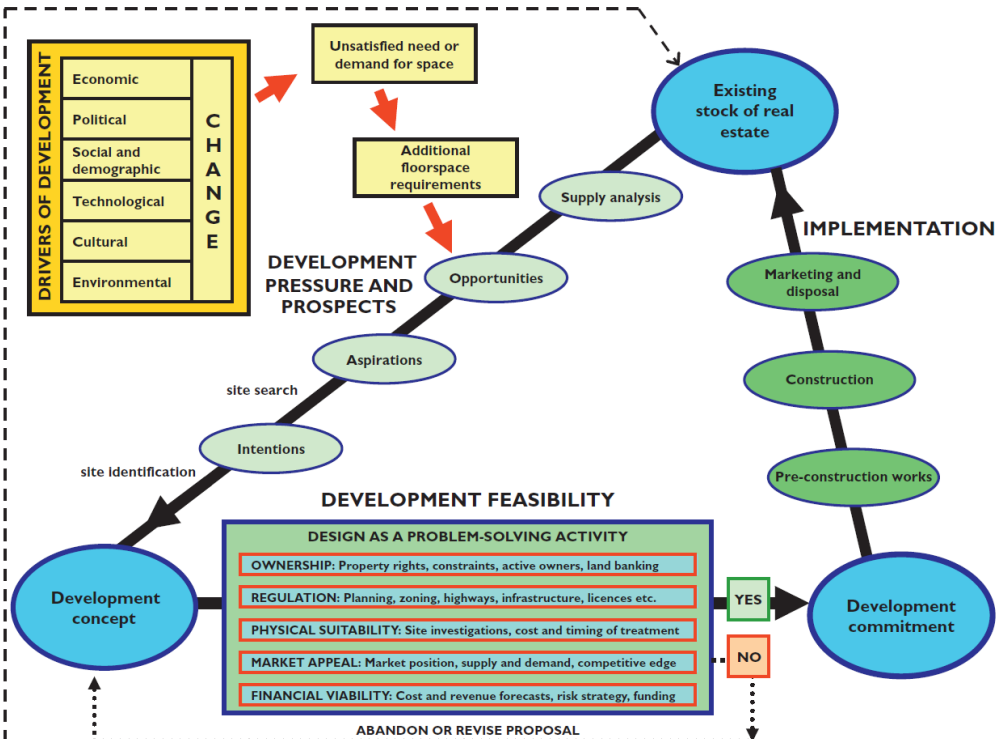


Figure x: An event-based model of the real estate development process (Adams & Tiesdell, 2013, p.77)

Development feasibility is a crucial phase that involves testing and refining through five specific feasibility tests: ownership, regulations, physical suitability, market appeal and financial viability. All tests must be successfully passed simultaneously for the development to proceed; otherwise, the project is deemed unfeasible. Developers play an active role in this process, as Adams and Tiesdell emphasize, stating that "successful developers seek to make development happen by tackling constraints and pushing away whatever impedes feasibility" (2013,

p.79). Professional expertise, encompassing design, financial, legal, management, and technical aspects, is often enlisted by developers to ensure the success of this phase.

As mentioned earlier, the six drivers of development collectively instigate change, development pressure, and enhance development prospects. The second side of the triangle, known as development feasibility, is crucial in determining whether the project is feasible. For instance, while social aspects may be theoretically desirable, practical research may reveal their infeasibility. Adams and Tiesdell suggest that government funding commitment could influence the feasibility of a project, especially concerning social needs.

Actors in Dutch Real Estate Development

Figure x illustrates various development roles and their interconnections, emphasizing market (Adams & Tiesdell, 2013). It is essential to distinguish between roles and actors, recognizing that a single entity, such as local government, can play multiple roles simultaneously. It is important to note that the perspectives presented are from a UK context, and practices may differ in the Netherlands.

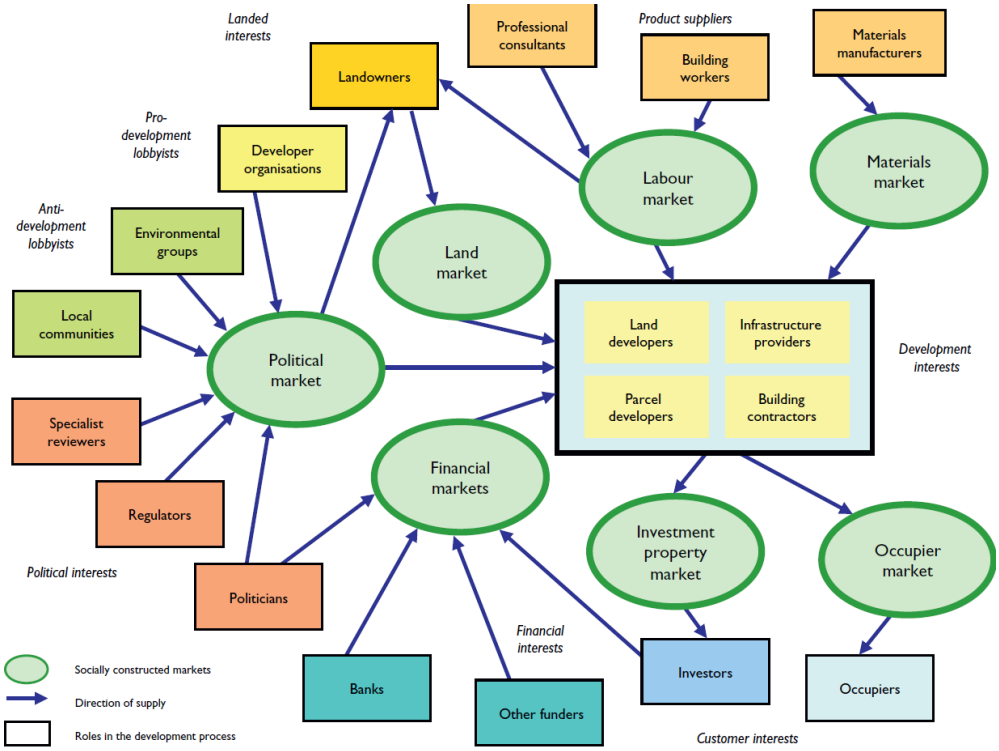


Figure x: A role-based model of the real estate development process (Adams & Tiesdell, 2013, p.94)

APPENDIX 6

Ameen et al. 2015

By doing an analysis of six different assessment methods, 44 main indicators and 305 sub-indicators were found. Below is a list of common indicators:

Environmental			Social		Economic	Cultural
Ecology	**Recourses and Energy**	**Land Used& Infrastructure**	**Environmentally compatible design**	**Urban Space**	**Economic Impact**	**Local community Cultural & Heritage**
• Demography • Microclimate • Ecology strategy and monitoring • Landscape and Distribution of green spaces • Heat Island reduction • Desertification and Shading treatment	• Energy strategies & management • Energy of building • Infrastructure energy • Natural & renewable resources, Solar, Wind & others • Electrical power • Saving energy • Monitoring energy & performance	• Mixed Use • Functions relationship • Remediation Land • Land use scheme • Built environment • Rehabilitation of urban areas • Infrastructures network	• Comprehensive design & urban network • Smart and preferred location • Different facilities distances • Universal design consideration • Buildings environmentally compatible	• City public Spaces • Open & enclosure spaces • Utilities and facilities • Activities & distances • Community involvement opportunities • Amenities provision • Encourage health activities	• Economic impacts • Economic viability	• Local community & Social inclusion • Historical & Identity of cultural & heritage • Cultural and natural assets use • Conservation • Social infrastructure formation • Cultural practices
Water Quality	**Air Quality and emissions**	**Materials management**	**Transportation / Mobility**	**Safety**	**Services**	**Business, Investment and Employment**
• Water quality consideration • Building Water Efficiency • drinking water Consumption • Water pollution • recirculation & treatment • Rainwater management • Water bodies'	• Good air quality • Acoustic and vibration environments • Ventilation • Urban Heat Reduction • Carbon, CO2 emissions • Heat exhaust	• Sustainable materials • Local materials • Materials selection according to the global environment consideration & health • Reused and recycle materials • Low-emitting materials	• Transport assessment • Public transport • Private Transportation • Street Networks • Pedestrian walkways • Cars parking • Cycling facilities • Ecosystem networks • Transportation systems capacity& demand	• Securing buildings • Open spaces and street • Safety of pedestrian areas • Providing rapid and safe evacuation • Crime prevention • Secure & safe Communities	• Services delivery • Services information systems • Usability • Proximity to services • Entertainment equipment	• Personal skills • Local industries • Employability • Life cycle costing
Waste Management	**Hazards**	**Sustainable Buildings**	**Comfort outdoor areas**	**Operation, Conservation Long term**	**Governess &Community involvement**	**Flexibility and Innovation**
• Waste Management classification, treatment & recycling • Solid, Organic waste • Wastewater management • Hazardous waste management	• Hazards assessment & management • Flood risk • Wind hazard • Earthquake • Sand dunes • Avalanche and collapse • The risks of natural hazards & protection	• Sustainable buildings • Reuse of existing buildings • Construction products reduction • Natural & mechanical ventilation • Thermal comfort in buildings • Acoustic Quality and daylight	• Light and noise pollution • Reduction of vibration impacts • Smell impacts reduction • Outdoor thermal comfort Strategies	• Conservation management for long-term • Preservation of historical resources • Urban preservation	• Consultation and engagement • Community management of facilities • Outreach and community participation • Awareness of sustainability and Design review	• Intelligent Buildings • Innovation and effective performance • Flexibility of changing demand

The topic range covered by indicators and sub-indicators was included in global sustainability assessment tools:

Dimensions		Tools					
Indicator	Sub-indicator	BREEAM Co.	LEED-ND	CASBEE Co.	SBTool^{PT}-UP	Pearl Co.	GSAS/QSAS
Social							
Environment compatible design	Urban context	○	○	○	○	○	○
	Comprehensive design	○	○	○	●	○	●
	Universal design consideration	●	○	○	●	●	●
	Connectivity	○	○	○	◎	○	●
	Accessibility	○	○	○	○	●	●
Transportation	Transport assessment	○	◎	○	●	●	●
	Public transportation	○	○	○	○	○	○
	Private transportation	○	○	○	○	○	○
	Cycling network	○	○	○	○	○	○
	Local parking	○	○	○	○	○	○
Urban space	Multi- functional spaces	○	○	○	○	○	●
	Public spaces	○	○	○	○	○	●
	Mixed use	○	○	○	●	○	○
Services	Amenities provision	○	○	○	○	○	○
	Delivery of services	○	●	○	○	●	●
Safety	Safe and secure	●	●	○	○	○	●
Comfort in outdoor areas	Noise pollution	○	○	○	○	◎	○
	Lighting pollution	○	○	○	○	◎	○
	Reduction smell impacts	●	●	○	●	●	●
	Vibrations	●	●	○	○	●	◎
Community involvement		○	○	●	●	○	●
Long term operation		●	○	○	●	●	○
Flexibility and innovation		●	○	○	○	○	○

APPENDIX 8

Comparison case study criteria and potential case studies

	Kloosterburen, Den Haag	De Smaaktuin, Utrecht	Little C, Rotterdam	Le Medi, Rotterdam	The Hudsons, Rotterdam	Carnisse Eiland, Rotterdam	Mi Oso, Amsterdan	Zuidbuurt, Vlaardingen	Vlaardingsgeluk, Vlaardingen	De Nieuwe Wetenschappers-buurt, Schiedam
Incorporation of Social Sustainability by Developer	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
End-User Perspective Integration	M	Y	Y	Y	Y	M	M	Y	M	Y
Described by Developer as: Socially Vibrant Place	Y	Y	Y	Y	Y	Y	Y	M	M	Y
Described by Developer as: Inclusive Neighborhood	Y	M	M	Y	Y	Y	Y	Y	M	Y
Described by Developer as: Sustainable Place	M	Y	Y	M	Y	M	M	Y	M	M
Urban Regeneration Focus	Y	N	Y	Y	Y	Y	Y	N	N	Y
Inclusion of Facilities	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

APPENDIX 9

Geïnformeerde toestemming expert:

Met dit interview draagt u bij aan het afstudeeronderzoek van Nina aan de Technische Universiteit Delft. De data die wordt gegenereerd met dit interview draagt bij aan het onderzoek en werkt aanvullend op de theoretische kaders. In het interview zal er gevraagd worden naar uw werk, het project dat besproken wordt, sociale doelen, en bijbehorende zaken.

De data die wordt verzameld is vertrouwelijk en zal alleen voor de doeleinden van dit onderzoek worden gebruikt. Na afloop van het onderzoek zal de ruwe data worden verwijderd, en alleen de geanonimiseerde uitkomsten bewaard blijven. Op deze manier bent u beschermd tegen eventuele negatieve gevolgen. Uw bijdrage aan het onderzoek is geheel vrijwillig, en u bent op elk moment toegestaan met het onderzoek te stoppen of vragen niet te beantwoorden.

Met het ondertekenen van dit document gaat u akkoord met het volgende:

- Ik erken mijn deelname aan het genoemde onderzoek en ben me ervan bewust dat ik het recht heb om op elk moment te stoppen met het onderzoek of om vragen niet te beantwoorden.
- Ik ga akkoord met het opnemen van dit interview, onder voorwaarde dat de opname wordt gewist na afloop van het onderzoek.
- Ik stem ermee in dat de gegevens van dit interview alleen worden gebruikt voor het specifieke doel van dit onderzoek.
- Ik begrijp dat informatie die mijn identiteit kan onthullen niet zal worden gedeeld.
- Ik geef toestemming voor het gebruik van mijn uitspraken in het interview, onder de voorwaarde dat deze anoniem worden gebruikt in het onderzoek.
- Ik begrijp dat de geanonimiseerde resultaten van het onderzoek worden bewaard in de databank van de TU Delft en kunnen worden gebruikt voor toekomstig onderzoek.

_____	_____	_____
Naam geïnterviewde	Handtekening	Datum

Ik, als onderzoeker, beloof mijn best te hebben gedaan om de geïnterviewde bewust te maken van diens rechten bij ondertekening van dit document.

_____	_____	_____
Naam interviewer	Handtekening	Datum

Geïnformeerde toestemming bewoner:

Met dit interview draagt u bij aan het afstudeeronderzoek van Nina aan de Technische Universiteit Delft. De data die wordt gegenereerd met dit interview draagt bij aan het onderzoek en werkt aanvullend op de theoretische kaders. In het interview zal er gevraagd worden naar uw werk, het project dat besproken wordt, sociale doelen, en bijbehorende zaken.

De data die wordt verzameld is vertrouwelijk en zal alleen voor de doeleinden van dit onderzoek worden gebruikt. Na afloop van het onderzoek zal de ruwe data worden verwijderd, en alleen de geanonimiseerde uitkomsten bewaard blijven. Op deze manier bent u beschermd tegen eventuele negatieve gevolgen. Uw bijdrage aan het onderzoek is geheel vrijwillig, en u bent op elk moment toegestaan met het onderzoek te stoppen of vragen niet te beantwoorden.

Met het ondertekenen van dit document gaat u akkoord met het volgende:

- Ik erken mijn deelname aan het genoemde onderzoek en ben me ervan bewust dat ik het recht heb om op elk moment te stoppen met het onderzoek of om vragen niet te beantwoorden.
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_____	_____	_____
Naam geïnterviewde	Handtekening	Datum

Ik, als onderzoeker, beloof mijn best te hebben gedaan om de geïnterviewde bewust te maken van diens rechten bij ondertekening van dit document.

_____	_____	_____
Naam interviewer	Handtekening	Datum

APPENDIX 10

Bedankt dat je wilt deelnemen aan mijn afstudeeronderzoek over sociale duurzaamheid in projectontwikkeling, specifiek gericht op de wijken Bospolder in Rotterdam, met focus op de case studies Le Medi en The Hudsons. Voorafgaand aan het interview wil ik graag kort de onderzoekscontext en de doelen van het interview toelichten.

Onderzoekscontext:

Mijn onderzoek richt zich op het begrijpen van hoe sociale duurzaamheid toegepast wordt in stedelijke herontwikkelingsprojecten. De hoofdvraag van mijn onderzoek luidt als volgt: "Hoe interpreteren en implementeren private projectontwikkelaars sociale duurzaamheid in stedelijke herontwikkelingsprojecten, en hoe beïnvloeden deze interpretaties gemeenschappen vanuit zowel het perspectief van ontwikkelaars als eindgebruikers?"

Het interview zal zich richten op jouw ervaringen en inzichten met betrekking tot jouw betrokkenheid bij het Le Medi- en The Hudsons-project, en specifiek jouw perceptie van sociale duurzaamheid binnen deze projecten. Het doel van het interview is om meer te weten te komen over de verschillende aspecten van het project en hoe het heeft bijgedragen aan de sociale cohesie, leefbaarheid en inclusiviteit in de wijk.

Introductie:

- Wie ben je?
    - Wie was je werkgever ten tijden van het project en wat is was je positie binnen het bedrijf?
- Wat zijn de normen en waarden van je werkgever met betrekking tot projectontwikkeling?
    - was dit anders nu vs toen
- Welke visie had je werkgever tijdens de ontwikkeling van het project – was die anders

Algemeen over het project:

- Hoe ontstond de opdracht en wanneer werd je hierbij betrokken?
    - Wie initieerde de opdracht en wie waren de opdrachtgevers?
- Welke rol vervulde je tijdens de ontwikkeling van het project?
- Hoe was de relatie tussen jouw organisatie en andere betrokken partijen?
    - Hudsons: 2 stromen vastgoedontwikkeling & conceptontwikkeling
    - Le Medi: 2 woningbouwcorporaties en ERA als opdrachtgever
- Op welke manier heeft de locatie van het project invloed gehad op de uiteindelijke uitvoering?
    - Hudsons – in BoTu wijk (gemeente visie gezinnen – ander publiek aantrekken)
    - Le Medi zoeken naar juiste locatie
- Hoe actief waren ontwikkelaar/de gemeente/woningcorporaties betrokken bij de projecten? (vraag verschilt per stakeholder)
- Wat waren in jouw perceptie de doelen / kernessenties van het project?
    - Wat was de achterliggende gedachten?
    - Hoe werden deze essenties gevormd? Door wie werd besloten?
    - Hoe zijn ze door de tijd ontwikkeld/veranderd?
- Waren deze doelen gelijk aan die van andere partijen?
- Hoe zorgen jullie dat de bedachte ideeën/doelen/essenties kwaliteiten gewaarborgd blijven tijdens het proces? > ingrepen bedacht
    - Hudsons: in PvA conceptontwikkeling worden een aantal bedachte ingrepen genoemd > Buurthuis, Bospolder fund (activiteiten organiseren, werkervering op bouwplaats), buurtBBQ, co-creatie, samenwerken met andere partijen (Proefpark de Punt, BouwAkademie, Buurman)
    - Le Medi: Co-creatie,
        - Hoe en door wie zijn deze ingrepen bedacht? Hoe werd hiervoor besloten?
        - Zijn bijvoorbeeld daar speciaal mensen voor aangewezen?

- In hoeverre zijn de plannen voor deze ingrepen gedurende het project van richting veranderd? Wat waren de redenen daar achter?

Sociale duurzaamheid:

Definitie**:** het streven de leefkwaliteit van mensen te vergroten, zowel individueel als collectief, voor gemeenschappen nu en in de toekomst?

- Hoe definieert ERA het doel van sociale duurzaamheid?
- Wat waren op sociaal vlak de uitdagingen bij het ontwikkelen op deze plek en in deze wijk?
- Hoe beoordelen jullie je projecten met betrekking tot sociale duurzaamheidsdoelstellingen?
- Wat was de belangrijkste essentie voor 'sociale duurzaamheid' van de buurt?
- Hoe beoordeel/evalueer je het project nu op sociale duurzaamheidsdoelstellingen?
  - Wordt vanuit ERA daar naar gekeken (achteraf)
- Op welke manier denkt u dat sociale duurzaamheid gestimuleerd zou kunnen worden
  - Zijn deze elementen in dit project gedaan? – had dit beter gekund?
  - Kijkend per stakeholder (gemeente/ontwikkelaar/woningcorporaties) – dus bv gemeente > bv in tenderdocument speciale specificatisch gerelateerd aan sociale duurzaamheid & een betrokken partnerschap
- Zijn er bepaalde factoren die volgens jou tijdens het project of na implementatie van het project meer of minder belangrijk worden voor sociale duurzaamheid?

Sociale duurzaamheidsframework:

- Zijn er specifieke indicatoren waarvan je denkt dat ze van invloed zijn op sociale duurzaamheid op zowel project- als wijkniveau?

Evaluatie:

- In hoeverre dragen de gekozen ingrepen bij aan de essenties?
  - Hudsons: Bv in hoeverre droeg het tijdelijke buurthuis bij aan 'verbinding'
  - Medi: bv hoeverre droegen de workshops bij aan essentie groeimogelijkheden
- Hoe verwacht je dat de ingrepen worden beleeft door de doelgroep?
- Hoe verwacht je dat de ingrepen worden beleeft door de niet-doelgroep?
- Hebben er al evaluaties gericht op de sociale kwaliteit van het project plaatsgevonden?

Tot slot

- Waar ben je het meest trots op?
- Wat zou je anders doen als je het nog een keer mocht uitvoeren?
  - Misschien ook kijkend naar de tijdgeest van nu?
- Is er iets wat niet ter sprake is gekomen maar wat je toch wilt bespreken?

APPENDIX 11

Bedankt dat je wilt deelnemen aan mijn afstudeeronderzoek over sociale duurzaamheid in projectontwikkeling, specifiek gericht op de wijken Bospolder in Rotterdam, met focus op de case studies Le Medi en The Hudsons. Voorafgaand aan het interview wil ik graag kort de onderzoekscontext en de doelen van het interview toelichten.

Onderzoekscontext:

Mijn onderzoek richt zich op het begrijpen van hoe sociale duurzaamheid toegepast wordt in stedelijke herontwikkelingsprojecten. De hoofdvraag van mijn onderzoek luidt als volgt: "Hoe interpreteren en implementeren private projectontwikkelaars sociale duurzaamheid in stedelijke herontwikkelingsprojecten, en hoe beïnvloeden deze interpretaties gemeenschappen vanuit zowel het perspectief van ontwikkelaars als eindgebruikers?"

Het interview zal zich richten op jouw ervaringen en inzichten met betrekking tot het complex Le Medi- of The Hudsons-project, en specifiek jouw perceptie op de wijk en het project. Het doel van het interview is om meer te weten te komen over de verschillende aspecten van het project en hoe het heeft bijgedragen aan de sociale cohesie, leefbaarheid en inclusiviteit in de wijk.

Achtergrond info:

- Leeftijd: <20, 21-35, 36-50, 51-65, 66-80, >81
- Huishouden: Alleenstaand, samenwonend met partner, gezin, Samenwonend met kind, etc.
- Woont in: Info over waar, type woning, en sinds wanneer
    - Le Medi: Wonen in Buitenring (OR), Wonen op Hoek (LC), Wonen in Binnenring & Tussenstraat (IRIS), Wonen in Binnenring & Vierkant (IRS).
    - De Hudsons: Type: Collectieve tuin (CG), Perceeltuin (PG), Tussenstraat (IS), Kijken naar *Dakpark* (LD), Kijken naar Bospolder (LB).
    - Sinds wanneer woont u hier:

Bospolder vragen:

Leefomgeving – algemene impact

- Kunt u de leefomgeving van Bospolder in een paar woorden omschrijven?
- Hoe vind u dat dit project (le medi / The Hudsons) impact heeft gehad op de wijk?

Veiligheid en buurtontwikkeling:

- Hoe veilig voelt u zich binnen de wijk Bospolder?

Woon carrière en economische ontwikkeling wijk

- Hebben projecten als Le Medi & The Hudsons ervoor gezorgd dat er een groei in de wijk is ontstaan als het gaat om economische ontwikkelingen binnen de wijk?
- Hebben de projecten in uw ogen gezorgd voor meer woon diversiteit?

Buurtrelaties en sociale cohesie:

- Hoe ervaart u uw relatie met buren?
    - Wanneer – hier moeilijk op antwoord gegeven kan worden kan gekeken worden naar het volgende > Daarbij kunt u kiezen uit de volgende 4 opties
        - Ik vind het belangrijk om mijn buren goed te kennen
        - Leuk om buren te kennen, maar wil niet teveel tijd aan besteden.
        - Ik begroet mijn buren beleefd, maar geen behoefte aan verder contact
        - Ik geef voorkeur aan anonimiteit en heb weinig/geen contact met buren.

Gemeenschapsbetrokkenheid:

- Hoe neemt u deel aan de gemeenschap binnen de wijk Bospolder? (Heeft u inspanningen opgemerkt van bewoners van Le Medi/The Hudsons om actief betrokken te zijn bij de bredere gemeenschap in Bospolder?)

The Hudsons

Connectiviteit (verbinden)

- Voelt u zich verbonden met het naburige *Dakpark* en het Bospolder-gebied?

Woningdiversiteit (stadslift)

- Vindt u de woningopties in The Hudsons geschikter in vergelijking met andere gebieden die u heeft overwogen om te wonen?
- Draagt de diversiteit aan woningtypen binnen The Hudsons bij aan het gevoel van gemeenschap?

Gemeenschap & Diversiteit (collectiviteit & diversiteit):

- Hoe dragen gedeelde binnenplaatsen en aangewezen steegjes bij aan de interactie binnen de gemeenschap?

Buitenspeelgarantie:

- Vind u dit een gezinsvriendelijk project/wijk?
- Voelt u dat er voldoende buitenspeelmogelijkheden zijn voor gezinnen bij The Hudsons?

Zorgeloos & Comfortabel Wonen (The Hudsons):

- Hoe ervaart u het duurzaamheidscollectief (hierin zijn voor het blok klimaatmaatregelen bedacht voor het blok – zonnepanelen, groenvoorzieningen op dek/daken – samen regelen via VvE)?

Le Medi

Gemeenschap en Verbondenheid (wonen rondom een eigen binnenwereld):

- Welke aspecten van Le Medi dragen het meest bij aan het bevorderen van een gevoel van gemeenschap onder haar bewoners?
- Voelt u zich verbonden met het concept van de ommuurde stad van Le Medi?

Sociale interactie en recreatie (water, centrale ruimte):

- Vindt u de centrale waterpartij een effectief middelpunt voor contact met andere bewoners?

Flexibiliteit en aanpasbaarheid (Groeimogelijkheden):

- Heeft u gebruik gemaakt van de flexibiliteit en aanpasbaarheid die Le Medi's ontwerpfilosofie biedt om uw huis aan te passen?

Integratie met de omliggende buurt (poorten en omsluiting):

- Wat vind u van de poorten?
- Hoe ervaart u de integratie van Le Medi met de omliggende buurt?

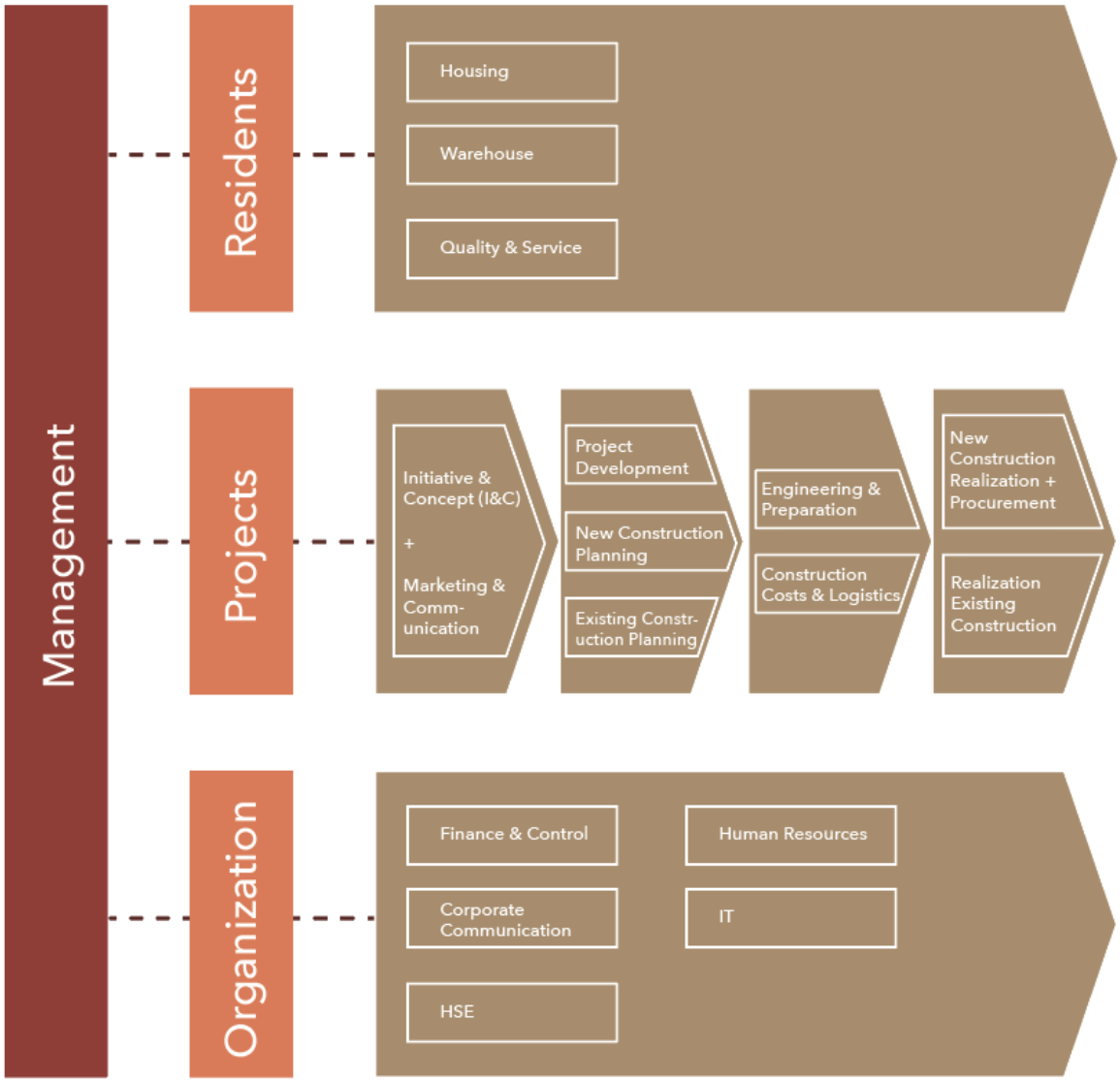
Culturele diversiteit en trots (Kleur & materialisatie):

- Hoe draagt de unieke uitstraling van Le Medi, met verschillende kleuren en materialen, bij aan het vieren van de diverse culturele achtergronden van de bewoners? (en het voelen van een unieke woning)

APPENDIX 12

Organizational chart ERA-Contour

Own work based on policies from ERA-Contour

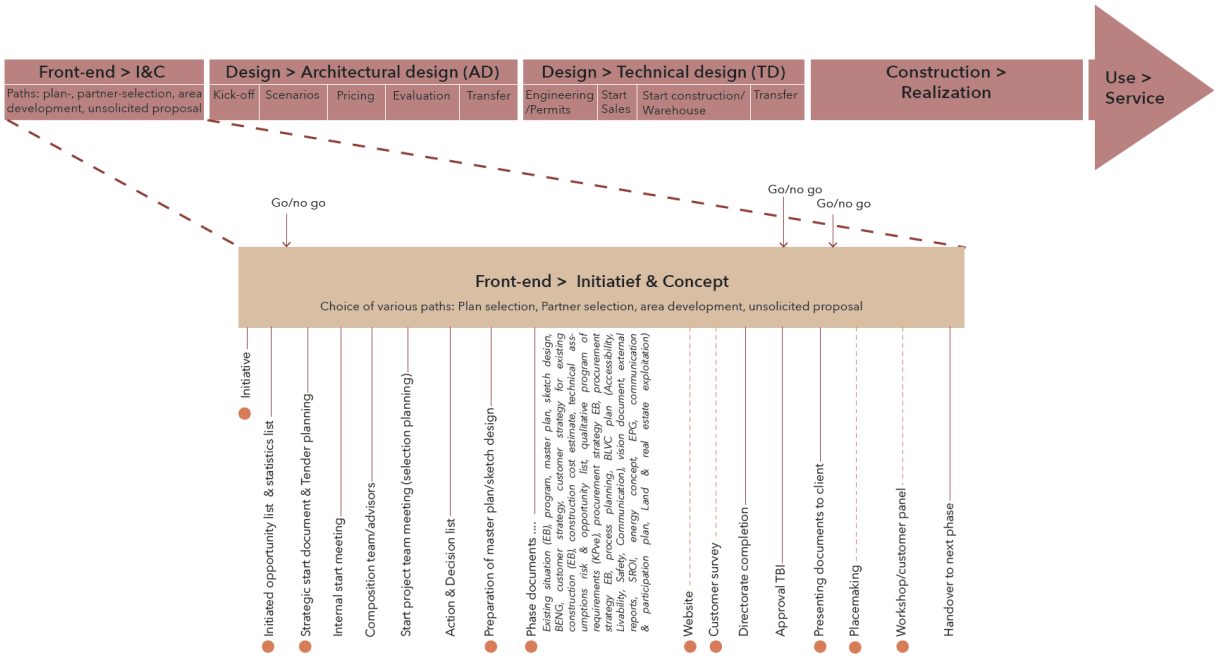


APPENDIX 13

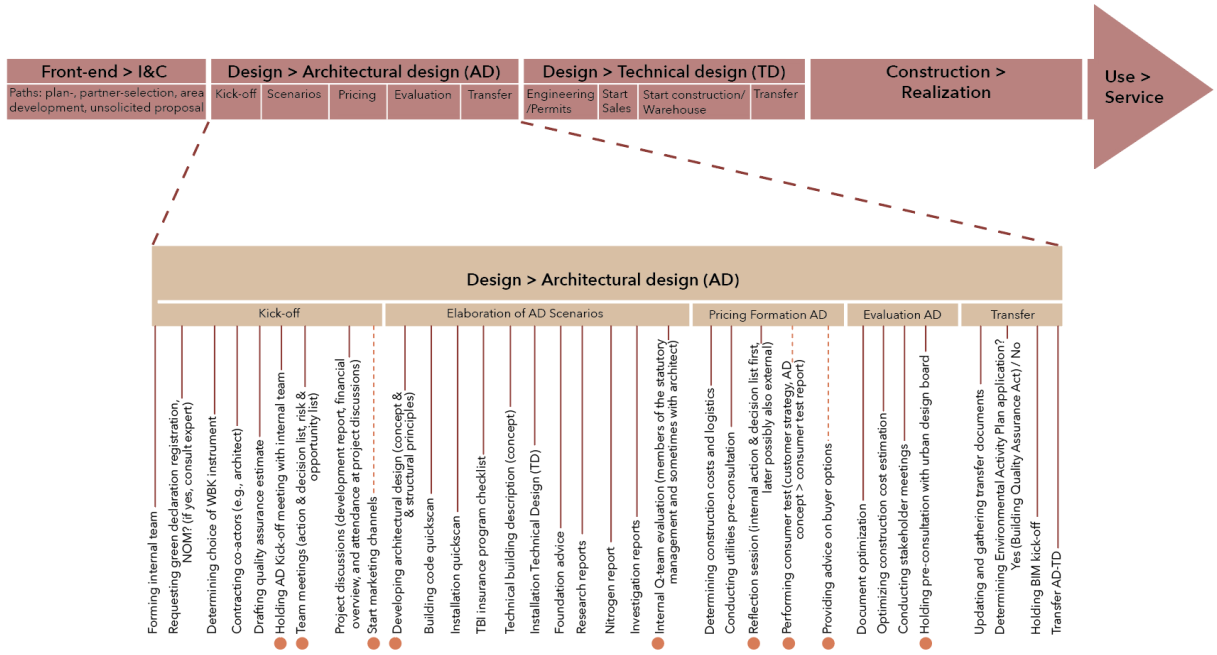
Timeline of different phases

To gain a better understanding of each step, this section delves into individual phases, elucidating the objectives and processes initiated at each stage. Emphasis is placed on processes involving customer engagement to provide deeper insights. This is highlighted by the dotted line, indicating a focus on customer-centric practices throughout the development process. In addition, a dot indicates when a component in the process has something to do with social sustainability.

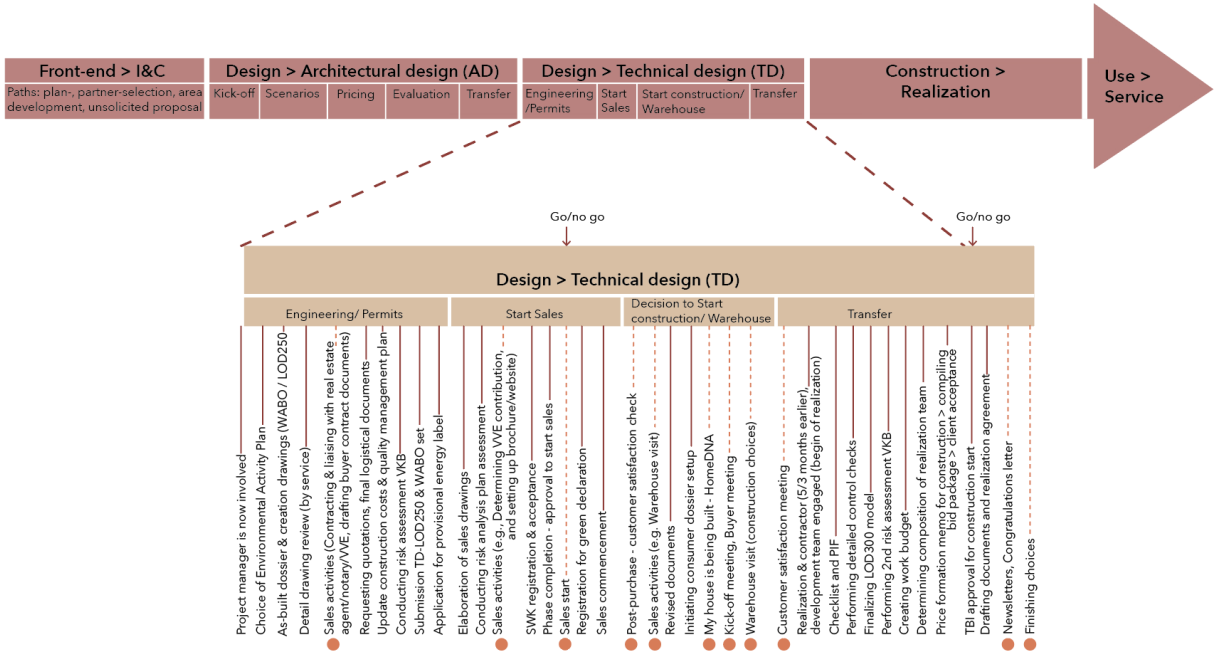
Front-end > I&C



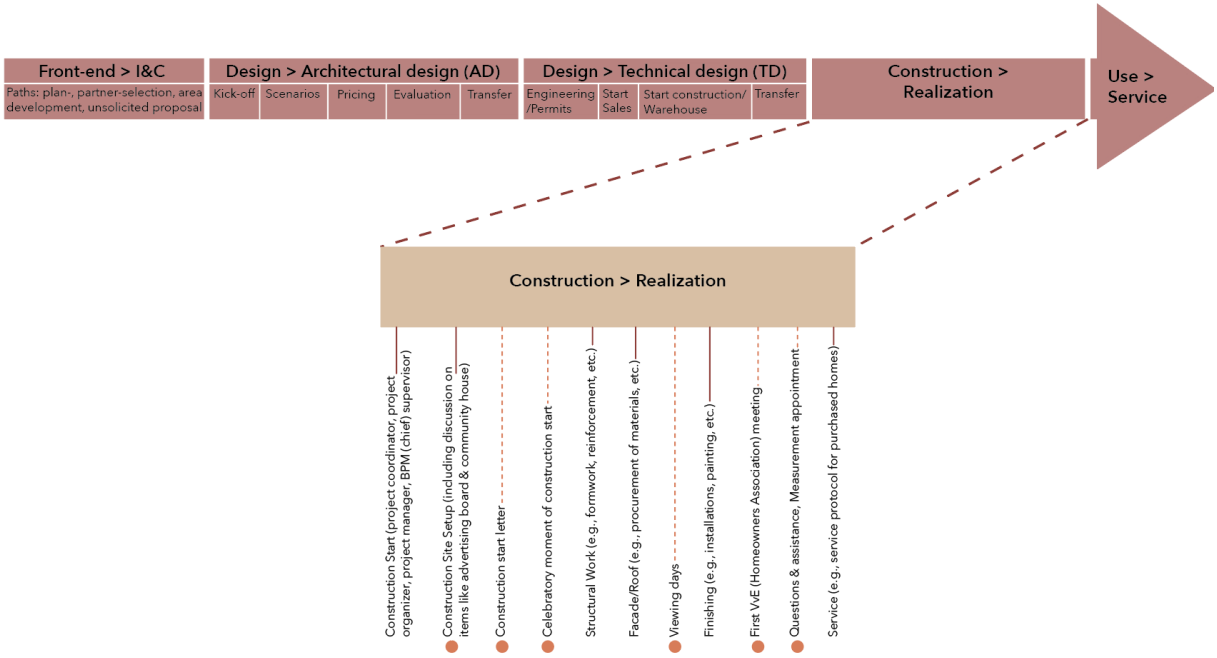
Design > Architectural design (AD)



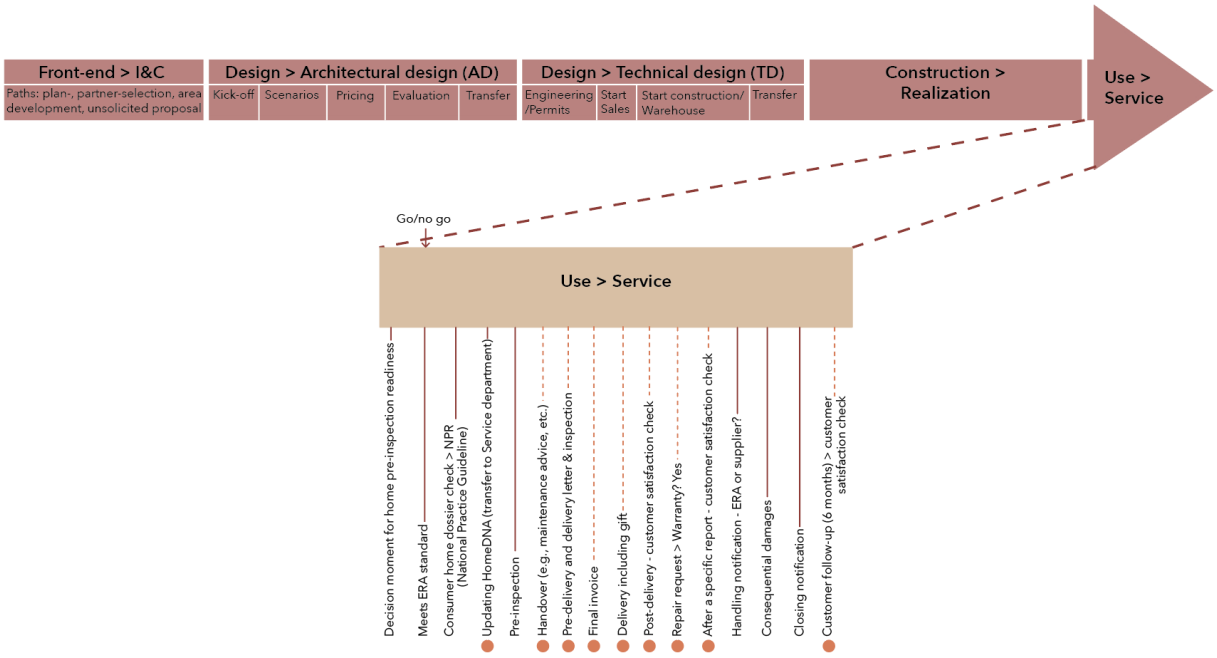
Design > Technical design (TD)



Construction > Realization



Use > Service


Front-end > I&C
Paths: plan-, partner-selection, area development, unsolicited proposal
Design > Architectural design (AD)
Kick-off
Scenarios
Pricing
Evaluation
Transfer
Design > Technical design (TD)
Engineering /Permits
Start Sales
Start construction/ Warehouse
Transfer
Construction > Realization
Use > Service
Go/no go
Use > Service
Decision moment for home pre-inspection readiness
Meets ERA standard
Consumer home dossier check > NPR (National Practice Guideline)
Updating HomeDNA (transfer to Service department)
Pre-inspection
Handover (e.g., maintenance advice, etc.)
Pre-delivery and delivery letter & inspection
Final invoice
Delivery including gift
Post-delivery - customer satisfaction check
Repair request > Warranty? Yes
After a specific report - customer satisfaction check
Handling notification - ERA or supplier?
Consequential damages
Closing notification
Customer follow-up (6 months) > customer satisfaction check

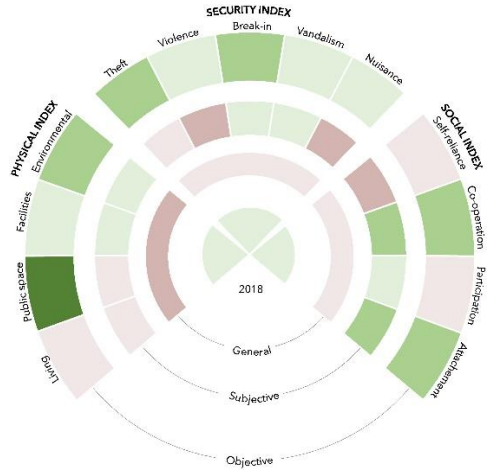
APPENDIX 14

Data Bospolder

Overview neighborhood profile over the last 10 years

2014

2016



2018

2020

2022

2024

Overview Neighbourhood

With a relatively high number of children (21%), Bospolder stands out compared to other neighborhoods in Rotterdam. Currently, the neighborhood is home to 7,316 residents, with an additional 285 newcomers since the 2021 census. Notably, the proportion of residents of Dutch origin is below the Rotterdam average (21% compared to 45%), with 67% having a non-Western migration background. The prevalence of low household income (68% compared to the national average of 40%) is a significant characteristic of this neighborhood, where social housing constitutes 63% of the housing stock. Moreover, a large portion of homes in Bospolder fall within the lower to mid-range of the WOZ-value spectrum, with only 9% exceeding €393,000, compared to Rotterdam's average of 20%. In 2019, Bospolder was ranked as the second poorest postal code area in the Netherlands (at 20.8%) (Hulst & Hoff, 2019). Regarding political affiliation (figure A), DENK emerged as the dominant party in Bospolder with 32.3% of the vote, contrasting sharply with the Rotterdam average of 9.9%. This was followed by GLPVDA, notable for their leftist stance against racism. The national trend, however, saw the PVV emerge as the largest party, advocating for a right-wing agenda with the slogan 'Putting the Netherlands First'. Additionally, voter turnout in the neighborhood was relatively low at 47.68%,

contrasting with Rotterdam's overall turnout of 64.25%, making it the municipality with the lowest voter participation rates (Gemeente Rotterdam, 2023).

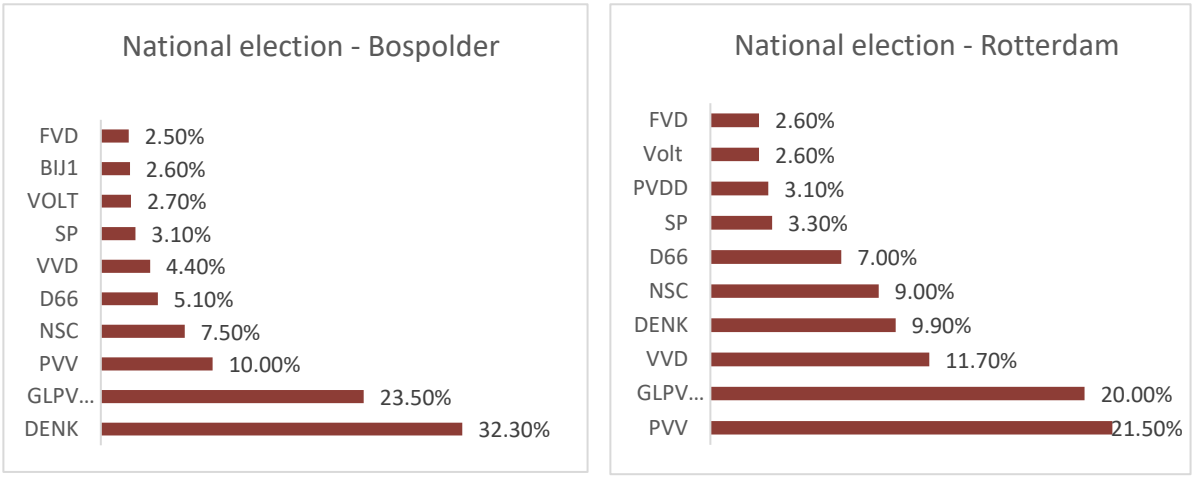
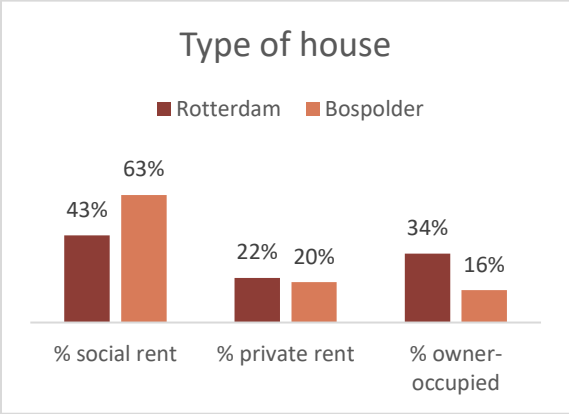


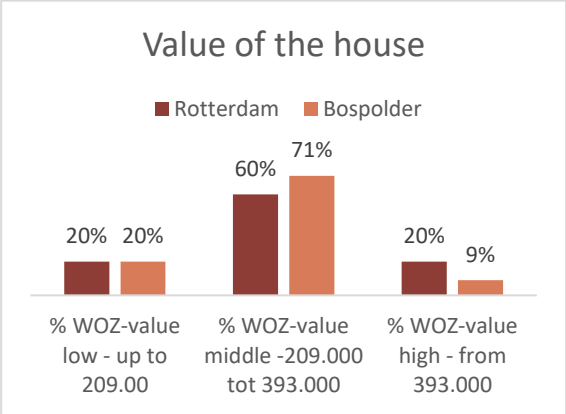
Figure A: National election 2023 - voting behavior comparison average Rotterdam and the Bospolder district (Own visualisation based on Gemeente Rotterdam, 2023)

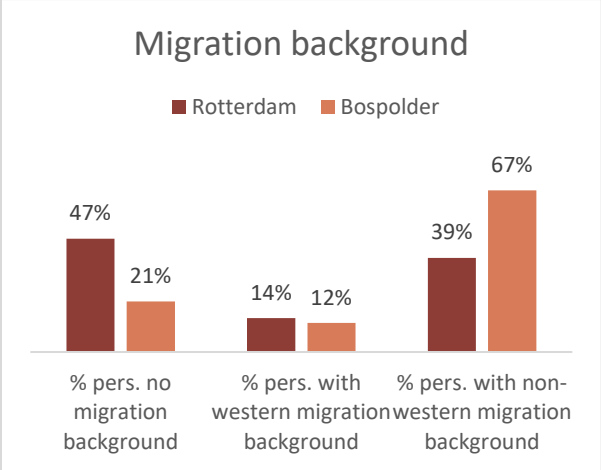
Context list

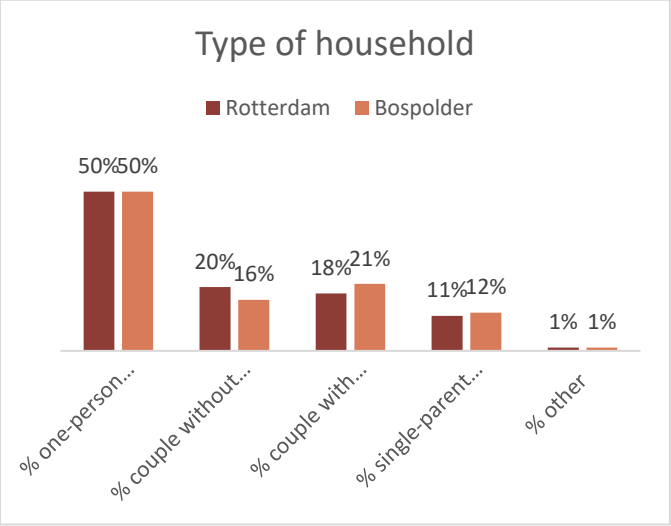
	Rotterdam	Bospolder	opmerking voor Bospolder
aantal inwoners (2021)	644373	7316	sinds 2021 285 nieuwe bewoners
aantal huishoudens (2021)	331303	3586	
aantal woningen (2021)	299404	3189	
aantal arbeidsplaatsen (2021)	376826	1601	
% pers. up to 15jaar	15	16	
% pers. of 15-65	69	72	
% pers. of 65+	16	12	
% pers. Geen migratieachtergrond	45	21	2022 was dit 21%
% pers. Met westerse migratieachtergrond 2022	14	12	
% pers. Met niet-westerse migratieachtergrond 2022	39	67	
% eenpersoons huishoudens	50	50	
% paar zonder kind	21	16	
% paar met kinderen	18	21	
% eenouder huishoudens	11	12	
% overig	1	1	
% huishoudinkomen laag (40)	51	68	2022 was dit nog 70%
% huishoudinkomen midden (40)	33	25	2022 was dit nog 24%
% huishoudinkomen hoog (20)	16	7	2022 was dit nog 6%
% studenten	7	8	
% bouwjaar tot 1945	30	55	
% bouwjaar 1935-1968	21	8	
% bouwjaar 1969-1979	9	0	
% bouwjaar 1980-1999	26	23	
% bouwjaar vanaf 2000	14	63	
% sociale huur	43	63	
% particuliere huur	22	20	
% koopwoning	34	16	
% eengezinswoning	27	8	
% meergezins met lift	24	5	
% meergezins zonder lift	50	87	
% WOZ-waarde laag - tot 209.000	20	20	
% WOZ-waarde midden -209 tot 393.000	60	71	
% WOZ-waarde hoog -vanaf 393.000	20	9	
balans inwoners-werkende	37	18	
% m2 objecten met woonfunctie	62	73	
% m2 objecten met niet-woonfunctie	38	27	

figure Context numbers:









Physical index - living, public space, facilities, environment

In figures, first column is Rotterdam average and second column is Bospolder.

Average:

fysieke index	105	89	
fysieke index - subjectief	88	54	tussen 2016-2020 was het beter (81-83)
fysieke index - objectief	122	125	afgelopen jaren alleen maar verbeterd

Living - average:

woonbeleving	91	40	
% is (zeer) tevreden over de huidige woonsituatie	65	51	
% verhuisgeneigdheid uit de buurt	24	38	

Living::

wonen - subjectief	89	47	Erg verslechterd sinds 2022 (score 68)
zegt tevreden te zijn over de woning algemeen	72	54	Erg verslechterd sinds 2022 (score 65)
zegt tevreden te zijn over woninggrootte	76	62	
zegt tevreden te zijn over woningtype	76	61	
zegt tevreden te zijn over indeling/plattegrond	72	58	
zegt tevreden te zijn over afmetingen bergruimte	61	59	
zegt tevreden te zijn over grootte buitenruimte	68	55	
zegt tevreden te zijn over uitzicht	66	40	verslechterd sinds 2022 (58)
zegt tevreden te zijn over isolatie geluid van buiten	51	42	
zegt tevreden te zijn over isolatie geluid van buren	46	36	
zegt tevreden te zijn over warmteisolatie	47	43	
zegt tevreden te zijn over ventilatie	56	47	
zegt tevreden te zijn over prijs-kwaliteit verhouding	49	42	
vindt bebouwing in de buurt aantrekkelijk	51	35	
zegt tevreden te zijn over veiligheid entree	63	57	
zegt tevreden te zijn over veiligheid berging	59	52	
wonen - objectief	123	102	elk jaar beter geworden
kwetsbare meergezinswoningen	22	47	
kleine eengezinswoningen	2	0	
gemiddelde WOZ-waarde per m2 woningoppervlakte	3.588	3.216	in 2014 was dit nog 1.315 (rdam gem. toen 1.646
woningen in funderingsrisicogebied	41	91	
leegstaande woningen	5	5	
woningen met overbezetting	9	16	
woningen met extra ruimtekwaliteit	70	61	
vraagdruk sociale huurwoningen	400	400	
gemiddelde looptijd (dagen) per verkooptransactie koopwoningen	84	90	in 2014 302 dagen (in rdam 249) vanaf 2020 is di
staat van onderhoud eigen woning goed	54	42	
staat van onderhoud naastgelegen woningen goed0	48	37	
staat van onderhoud bebouwing buurt goed	47	37	sinds 2022 wel gegroeid toen 29

Public space:

openbare ruimte - subjectief	80	41	dit is veel slechter dan gem in rdam en in 2022
ervaart vaak overlast van rommel op straat	60	84	vanaf 2014 elk jaar meer
ervaart vaak overlast van vuil naast container	60	83	
hondenpoep komt vaak voor in de buurt	38	44	
vernieling bus/tramhokjes komt vaak voor in de buurt	10	13	afgelopen jaren was het eigenlijk altijd goed 20
vernieling straatmeubilair komt vaak voor in de buurt	12	25	2022 nog 11
vindt groen (grasveldjes, bomen) voldoende aanwezig	77	56	je zag in 2016 (dus na opening dakpark dat men
vindt gebruiksgroen (picknick, sporten, spelen) voldoende aanwezig	64	56	
zegt tevreden te zijn over aantrekkelijkheid singels, sloten en vijvers	55	30	
zegt tevreden te zijn over onderhoud fietspaden	50	25	
zegt tevreden te zijn over onderhoud stoepen	48	38	
gaten/verzakking bestrating komt vaak voor in de buurt	27	37	
zegt tevreden te zijn over veiligheid fietspaden	49	24	
zegt tevreden te zijn over veiligheid stoepen	55	53	
agressief verkeers gedrag komt vaak voor in de buurt	38	58	
te hard rijden komt vaak voor in de buurt	58	73	
aanrijding komt vaak voor in de buurt	13	22	
op de stoep parkeren komt vaak voor in de buurt	42	58	
slachtoffer aanrijding waarbij de ander doorreed	2	3	
slachtoffer aanrijding waarbij de ander niet doorreed	3	7	
zegt tevreden te zijn over toegankelijkheid wijk voor auto	60	46	
zegt tevreden te zijn over kwaliteit straatverlichting	71	66	
openbare ruimte - objectief	121	134	
gemiddelde score CROW beeldmeetlatten schoon	3.93	3.91	
gemiddelde score CROW beeldmeetlatten heel	3.99	3.66	
gemiddelde score CROW beeldmeetlatten groen	3.86	4	
aantal verkeersongevallen per duizend inwoners	12	6	

Facilities:

voorzieningen - subjectief	104	90
zegt tevreden te zijn over aanbod voorzieningen tezamen	48	38
vindt winkels dagelijkse boodschappen voldoende aanwezig	86	97
vindt bank/postkantoor voldoende aanwezig	70	85
vindt medische 1e lijnszorg voldoende aanwezig	84	85
vindt binnensportvoorzieningen voldoende aanwezig	50	35
vindt sportvelden voldoende aanwezig	53	40
vindt basisscholen voldoende aanwezig	70	77
vindt middelbare scholen voldoende aanwezig	46	32
vindt openbaar vervoer voldoende aanwezig	87	87
vindt parkeermogelijkheden in de buurt voldoende	53	23
heeft eigen parkeerplaats	20	16
Voorzieningen - objectief	105	115
% verkooppunten directe risicobranches	0	0
% verkooppunten (winkels) met leegstand	7	5
woningen met bakker binnen normafstand	62	100
woningen met groenteboer binnen normafstand	62	100
woningen met slager binnen normafstand	62	100
woningen met drogist binnen normafstand	63	100
aantal verkooppunten bakker binnen normafstand	2.4	5.1
aantal verkooppunten groenteboer binnen normafstand	2.1	4.1
aantal verkooppunten slager binnen normafstand	2.3	5.1
aantal verkooppunten drogist binnen normafstand	2.4	4.7
woningen met gymzaal binnen normafstand	58	97
woningen met sporthal binnen normafstand	74	7
woningen met zwembad binnen normafstand	54	2
woningen met voetbalveld binnen normafstand	62	15
aantal gymzalen binnen normafstand	0.9	1.2
aantal sporthallen binnen normafstand	1.1	0.1
aantal zwembaden binnen normafstand	0.6	0
aantal voetbalvelden binnen normafstand	1.1	0.2
woningen met speeltuin binnen normafstand	65	100
woningen met georganiseerde speelvoorzieningen binnen normafsta	65	100
aantal speeltuinen binnen normafstand	1.2	2.7
aantal georganiseerde speelvoorzieningen binnen normafstand	7.6	18
woningen met basisscholen binnen normafstand	48	87
woningen met VMBO scholen binnen normafstand	68	100
woningen met HAVO VWO scholen binnen normafstand	67	68
aantal basisscholen binnen normafstand	0.7	1.5
aantal VMBO scholen binnen normafstand	1.6	2.2
aantal HAVO VWO scholen binnen normafstand	1.6	1.1
woningen met tandartspraktijk binnen normafstand	77	85
woningen met fysiotherapeut binnen normafstand	73	92
woningen met huisartspraktijk binnen normafstand	79	99
woningen met apotheek binnen normafstand	61	100
aantal tandartspraktijken	2.8	2
aantal fysiotherapeuten	1.8	2.3
aantal huisartspraktijken	3	3.1
aantal apotheken	0.8	1.6
woningen met bushaltes binnen normafstand	57	0
woningen met metrostations binnen normafstand	71	100
woningen met tramhaltes binnen normafstand	75	100
aantal bushaltes	1	0
aantal metrostations	1.9	2.5
aantal tramhaltes	15	22.2

Environment:

Milieu - subjectief	76	50	
ervaart veel stankoverlast verkeer	10	20	
ervaart veel stankoverlast bedrijvigheid	4	5	
ervaart veel stankoverlast riool buiten	6	10	
ervaart veel stankoverlast water	4	5	
ervaart veel geluidsoverlast verkeer	24	33	
ervaart veel geluidsoverlast bedrijvigheid	6	13	
ervaart veel geluidsoverlast bouw/sloop	14	26	dit is wel in de jaren elke keer meer geworden
ervaart veel wateroverlast in tuinen/binnenterreinen	5	6	
ervaart veel wateroverlast onder woningen	6	8	
Milieu - objectief	138	147	
gemiddelde NO2-concentratie irt grenswaarde 40 µg/m3	55	64	
woningen in geluidscontour vanaf 55 dB	55	46	

Safety index - theft, violence, break-in, vandalism, nuisance

Average:

Veiligheidsindex	105	93	van 2014 tot 2020 alleen maar omhoog en vanaf
Veiligheidsindex - subjectief	96	74	van 2014 tot 2020 omhoog gegaan en vanaf 202(
Veiligheidsindex - objectief	114	113	
Veiligheidsbeleving	96	55	
Tevreden over de buurt	72	61	
Gemiddelde score voor gepercipieerde slachtofferkans eigen buurt	2.06	2.3	
Gemiddelde score voor gepercipieerde slachtofferkans eigen buurt v	2.1	2.31	
Gemiddelde score voor vermijdingsgedrag	2.07	2.4	

Theft:

Diefstal - subjectief	100	92
Fietsendiefstal komt vaak voor als buurtprobleem	20	17
Diefstal uit auto komt vaak voor als buurtprobleem	10	13
Autodiefstal eigen buurt afgelopen jaar als percentage van totaal aan	1.5	2.6
Diefstal uit auto eigen buurt afgelopen jaar als percentage van totaal	6	7
Fietsendiefstal eigen buurt afgelopen jaar als percentage van totaal a	14	21
Percentage inwoners slachtoffer geweest van overige diefstal afgelo	4.4	3.3
Percentage inwoners slachtoffer geweest van tasjesroof zonder gewe	1.1	0.6
Diefstal - objectief	118	115
Aantal misdrijven van zedenmisdrijf per duizend inwoners	0.6	1
Aantal misdrijven van openlijke geweldpleging tegen personen per d	0.5	0.4
Aantal misdrijven van bedreiging per duizend inwoners	2.5	3.7
Aantal misdrijven van zakkenrollerij per duizend inwoners	1.1	0.1
Aantal misdrijven van diefstal af/uit/van overige voertuigen per duiz	3.6	1.2
Aantal misdrijven van overige vermogensdelicten per duizend inwon	8.1	3.7

Violance:

Geweld - subjectief	83	70	erg afgenomen sinds 2022 (toen 89)
Bedreiging komt vaak voor als buurtprobleem	11	18	
Geweldsdelicten komt vaak voor als buurtprobleem	13	28	in 2022 was dit nog 17 (ook al slechter dan het g
Tasjesroof met geweld komt vaak voor als buurtprobleem	6	11	
Percentage inwoners slachtoffer geweest van tasjesroof met geweld	0.5	1.2	
Percentage inwoners slachtoffer geweest van bedreiging met geweld	4.5	1.2	erg goed ook in vergelijking met gem Rdam
Percentage inwoners slachtoffer geweest van mishandeling afgelope	1.5	1.1	
Geweld - objectief	118	115	
Aantal misdrijven van zedenmisdrijf per duizend inwoners	0.6	1	
Aantal misdrijven van openlijke geweldpleging tegen personen per d	0.5	0.4	
Aantal misdrijven van bedreiging per duizend inwoners	2.5	3.7	erg afgenomen sinds 2022 (5.8 toen)
Aantal misdrijven van mishandeling per duizend inwoners	4.1	7.5	gemiddeld altijd hoger dan gem rdam en sinds
Aantal misdrijven van straatroof per duizend inwoners	0.4	0.5	
Aantal misdrijven van overval per duizend inwoners	0.1	0	

Break-in:

Inbraak - subjectief	133	119	
Inbraak in woningen komt vaak voor als buurtprobleem	9	12	in 2014 was dit 25 (gem rdam toen 20) dus veel
Percentage inwoners slachtoffer geweest van Poging tot inbraak afge	3.6	6.5	in 2014 was dit ook 6.5 (rdam gem toen 4.4) tus
Percentage inwoners slachtoffer geweest van Inbraak afgelopen jaar	2	1	
Inbraak - objectief	149	128	
Aantal misdrijven van inbraak woning per duizend adressen	4.1	5.3	in 2016 was het 22.4 dus echt stuk beter geworc
Aantal misdrijven van inbraak box/garage/schuur/tuinhuis per duizer	1.7	4.4	veel beter dan 2014 (toen 8) maar in 2022 was h

Vandalism:

Vandalisme - subjectief	94	72	verslechterd sinds 2022 (toen 88)
Bekladding muren en/of gebouwen komt vaak voor als buurtprobleer	16	33	verslechterd sinds 2014 (toen was het 22 - gem
Vernieling van telefooncellen, bus of tramhokjes komt vaak voor als b	10	13	
Vernieling aan/diefstal vanaf auto komt vaak voor als buurtprobleem	15	18	
Vernielde/kapotte banken, vuilnisbakken etc. komt vaak voor als buu	12	27	tussen 2014-2022 was het 15-13 en nu 27 (ver bc
Percentage inwoners slachtoffer geweest van overige vernieling afge	8	8	
Vernieling aan/diefstal vanaf auto uit eigen buurt afgelopen jaar als p	20	21	
Vandalisme - objectief	101	80	verbeterd - in 2014 74, in 2022 64
Aantal misdrijven van vernieling cq zaakbeschadiging per duizend inv	5.5	7.1	
Kleine buitenbranden per honderd hectare	6.3	10.2	erg verbeterd in 2014 was dit 83 in 2022 26.5
Gemiddelde score CROW beeldmeetlatten 'bekladding'	4	3.2	

Nuisance:

Overlast - subjectief	71	35	dit is verslechterd - in 2014 was het 55 (gem rda
Overlast van groepen jongeren in de eigen buurt wordt veel als overl	15	25	
Ruziemakende en/of schreeuwende jongeren op straat in de eigen bu	15	29	
Overlast van jongeren die buurtbewoners pesten of intimideren in de	5	8.6	
Drugsoverlast in de eigen buurt wordt veel als overlastgevend ervare	14	20	
Heen- en weergeloop van drugsverslaafden in uw straat wordt veel al	13	15	
Handel in drugs op straat in de eigen buurt wordt veel als overlastgev	11	15	
Vrouwen en mannen die op straat lastig worden gevallen in de eigen	10	17	
Overlast door omwonenden wordt veel als overlastgevend ervaren	12	18	
Overlast - objectief	99	111	verbeterd sinds 2022 (86), 2014 was het 108
Aantal meldingen van veiligheid en openbare orde - drugszaak per du	0.6	0.1	
Aantal meldingen van leefmilieu - conflict per duizend inwoners	19	21	
Aantal meldingen van leefmilieu - overlast per duizend inwoners	43	38	lager dan gemiddeld in rdam

Social index - self-reliance, co-operation, participation, attachment:

Average:

Sociale Index	100	84	in 2014 was dit 83 (terwijl gem. Rdam 100 was),
Sociale Index - subjectief	91	77	
Sociale Index - objectief	108	92	in 2014 was dit 88 (terwijl gem. Rdam 100 was),
Oordeel kwaliteit van leven	88	74	in 2022 was het nog slechter 47 (gem rdam 93),
zegt tevreden te zijn met de kwaliteit van hun leven	77	74	verbeterd sinds 2022 70 (gem rdam 78), 2014 wa

Self-reliance:

Zelfredzaamheid - subjectief	93	69	slechter dan gemiddeld maar wel verbterd het
zegt niet te kunnen doen wat men wil	14	15	verbterd sinds 2016 (toen 18) in 2014 was het 2
zegt de toekomst niet in de hand hebben	16	11	erg verbeterd afgelopen jaren 2014 21 (gem rda
zegt belangrijke dingen niet te kunnen veranderen	16	21	blijft sinds 2014 rond dit getal, gem in rdam is d
zegt weinig controle over dingen te hebben	17	18	
zegt zich vaak hulpeloos te voelen	10	10	verbeterd in 2022 was het 20 (gem rdam toen 9
zegt problemen soms niet op te kunnen lossen	15	14	
neemt vaak initiatief om actief bezig te zijn	29	25	2022 was dit nog 36 (gem rdam 29) dus verslech
neemt vaak initiatief tot contact met mensen	43	44	in 2014/16 was dit 50 (beter dan gem in rdam 4
zegt een slechte gezondheid te ervaren	20	28	in 2014 was het 29, in 2022 24 - dus wel weer ve
zegt gezondheidsbelemmeringen te ervaren	24	30	over algemeen elk jaar slechter dan gem rdam
zegt sterke gezondheidsbelemmeringen te ervaren	8	10	
zegt het moeilijk te vinden om hulp te vragen aan buren, vrienden of	25	25	
zegt met het huishoudinkomen moeilijk rond te kunnen komen	17	24	dit is erg verbeterd in 2014 41 (gem rdam toen 2
zegt moeite te hebben met het spreken van Nederlands	18	29	2014 was het 27 (gem rdam 12), 2022 23 (gem rd
zegt moeite te hebben met het lezen van Nederlands	19	27	
zegt moeite te hebben met het schrijven van Nederlands	21	33	
zegt behoefte aan taalhulp te hebben	10	11	
zegt met voldoende anderen te kunnen praten	56	54	in 2014 was dit 61 (gem rdam 63 - dat getal blijf
zegt genoeg hulp van familie te hebben	70	59	
zegt zich niet in de steek gelaten te voelen	75	68	in 2014 was dit 77
zegt genoeg belangstelling van anderen te hebben	78	72	verslechterd in 2014 81 (gem rdam 81) en sinds
zegt voldoende hulp van anderen te hebben	77	76	in 2022 was het 73 (gem rdam toen 78) - dus ver
Zelfredzaamheid - objectief	102	85	word sinds 2014 (toen 75 gem rdam was 100) w
Sterfte voor het 65-ste levensjaar	0.35	0.45	
Bewoners (15 t/m 74 jr) met een arbeidsongeschiktheidsuitkering	5	7	
Bewoners met laag huishoudinkomen	17	30	in 2014 41 (gem rdam toen 21) dus verbeterd
Bewoners (18 jr en ouder) met schulddienstverlening	0.7	1.2	
bewoners (15 t/m 74 jaar) met werk	64	55	elk jaar verbeterd in 2014 47 (gem rdam 57)
bewoners (15 t/m 74 jaar) behorende tot de niet-werkende beroepsb	11	17	
huishoudens met een bijstandsuitkering	10	17	
bewoners (18 t/m 22 jr) zonder startkwalificatie	32	40	
bewoners (23 t/m 75 jr) zonder startkwalificatie	29	44	verbeterd met jaren ervoor
Bewoners (18 jr en ouder) die kort in Nederland wonen	5	3	
Bewoners met wekelijkse familiecontacten	80	78	
Bewoners met wekelijkse vriendencontacten	77	75	
Bewoners met wekelijkse burencontacten	50	45	verslechterd in 2014 58 (gem rdam 56) elk jaar r
Bewoners met wekelijkse contacten met overige buurtgenoten	26	28	
Bewoners met wekelijkse contacten via internet	61	57	
bezoekt maandelijks levensbeschouwelijke of religieuze bijeenkoms	19	27	hoger dan gemiddeld in rotterdam wel is het af
bezoekt maandelijks culturele voorzieningen	20	26	sinds 2014 erg gegroeid elk jaar (toen 13, gem r
bezoekt maandelijks een hobbyclub of vereniging	26	25	
huishoudens die geen gebruik maken van maatschappelijke voorzien	75	66	lager dan gemiddeld rdam maar het is wel elk j

Co-operation:

Samenredzaamheid - subjectief	95	90	
zegt dat buurtbewoners elkaar kennen	34	36	2014 was dit 31 (gem rdam 39)
zegt dat buurtbewoners veel met elkaar om gaan	28	28	in 2014 was dit 36 (gem rdam32)
zegt dat buurtbewoners elkaars opvattingen delen	31	28	2014 was dit 31 (gem rdam 36), in 2022 was het
zegt dat buurtbewoners elkaar helpen	50	44	
zegt dat de omgang tussen etnische groepen in de buurt goed is	46	58	erg goed in vergelijking met rdam
zegt zich thuis te voelen bij buurtbewoners	50	46	
zegt dat jong en oud goed met elkaar omgaan in de buurt	44	42	slechter dan gemiddeld in rdam
zegt kinderen aan te spreken op gedrag	58	55	dit is afegenomen in 2018 was dit 69 (gem rdam
zegt dat de gemeente voor meedoen zorgt	46	43	
zegt dat de gemeente initiatieven ondersteunt	40	39	
zegt vertrouwen te hebben in overheidsorganisaties	75	71	
zegt vertrouwen te hebben in instanties en hulpverleners	52	49	
zegt dat er in de buurt genoeg plekken zijn voor gezamenlijke bewon	46	53	
zegt dat er in de buurt genoeg plekken zijn voor geloofsbetuiging en l	56	62	
zegt dat er in de buurt genoeg ouderenvoorzieningen zijn	31	31	
zegt dat er in de buurt genoeg vrijetijdsvoorzieningen voor jongeren	35	41	
zegt dat er in de buurt genoeg kinderspeelplekken zijn	52	44	opvallend van 2014-16 van 46-63 en toen (gem
zegt dat er in de buurt genoeg kindersport- en speelplekken zijn	50	44	afgenomen > in 2016 63 (rdam gem 58) en toen
Samenredzaamheid - objectief	118	81	2014 90 (gem rdam 100), 2022 was dit 140 (gem
zegt bereid te zijn te zorgen voor familieleden die hulp nodig hebben	67	62	zelfde als rond 2014
zegt bereid te zijn te zorgen voor buren of vrienden die hulp nodig he	57	46	lager dan gemiddeld rdam, ena laatste wijk van
zegt bereid te zijn te zorgen voor anderen in de omgeving die hulp no	25	20	
bewoners die mantelzorg verrichten	15	14	
bewoners die burenhulp verlenen	46	38	
bewoners die actief zijn als vrijwilliger	21	18	
bewoners die actief zijn in een bewonersinitiatief	19	16	in 2022 was dit 26 (gem rdam 20) erg afgenome
bewoners die betrokken zijn geweest bij het maken van plannen voo	29	29	

Participation:

Participatie - subjectief	72	60	erg afgenomen over jaren heen in 2014 was het
zegt over eigen meedoen tevreden te zijn	60	62	
zegt geen discriminatie te ervaren in en buiten de eigen woonbuurt	80	73	
Participatie - objectief	116	90	elk jaar wel vebeterd (2014 was het 79, gem rda
bewoners (15 t/m 74 jaar) met werk	64	55	dit werd elk jaar beter in 2014 was het 47 (gem
bewoners (15 t/m 74 jaar) behorende tot de niet-werkende beroepsb	11	17	
bewoners die actief zijn als vrijwilliger	21	18	
bewoners die actief zijn in een bewonersinitiatief	19	16	actief tussen 2014-2020 maar in 2022 gem veel a
bewoners die betrokken zijn geweest bij het maken van plannen voo	29	29	2020 was het 22 (gem rdam 29), 2022 was het 35
mate van variatie in het sociaal netwerk	4.3	4.05	
bezoekt maandelijks levensbeschouwelijke of religieuze bijeenkoms	19	27	
bezoekt maandelijks culturele voorzieningen	20	26	ook erg gegroeind sinds 2016 in 2014 was dit no
bezoekt maandelijks een hobbyclub of vereniging	26	25	
bewoners die mantelzorg verrichten	15	14	
bewoners die burenhulp verlenen	46	38	
bewoners die sporten	56	45	
bewoners die culturele voorzieningen bezoeken	46	45	in 2014 was dit nog 35

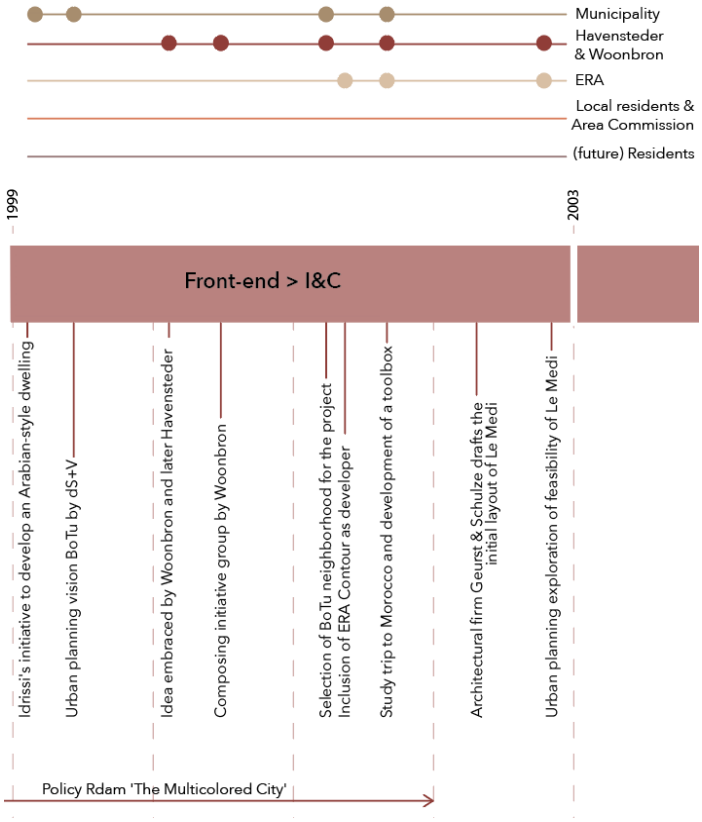
Attachment:

Binding - subjectief	106	92	
zegt geluk met de buurt te hebben	52	32	elke meting lager dan gemiddeld rdam
zegt trots op de buurt te zijn	51	38	in 2022 was het 47 dus erg afgenomen
zegt de buurt leuk te vinden	69	53	
zegt geen problemen in de buurt te ervaren	46	22	hoort bij de 5 slechtst scorende buurten
zegt zich verbonden te voelen met de buurt	48	48	tussen 2014-2020 was dit rond de 55, dit is dus a
zegt zich verantwoordelijk te voelen voor de buurt	85	85	dit is verbeterd sinds 2014 toen het 76 was (gen
zegt vertrouwen te hebben in de gebiedscommissie (voorheen deelg	45	45	
zegt zich verbonden te voelen met Rotterdam	71	72	
zegt vertrouwen te hebben in toekomst van Rotterdam	63	61	in 2014 was dit 58 (61), en in 2018 werd het zelf
zegt vooruitgang van Rotterdam te verwachten	37	41	
zegt vertrouwen in het gemeentebestuur te hebben	51	47	
Binding - objectief	95	112	Beter dan gemiddeld in rdam in 2014 was dit 10
verhuizingen vanuit en naar de buurt	13	12	
bewoners die lang in de buurt wonen	42	50	horen bij de buurten die hoger scoren
bewoners die zich actief voor de buurt inzetten	15	14	in 2014 was dit nog maar 11 (en gemiddelde in
bewoners die lang in Rotterdam wonen	60	67	

APPENDIX 15

Timeline Le Medi

Front-end:



The origins of Le Medi date back to 1999, when Hassani El Idrissi, an entrepreneurial figure in Rotterdam, he started with a fountain on the Noordplein in Rotterdam. Later on he envisioned a project that would infuse the cityscape with the cultural essence of its diverse inhabitants, with the aim of fostering a deep sense of belonging within the community (Meier, 2009; Janssen, 2010; Ouwehand & Bosch, 2016; Ouwehand & Bosch, 2019). His initiative emerged in a social discourse marked by negative perceptions of immigrants in the 1990s, with Idrissi's vision serving as a poignant political statement that challenged prevailing stereotypes about Arab culture in the Netherlands; "I am convinced that diversity in any society is a force for strength and innovation.... I thought housing would be the means to showcase the richness and richness of our culture." (Dael, 2008, p.10-11).

The municipal endorsement of Idrissi's vision coincided with a period of encouragement for multicultural planning in Rotterdam, epitomized by the 'De Veelkleurige Stad' ('The Multicolored City') policy between 1998-2002. This policy emphasized the integration of multiculturalism into the city's built environment and cultural amenities (Meier, 2009; Ouwehand, 2019), Herman Meijer was the alderman at the time and he was from GroenLinks and he liked the idea of le Medi (SH2). Collaborating with Jeroen van der Burg , an urban planner working for the municipality of Rotterdam, Woonbron and Idrissi, the concept began to take shape to visualize Arab aesthetics within residential housing.

Figure a: Fountain on Noordplein - offered by Moroccan community to Rotterdam Noord (Photographer Muller, n.d.)

When Hassani Idrissi initially approached Woonbron with his proposal, they were immediately intrigued by the concept. "It resonated with us. When you look at art and culture, you see that it's always influenced by external factors... His story was that there are quite a few people with Islamic backgrounds living in the Netherlands now, but you hardly see that reflected in cultural expressions or housing," remarked a representative from Woonbron (SH2). Woonbron found these ideas compelling and sought to explore how they could be brought to life. "We didn't have a location, so we said, let's find out who has one, and that's how we ended up in Bospolder-Tussendijken," they explained. Com.Wonen, with management responsibilities in the area, also shared the vision. They had signed a contract with the municipality to develop market-rate housing and shared the goal of attracting a new demographic open to diverse cultures and ideas. "People who had the courage to move to such a neighborhood. Because, naturally... Yes, it had a bad reputation, and if you walked around, it just wasn't safe. There was a lot of litter on the streets, and a lot of things happened behind closed doors, so you really had to have the courage to go there... So, for that target group (The new Rotterdamer - was often a mix of people, cultures, who were very open to new things), this was the place. It's about finding the right combination... there's a concept, and where can it land? Yes, this was just a perfect match," (SH1) they emphasized. The partnership between Hassani Idrissi, Woonbron, and Com.Wonen was facilitated

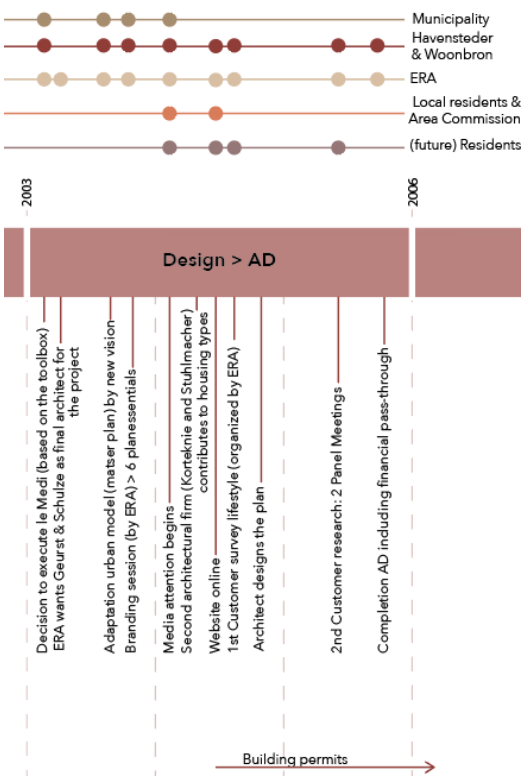
by Com.Wonen's experience with ERA, from a previous project in the area, bringing the parties together to realize the shared vision.

Figure b: Vacant lot of project Le Medi (Photo from ERA archive)

A working group devised a toolbox for the design, which involved seeking inspiration from Morocco to map out Mediterranean Arab artisanal traditions (Dael, 2009; Janssen, 2010; Ouwehand & Bosch 2016). This process aimed to distill essential elements for integration into the housing design, emphasizing Mediterranean elements in urban planning, architecture, management, social structure, and material usage. Within the context of the development process, it is emphasized that the project was conceived with inclusivity in mind, aiming to transcend cultural boundaries. The vision behind the development was not solely directed towards Moroccans but aimed at Rotterdammers from diverse cultural backgrounds. The concept of Le Medi aimed to create an architecture that, while inspired by Moroccan building traditions, would be accessible to Rotterdammers with middle incomes and diverse cultural backgrounds. As a solution, the entire Mediterranean region was referenced instead of focusing solely on Arab architecture. This shift was also evident in Rotterdam's political climate and approach to urban development. Previously, there was an emphasis on expressing cultural identity, but after 2002, the focus shifted towards creating a 'Mediterranean feel,' evoking associations with holidays in Mediterranean countries. According to Oerlemans, there was palpable resistance from the municipality of the time "surely you are not going to make a Moroccan village" (SH2). This shift also influenced the project's name: from Medina to Le Medi, to create a more broadly acceptable and 'Mediterranean' image deemed more appealing to the broader Dutch society; "Medina? No! There are politicians who have said 'no, rather not. Le Medi? Okay!' That's a little Mediterranean, a little Southern European. That's acceptable" (Meier, 2009,p.282). Because of the stigma, according to Oerlams, the municipality was cautious about the plan; "They didn't oppose anything, but they were a little cautious." (SH2).

Figure b: Vacant lot of project Le Medi (Photo from ERA archive)

Design - Architectural design:



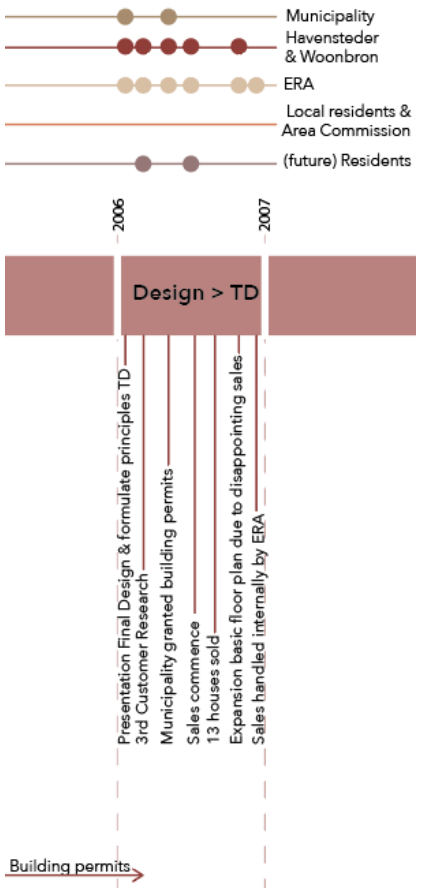
In this phase, the delineation of responsibilities became clearer, as described by Oerlemans (woonbron); "From the sketch phase onward, the tasks were clearly divided. Com·wonen and ERA took on the design and execution phase, with ERA also handling the marketing communication. Woonbron later assumed a more supervisory role in safeguarding the concept." (Deal, 2008, p.45). In 2003, a branding session was organized with the stakeholders and the architect, involving the assistance of a consultant from RTB to determine the project's identity, thereby pressing lifestyle groups. The outcome for Le Medi was to create opportunities for families of second and third-generation immigrants from the neighborhood, while also being attractive to 'new urbanites'. This demographic comprised individuals described as "higher educated persons of different nationalities, who ‘do not disapprove of exclusiveness, enclave and distinction’ but appreciate living in proximity to others, are communicative, and enjoy diversity" (Ouwehand & Bosch 2016, p.175) - these individuals align with the DISC lifestyle profile of 'red with a hint of yellow', also known as extraverted individualists.

After the branding session, ERA sought to delve deeper into the concept through an customer survey through a call-to-action on the website 'www.lemedi.nl'. Surprisingly, after just two advertisements, the response was overwhelming, garnering 300 reactions. The results unveiled compelling insights: an impressive 80% found the Mediterranean ambiance to be highly

appealing, while 75% expressed interest in the homes' flexibility and expandability. Similarly, an equal percentage were attracted to the prospect of residing among other urban-oriented individuals. Additionally, 55% indicated a preference for covered parking facilities. Notably, the most sought-after price range fell between €200,000 to €250,000. Furthermore, a significant proportion, 50%, exhibited no reservations regarding the Bospolder area, with an additional 25% remaining neutral on the matter.

After this information, ERA was able to translate the previously created toolbox into 6 essentials that the architect could then work on further. The architect, Jeroen Geurtz, mentioned that initially, they oversaw the urban planning of two neighborhoods in BoTu. In 2003, they were asked to consider the potential implementation of Le Medi in the Masterplan of Punt Schippersbuurt based on the toolbox. "Our proposal was to shape Le Medi as a building block, given that the neighborhood already consisted of building blocks [...] We then determined the applications for the execution and some architectural principles. But since we were overseeing it, we initially didn't want to be the architects of the concept." (Deal, 2008, p.24). After encouragement from ERA Contour, they accepted the commission. "They believed we were so well-versed that we should also create the sketches. We found that exciting but also challenging because we weren't used to designing in this style." (p.24). They enlisted a second bureau, Korteknie en Stuhlmacher, to work on developing various housing typologies between 2004-2006, resulting in a housing type entirely on their side (white limewashed exterior). Following the initial sketch phase, a customer panel was organized. The architect mentioned that they were positive about the sketches, indicating they were on the right track; "We still had to sell a project in a difficult neighborhood. Especially the fact that there was a lot to choose from was very popular." (p.24). There were two panel meetings, and from this research, the following outcomes emerged: Large homes with parking spaces, rooftop terrace, balcony, or (spacious) garden, greenery, green courtyards, coziness, child-friendly and social contacts, light, space, and unobstructed views, opportunities for personal development. The reactions were very positive: Le Medi is different, new, yet atmospheric. Wielaard (Com.wonen) mentioned; "I had never worked with a customer panel before. Constantly testing whether you are on the right track in the process. These things have resulted in us now having buyers who do not stick to the beaten path." (p.44). Oerlamans (Woonbron) also noted that testing the concept with consumers works; "The funny thing is that the tests among lifestyles interested in Le Medi confirmed time and again that the concept was good" (p.44).

The municipality played no active role during the project, as mentioned by Oerlemans. The process took a long time partly due to the complex concept, causing several parties to drop out; "Due to changes within the council, the municipality and district council remained at a distance. The district council was more concerned with the agreements Com·wonen had made for the financing of the entire area than with the Le Medi subproject" (p.44).

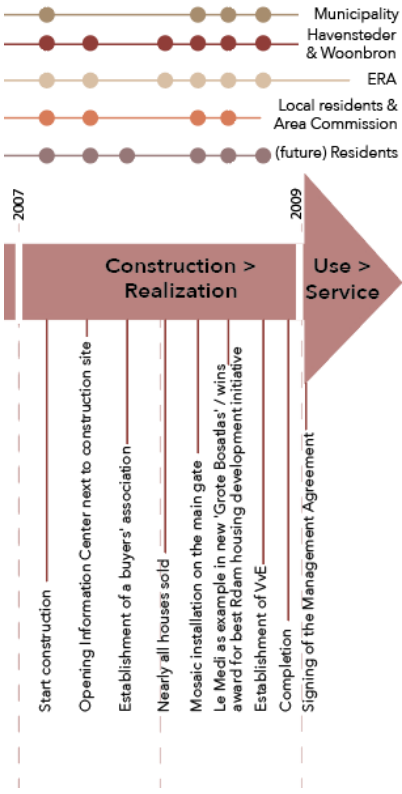


Design - technical design:

Despite the enthusiasm among potential buyers for Le Medi, as evidenced by a survey conducted by SmartAgent, where Job van Zomeren (then Director of New Developments at ERA) exclaimed, "we literally shouted that we had a 'hit' with Le Medi! People were really going for a home in Le Medi, and the neighborhood seemed irrelevant" (Van Dael, 2008, p.26). However, in early 2006, despite sending invitations to 800 interested parties for an initial sales day, only 200 people actually attended, despite the event being held in a nearby hotel styled to reflect Le Medi. Ultimately, only 80 people registered for a home, of which 25 took an option, and only 13 people decided to buy. One of the reasons for these disappointing results is that the homes are too small. Potential buyers appreciate the expansion possibilities but need more space relative to the price. Some drop out during viewings due to the stark contrast between the luxurious office of the real estate agent and the vacant lot in the redevelopment area. Le Medi continues to attract much interest via the website, but sales lag due to impersonal communication, according to ERA. Sanne Quik, ERA's buyer advisor, states: "The atmosphere we wanted to convey with Le Medi was lacking at the real estate agent. We also wanted to extend that atmosphere to the sales process because we noticed that buyers needed it" (p.34). In September 2006, ERA made changes in consultation with Com.wonen and Woonbron, including standardizing the expansion of the first floor of the homes at lower prices, which also incurred additional costs and contributed to delays.

Construction & Use:

Construction commenced in October 2006, coinciding with the full implementation of the marketing strategy and revamped communication efforts. ERA took direct control of sales and launched an extensive campaign. They advertised at the Livin' fair and on trams, organized site tours, developed a sales brochure, and established a residents' information center at the construction site in 2007. This direct engagement with potential buyers quickly yielded success: nearly all homes were sold by the summer of 2008.



Rini Biemans, co-founder of Creatief Beheer and initiator of Proefpark de Punt (a vacant lot at Hudsonstraat where Creatief Beheer, commissioned by the Delfshaven district and Com.Wonen, makes the area more attractive and livable), alongside Bianca Seekles (ERA), were the driving forces behind the mosaic plan for Le Medi. They approached artist Arno Coenen to design a mosaic that would depict the past, present, and future of the neighborhood. Situated in the main gate of Le Medi, the mosaic links Mediterranean living to BoTu, acting as a bridge between the two. Partially financed through the Groeibriljanten Fund of the municipality of Rotterdam, aimed at revitalizing neighborhoods through private initiatives, the mosaic underwent adjustments to its original design based on feedback from the community. Tulips were ultimately chosen as the symbol, receiving positive reception and symbolizing community spirit and neighborhood involvement. The 70 m2 mosaic, created in 2008 by a diverse group of 600 people, including both old and new residents, initiators, municipal representatives, and stakeholders, contributes to the revitalization of Bospolder-Tussendijken.

Figure c: Atmosphere images from left to right: streetcar advertising, inside information center at the construction, outside information center at the construction (Photos from ERA archive)

Figure d: Atmosphere images of making the mosaic (Photos from ERA archive)

Guido Voermans, then a project developer at ERA, believed that Le Medi would bring about a new impetus in the neighborhood: "Suddenly, all kinds of new projects are emerging. The collective mosaic-making has truly connected current and new residents. Therefore, we believe that the courtyard will be well-utilized. During the day, the gate is open, and the area serves as public space accessible to everyone. In the evenings, it transforms into private space for Le Medi residents. At least, that's how it should work when we step back and hand over the courtyard to the VvE."(p.39).

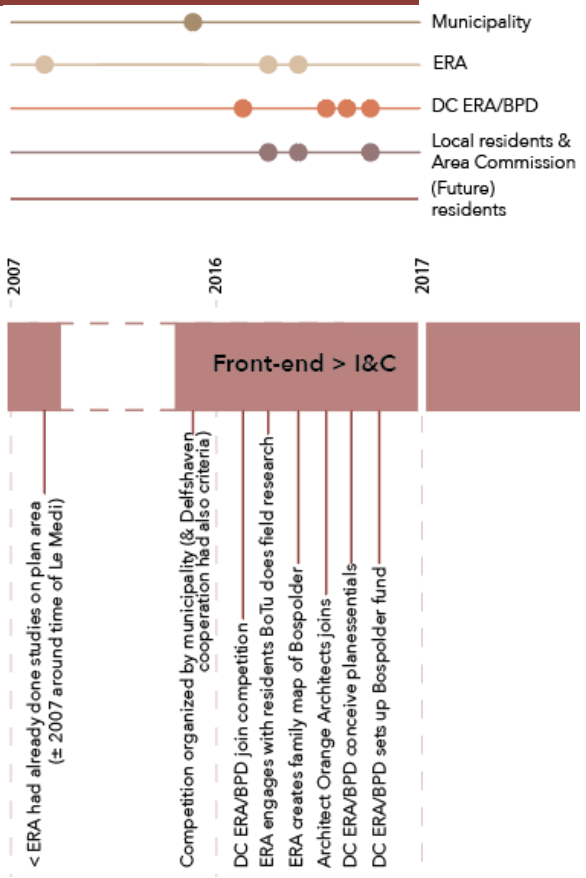
The strong bond among buyers led to the establishment of a buyers' association. This association, with many residents as members, provides a platform for mutual support, discussion of common issues, and the development of joint initiatives. Jaap van Hoek initiated and gauged interest during a buyers' evening in September 2007: "As a layman, I want to know if my house is being built properly, if all risks are being mitigated, and if matters are being arranged for the long term. [...] Especially since you can't do everything yourself, but we collectively have a fair amount of knowledge and know-how, we devised a plan with some buyers to establish an association for Le Medi. The other buyers were enthusiastic." In addition to the practical aspects, it also fostered social connections: "We are getting to know each other better. Communication is easy; you can invite each other for a drink or something else via Hyves or email. Some people even attended Anne's birthday party."

In November 2008, the homes were delivered. During this phase, residents assumed management of the public spaces, ensuring the preservation of their Mediterranean character. A management agreement between the Delfshaven district and the Homeowners' Association (VvE) formalized mutual arrangements. Everything at Le Medi deviates from the standard, including the inner courtyard. Typically, this would be designed and maintained by the municipality, but here, it's different. The district only had a budget for basic maintenance, so residents entered into an agreement with the VvE. They became responsible for managing and maintaining the area to a certain standard, including paving and greenery. In exchange, the district allocated the annual management budget to the VvE, comparable to what they would have paid for maintenance themselves. Additionally, the municipality made a one-time contribution for the setup, which is unique considering their usual approach to new construction projects. This demonstrates that Le Medi provides added value not only for residents but

also for the neighborhood as a whole. The choice of an VvE at Le Medi is unconventional, as Voermans (ERA) explains: "Normally, an VvE is established by owners of apartments in a condominium. The homes at Le Medi are standalone houses and not apartments. However, the semi-public nahture of the inner courtyard and the shared parking garage made it necessary to sell the homes as single-family houses with condominium ownership."

APPENDIX 16

Timeline the Hudsons:



Front-end:

During the realization phase of Le Medi, ERA also worked with Com.Wonen on a development idea for the Hudsons site, "We were then working with a housing associations on le Medi, which was then still called Com.Wonen. For that strip at the Hudsons we then also made a plan for I think social housing [...] that plan was worked out quite far, Only because of financial problems arose and housing associations were able to invest much less, that plan eventually did not go ahead at a fairly late stage" (PD2).

Prior to the tender process, DC ERA/BPD had already developed ideas for the project, conducting earlier studies on potential plans for the sites. However, they were surprised when the municipality proposed two closed building blocks. The tender process was announced via TED on July 2016, with the European non-open tendering procedure for the development and realization of the Schipper 2 and Punt 2 locations on Hudsonstraat (Figure e), with five parties invited. The municipality's target demographic from the outset was families with children. The Development Agreement between the municipality and the contracting party outlined the commitment to reserve land for development under certain conditions. The aim of the tender was to select a developer to build between 115-165 homes. The focus was on creating a residential environment suitable for families and households with middle to higher incomes, promoting a mix of housing types and ensuring the development aligned with Rotterdam's housing vision.

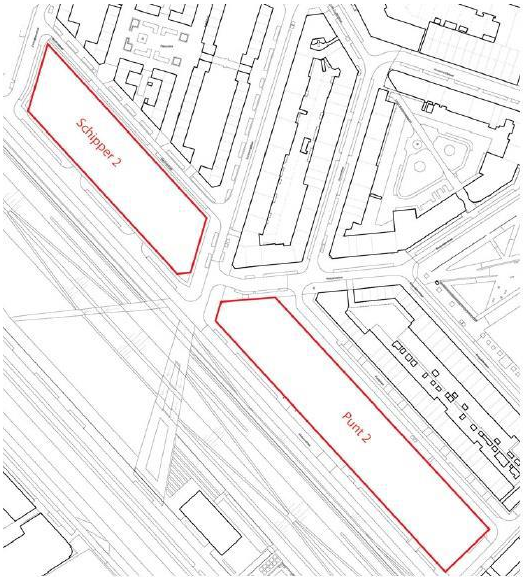


Figure e: Overview Map Punt 2, and Schipper 2 (Gemeente Rotterdam Stadsontwikkeling; 2016)

The municipality's evaluation criteria for the tender process were comprehensive, focusing on key aspects of the project's development. These criteria ensured that the selected project met development objectives while addressing community needs, enhancing the Bospolder neighborhood.

- Collaboration: Assessing the project team's engagement with the municipality and the community, including the role of architects and participation in community activities.
- Housing Diversity: Evaluating the proposed housing program's inclusivity to meet varied community needs.
- Urban Design: Ensuring proposed building blocks integrate with Bospolder's urban environment while maintaining its unique character.
- Transitional Spaces: Reviewing design elements fostering social interaction and enhancing neighborhood livability.
- Outdoor Amenities: Assessing outdoor amenities' suitability and parking solutions in line with residents' preferences.
- Sustainability: Evaluating the project's sustainability, including energy efficiency and environmental impact, measured by the Green Building Rating (GPR).
- Additionally, specific criteria delegated by the Delfshaven District Commission focused on passageway design, public space integration, bicycle parking, and traffic management.

Before the tender process, ERA Contour conducted extensive field research within the neighborhood to gain area knowledge for selection purposes. Dion van Dijk, a concept developer, stated, "We camped out in the neighborhood to fully immerse ourselves in its DNA, to truly understand how the place and its surroundings function and what the current residents need [...] Only when you have that knowledge can you start designing" (Holland & Ham, 2019). They engaged in conversations with residents, which culminated in the creation of a family-map of Bospolder (Figure f). This portrait depicted the social fabric of the neighborhood, highlighting gathering spots and hidden gems. These insights led to the development of the planessentials that underpinned The Hudsons concept. The plan's essentials were presented in the tender document illustrating the five essences mentioned earlier. This is a standard procedure within ERA to ensure the quality of the project and is also included as an integral part of the QPR report. In February 2017, DC ERA/BPD secured the project bid, with BPD emphasizing the plan's sustainable qualities, evidenced by a GPR calculation of 8, while ERA highlighted their longstanding presence and reputation in the neighborhood also played a role in winning the tender.

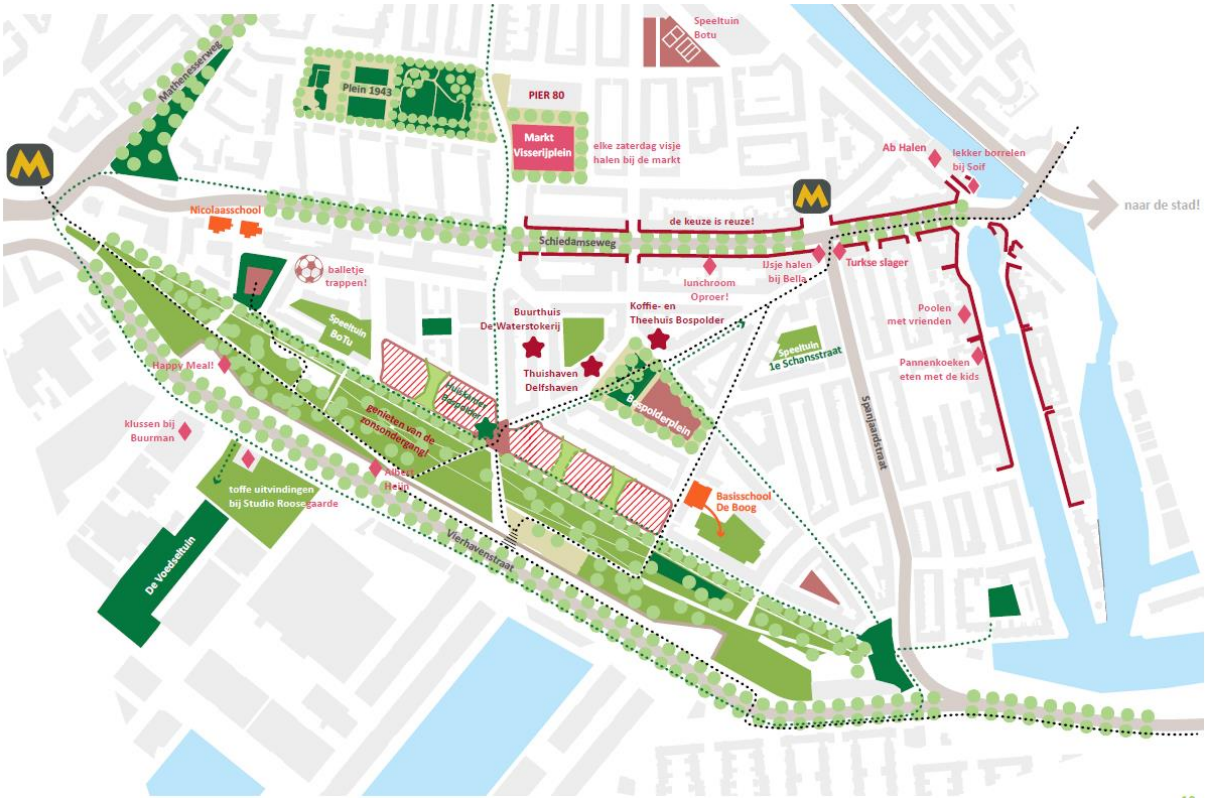


Figure f: Family-map of Bospolder (ERA Contour, 2016)

Design - Architectural design:

Throughout the process, emphasis was placed on the simultaneous progression of the development and customer engagement processes, ensuring alignment between project vision and resident needs. The project commenced with a kickoff event, facilitating introductions among the project team, municipality, and community stakeholders. Quality assurance measures were implemented, focusing on architectural, landscape, social, and sustainability aspects, as outlined in the QPR document. Additionally, a temporary community center, Buurthuis The Hudsons (Figure g), was constructed to serve as a central hub for project discussions, neighborhood engagement, and workshops. The community's input was highly valued, influencing the design process and enhancing neighborhood integration. Collaboration with local initiatives such as Buurman and Proefpark de Punt ensured continuity of community engagement and social cohesion throughout the development process. During construction, Proefpark's social function will be temporarily transferred to Buurthuis The Hudsons. However, once the commercial spaces on the corner of Schipper 2 and Punt 2 are completed, the social function will move there. Daarbij werden die functies beoordeeld ook op hun maatschappelijke betrokkenheid (ERA-Contour, n.d.).

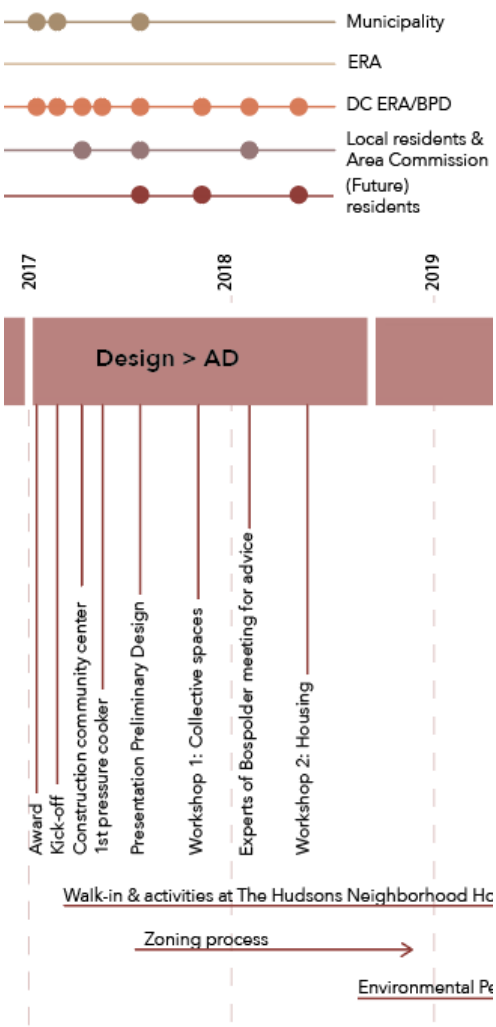
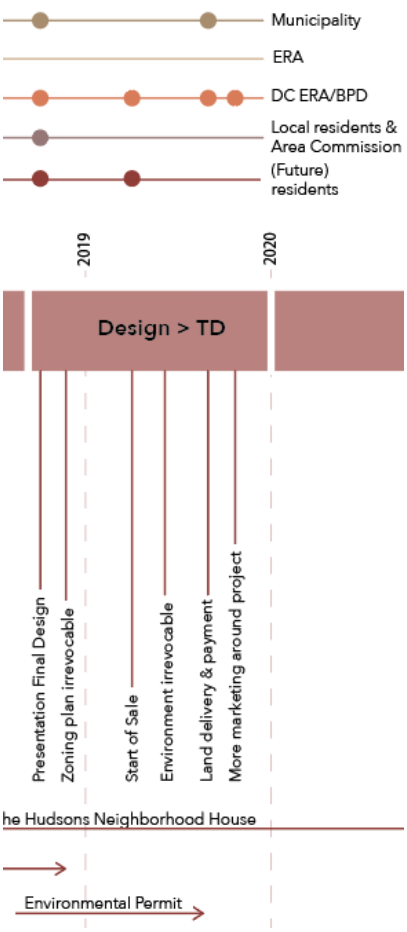


Figure g: For the Buurthuis The Hudsons, reference Glaspaviljoen in Eindhoven was looked at (ERA documentation)

Emphasis was placed on the significance of the commercial space's effective utilization for the success of the intended social function. The aim was to provide opportunities for local initiatives to thrive, hence the establishment of the Bospolder Fund. Following the tender award, a combined deposit of €100,000 was allocated to the fund by the winning consortium to invest in the neighborhood. Collaborating with the District Committee and the municipality ensured the fund's utilization over the ensuing years for projects enhancing the neighborhood, such as sports facilities, community activities, or providing rent subsidies to startup entrepreneurs occupying the commercial spaces. Specifically, at ERA, initiatives included job training and guest lectures for students at nearby schools, sustainability improvements to two school playgrounds, and work experience programs at construction sites. "Our construction personnel are trained to guide young people during such programs," said van Dijk (Holland & Ham, 2019; ERA, n.d.). This initiative highlighted the project's broader scope, extending beyond Schipper 2 and Punt 2 to enhance the overall Bospolder neighborhood. Furthermore, initiatives like the establishment of the BouwAkademie in collaboration with Buurman and the Municipality of Rotterdam aimed at providing practical technical training to individuals facing

employment barriers, facilitating their transition into employees at construction companies like ERA Contour. The phased construction approach ensured a gradual introduction of The Hudsons while minimizing disruptions to existing community spaces like Proefpark (when it still could remain on the site).

Based on the QPR, the preliminary design is further developed. Before the final design, two workshops are conducted, where (future) residents brainstorm about possible layouts of gardens, public spaces, and their homes. Based on this input, adjustments are made for the final design. Additionally, residents make several choices when purchasing a home; what type, what (and how much) influence they want to exert on their home and the shared inner courtyards.

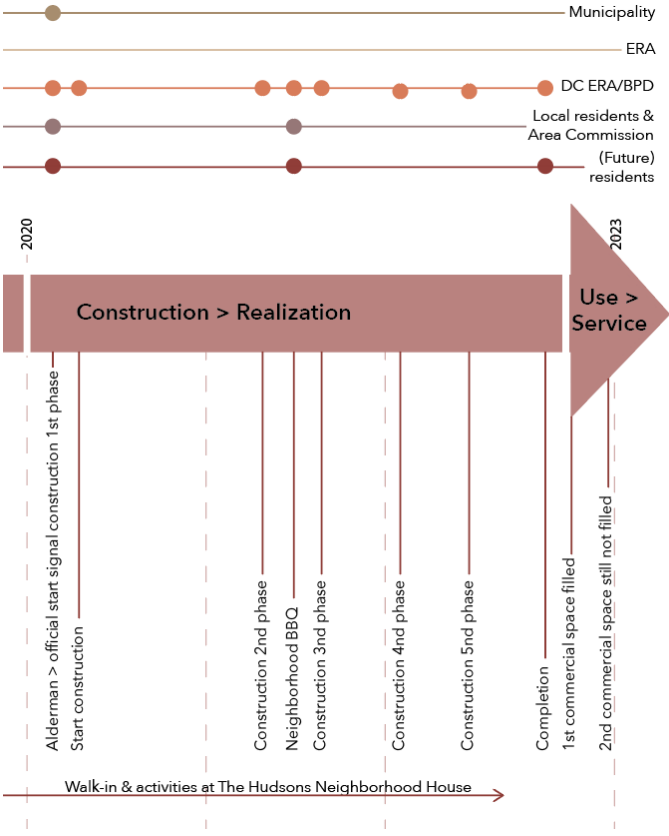


Design - technical design:

During this phase, which commenced in February 2019, the homes were made available for sale, with a particular emphasis on attracting buyers willing to actively contribute to the neighborhood. This priority extended to residents of Bospolder who met the specified criteria, as genuine community involvement was deemed crucial for fostering neighborhood growth, an essential aspect of the plan. "We truly want to enable progression within the neighborhood," emphasized van Dijk (Holland & Ham, 2019). Khalil and Daniëlle coming from that area, for instance, expressed readiness for the next step in their family's housing journey and were immediately interested. "The Hudsons offers us the opportunity to live more tranquilly, with our own outdoor space and parking spot. We've already signed up for the lottery," they shared (Gemeente Rotterdam, 2019). Quality assurance measures were maintained through the implementation of the Home-DNA application, ensuring transparency and safeguarding the integrity of both the development and construction processes.

Construction & Use:

Upon completion of the planning and design phases, construction commenced following the approval of the zoning plan and the issuance of building permits. DC ERA/BPD initiated the sale of homes in five phases, per building block. The commencement of each phase was contingent upon reaching a 50% sales threshold in the preceding phase. This sequential approach minimized disruption to the neighborhood and allowed for adjustments to market demands. Additionally, flexibility in the construction timeline facilitated adaptation to evolving market conditions. Alternative financing options, including the integration of some homes into BPD Development's investment portfolio, were explored to ensure project viability.



The phased construction approach commenced with Schipper 2 in November 2019, enabling the gradual development of The Hudsons while minimizing disruption to existing community spaces like Proefpark. Continuous monitoring of market trends ensured the project remained responsive to changing conditions throughout the construction process.In November 2019, Councilor Bas Kurvers (Building and Housing) officially launched the

construction of the first phase alongside future residents. During this phase, residents were informed about all developments, including a neighborhood barbecue organized by DC ERA/BPD van Zomeren stated; "When you share a neighborhood, it's important to get to know each other, and that's the idea behind it" (Gemeente Rotterdam, 2020).

Unlike Le Medi, The Hudsons embraces an open character (Holland & Ham, 2019); van Dijk explains, "Where fifteen years ago, creating a gated courtyard was beneficial for new residents at Le Medi, it's no longer necessary at The Hudsons […] The design of Hudsons emphasizes openness, connection, and accessibility. A powerful exterior was chosen with a surprisingly soft inner world". Passages throughout the plan facilitate easy access to the Rooftop Park, enhancing connectivity and visibility. Sidewalks vary in design, with 'living sidewalks' facing the neighborhood and 'neighborhood sidewalks' lining passages, encouraging resident interaction. The neighborhood square acts as a central hub, connecting Bospolder, The Hudsons, and the Rooftop Park, with adjacent commercial spaces providing essential amenities.

During the construction phase, one space was promptly sold to a home care institution, serving as a communal hub for the neighborhood, as noted by Schepers-area developer (2023, BPD); "That property has now become a sort of living room for the community. Exactly what we hoped to see." However, another space remained vacant for a longer period. Schepers elaborated, "We have local entrepreneurs in mind for this location who have a strong connection with the neighborhood [...] and we're willing to go the extra mile for them. For this reason, we turned down several interested parties." Mirjam Nielsen, development manager, emphasized that BPD's focus is on area development rather than holding onto commercial real estate. "We don't aim to own schools or shops in our portfolio. However, we do have a long-term perspective. Therefore, we invest in space for amenities, subsequently entrusting them to other parties, as we've done with the property on Hudsonstraat." This approach ensures enduring community engagement. Subsequently, the space was occupied by a socially oriented coffee bar. In conclusion, fostering a livable neighborhood requires a blend of short and long-term actions. This necessitates a willingness to prioritize not only commercial returns but also a higher social dividend and the sustainability of the community in the future.

Additionally, the residential aspect of the building highlights social sustainability through neighborly relations. "The layout of the residential blocks always fosters a connection with neighbors," Schepers explains (BPD, 2019). "The communal courtyard gardens realized on the roof of the parking garage connect residents with each other. Through the Homeowners' Association, they collectively oversee maintenance. Those less inclined towards communal living can opt for a residence with a private garden. The collective sustainability concept also fosters neighborly bonds through solar panels installed on the roof. These panels are owned by the HOA. The homes are heated using district heating".

APPENDIX 17

LE MEDI PLANESSETIALS

Essentie	Social sustainability translation
Gemeenschap en Verbondenheid (wonen rondom een eigen binnenwereld)	
“Eigenlijk onze hoofdmoot was eigenlijk van de mensen die zeggen straks, als ze op een verjaardag zijn, ik heb een woning gekocht in BoTu maar in Le Medi. Het moest zo’n sterk concept zijn dat dat ze echt voor het concept kiezen.”	Bewoners kiezen bewust voor de buurt vanwege het sterke concept en de gemeenschapsgevoel.
“We hebben altijd gezegd van als het concept zo sterk is, als mensen daar binnenkomen, dan voelen ze zich te gast. Dan voel je je in een andere omgeving en daar ga je je naar gedragen. Zelfde als je in een bibliotheek binnenlopen, dan wordt je stil. Als je een kerk binnenloopt ga je ook fluisteren. En we hebben ook gezegd dat moet dus ook bij le medi zo zijn. Je moet dus denken, he ik ben te gast dus ik gedraagd me ook op die manier. Bij le Medi is dat ook op die manier heel goed gelukt.”	Het buurtconcept bevordert gastvrijheid en gemeenschapsdeelname door bewoners zich als gasten te laten gedragen.
“Hoe stimuleer je dan dat zij allerlei activiteiten gaan ontwikkelen in die buurt […]En hoe zorg je ervoor dat de nieuwe bewoners ook in aanraking komen, kennis maken met de huidige bewoners. Dat vind ik dus als je kijkt naar bijvoorbeeld zo'n mozaïeken in le medi dat is wel een heel sprekend voorbeeld daarvan.”	Activiteiten zoals mozaïeken stimuleren sociale interactie en integratie van nieuwe bewoners.
“Dus ik denk dat het faciliteren dat er ook echt een gemeenschap ontstaat”	Gemeenschapsgevoel door ruimte juist te ontwerpen
“Dat je er beleving aan toevoegt. En als je dat lukt. Dan kom ik weer terug op. Waarom voelde ik mij ergens goed. En wat ik wel weet. Ik denk dat dat heel erg in die beleving zat. Als je dus de extra laag. Van beleving weet toevoegen. Aan je projecten. Gaan mensen ervan houden. En daar zijn ze zorgvuldig mee. En dragen ze ook bij”	Een unieke buurtbeleving verhoogt het welzijn en de betrokkenheid van bewoners, wat bijdraagt aan gemeenschapsdeelname.
“We bouwden eigenlijk kleinere woningen. In heel bijzondere concepten. En elke makelaar zei. Zie je wel. Het gaat toch om de vierkante meters. Grote woningen voor minder geld. Wij bleven erin geloven. En we zeiden, nee, de doelgroep moeten we halen. Dan moeten we dit voor elkaar zien te krijgen. Dat dat uiteindelijk is gelukt.”	De focus op het aantrekken van de juiste doelgroep die zich verbonden voelt met het concept en de gemeenschap bleef behouden ondanks externe druk.
Sociale interactie en recreatie (water, centrale ruimte):	
“nodigen die uit tot ontmoeting, heb je daar ruimtes voor waar jongeren terecht kunnen, heb je genoeg speelruimte voor waar kinderen elkaar kunnen ontmoeten.”	Ruimtes voor ontmoeting en recreatie worden gecreëerd
“Dan wordt er in één keer wel iets georganiseerd. Dan wordt er een barbecue georganiseerd”	Georganiseerde evenementen zoals barbecues bevorderen sociale interactie.
“Wij wilden. In het binnen gebied. Andere materialen. In de openbare ruimte. Dat was allemaal niet mogelijk. Van de gemeente. Alles moest 30-30 betontegels worden. Toen heb ik gezegd. Geef ons die ruimte dan maar. Dan leggen wij het wel aan. Want anders is het concept om zeep.”	Streven naar diversiteit in openbare ruimtes, zelfs als het afwijkt van standaardvoorschriften.
“Weet je. Doen we niet. Zetten we een boom neer. Scheelt geld. Je haalt altijd geld af. Want essenties kosten altijd geld. Nee doen we niet. We blijven erop. Het moet erop blijven gaan. Want anders dan zijn we de doelgroep kwijt.”	Behoud van essentiële elementen voor sociale interactie, ondanks kostenbesparingen, om de gemeenschapsgeest te behouden.
Flexibiliteit en aanpasbaarheid (Groeimogelijkheden):	
“anders kwamen mensen daar niet te wonen, dus Het was een soort mediamarkt effecten, dus je stapt in en denk je van ja, was ik aan waar nu gelijk meeneemt, dat kost me dan € 50 per maand, maar dan heb ik hem maar ook vast, Laten we die ellende maar niet later doen. Terwijl als je in	Flexibele woningopties zijn cruciaal voor aantrekkelijkheid, met een focus op directe beschikbaarheid en keuzemogelijkheden.

hext begin een grotere woning had, dan was het ja maar dat vind ik te veel geld voor BoTu, dus dat ga ik niet doen, dus dat hielp enorm in die stap maken daar naartoe.”	
“Ook de hele ingewikkelde dingen als de uitbreidbaarheid, bouwtechnisch is dat hartstikke lastig. Mensen konden tijdens te bouwen uitbreiden, dus konden na de bouw uitbreiden. Alles kan nog steeds en dat hadden we allemaal meegenomen in die. Maar goed, daar wordt je natuurlijk helemaal gek van tijdens de bouw.”	Uitbreidbaarheid van woningen biedt aanpassingsmogelijkheden
“En dan hoe krijg je het dan voor elkaar dat je een gemengde wijk daar maakt? Wat ik net al vertelde. Dus om te zorgen dat het ook sociaal gaat functioneren. Dat je ook een soort maatschappelijke ladder hebt die de mensen kunnen lopen.”	Streven naar een gemengde wijk bevordert sociale integratie en mobiliteit. Groei wijk
“Want er is honderd keer gezegd. Uitbreidbaarheid. Ja dat is veel te duur. Gaan we niet doen. Nee doen we niet. We hebben getoetst. We hebben de doelgroep. Ze komen niet. Als we het niet doen.”	Ondanks kostenoverwegingen is uitbreidbaarheid van woningen essentieel voor het aantrekken van de juiste doelgroep en een diverse gemeenschap.
Integratie met de omliggende buurt (poorten en omsluiting):	
“Hoe gaan we nou een middel bedenken waardoor het niet afgesloten voelt, maar waarbij die Mensen wel een soort veiligheid hebben voor hun gevoel van zeggen, oké, we willen hier best met de kinderen gaan wonen, Maar ik vind dit nog wel erg spannend. Nou dus op die manier proberen we dat te doen”	Het creëren van veiligheid zonder afsluiting is cruciaal voor gezinnen.
“maar ook zo’n mozaïek wat we toen gedaan hebben nog in die poort , die mozaïeken maken. Hoe zorg je ervoor, als je het ook over sociale binding hebt en op sociale manier ontwikkelen? Hoe zorg je ervoor dat le medi van de hele buurt wordt. Dat het niet alleen van die mensen is, dat het zich afzet tegen…dus toen hebben we dat kunstwerk bedacht.”	Kunstwerken, zoals mozaïeken, bevorderen sociale binding en toegankelijkheid voor iedereen (alle BoTu bewoners)
“Dus toen zeiden wij nee we zorgen dat le medi van iedereen wordt. En toen hebben we dus dit kunstwerk bedacht. Waarbij we toen Arno Coenen hebben gevraagd. En, Dat was een kunstenaar die met mozaïek werkte […]In totaal hebben 600 Mensen daaraan meegewerkt, kinderen maar ook de toenmalige minister, de burgemeester, de wijkagent. Iedereen heeft dus anders hebben allemaal zo een soort plaatje gemaakt.”	Samenwerking bij kunstprojecten maakt de buurt tot een gedeelde ruimte.
“Er was één keer per week was het een middag open en dan kon iedereen langslopen, waardoor op een gegeven moment toen dat allemaal geplaatst was, zag je er constant mensen met mijn kinderen achterop of met de fiets langs om te kijken ik heb dat stukje gemaakt en jij dat stukje. Daardoor is le medi onderdeel van de Gemeenschap geworden, die er al was. Maar ik vind dat een verplichting voor als je ergens bouwt in een buurt - wat voor Mensen is. Dat je moet zorgen voor die verbinding voor de nieuwe en toekomstige bewoners.”	Gezamenlijke participatie versterkt de banden tussen bewoners en maakt de buurt integraal onderdeel van de gemeenschap.
Culturele diversiteit (Kleur & materialisatie):	
“Maar hoe zorg je er dus voor dat je niet alleen een financieel stabielere wijk krijgt. Maar ook qua leefstijlen een interessantere mix krijgt. Dat is wel de grootste puzzel geweest die we hier hebben moeten leggen. En daar was het uitgesproken concept van Le Medi was daar voorwaarden in. Daar kwam die eigenlijk uit naar voren. Om erachter te komen van oké. Wat zij precies willen”	Streven naar culturele diversiteit naast financiële stabiliteit in de buurt.
“Alles ging over die sfeer van die landen rondom de Middellandse Zee. We wisten dat we een merk aan het verkopen waren. En niet een woning. Dat hebben we. Dat hadden we best wel serieus ver doorgevoerd”	Le Medi's concept, geïnspireerd op de Middellandse Zee, biedt meer dan alleen een huis; het verkoopt een culturele ervaring.

APPENDIX 18

THE HUDSONS PLANESSETIALS

Essentie	Social sustainability translation
Verbinden	
“om te zorgen dat BoTu en haar bewoners goed verbonden zijn met het dakpark”	Contact hebben met andere mensen Sociale contacten aangaan Vriendschappen onderhouden Familiebanden onderhouden
“Omdat we eigenlijk wilde dat het niet mensen zouden zijn die naar Delfshaven zouden verhuizen omdat ze de binnenstad van Rotterdam niet meer kunnen betalen, maar mensen die echt positieve keuze maken voor deze plek en dus ook een verbinding voelen daadwerkelijk met de plek.”	Een vrije keuze maken waar ik ga wonen
“Dat ging heel erg over het feit dat wat we wilden bereiken, is dat mensen ook daadwerkelijk iets met elkaar zouden hebben.”	Iets betekenen voor een ander Burenhulp geven Mij inzetten voor de buurt
“Omdat in die essentie ‘verbinden’ die we benoemde, wilden we dat het project zeg maar ook een functie zou hebben in de directe fysieke verbinding, maar ook in de mentale verbinding van de wijk, dus het maken van een plek waar mensen bij elkaar kunnen komen.” “En dat vonden we sowieso wel een gemist bij het dakpark, het dakpark functioneert super goed, maar eigenlijk wat je er niet hebt is gewoon een simpele plek waar je even een kop koffie kan halen. Dus we hadden wel de nadrukkelijke wens om daar invulling aan te kunnen geven door het maken van de hudsons.”	Een plek hebben waar ik met andere mensen uit de buurt bij elkaar kan komen
“En is het dan ook echt de bedoeling dat mensen vanuit de buurt daarin betrokken worden? Dus niet per se de toekomstige bewoners, die in de hudsons gaan wonen, maar ook omwonende in de wijk? Beide. Wat we proberen in veel projecten te bereiken en daar hebben wij bij de hudsons wel echt wel extra aandacht aan besteed is ook om een verbinding te laten ontstaan tussen de mensen die er al wonen en de mensen die er gaan wonen.”	Me verbonden voelen met mensen die al in de buurt woonden / Me verbonden voelen met de nieuwe mensen die in de buurt komen wonen Me gelijkwaardig behandeld voelen als andere bewoners van de buurt
“Dus het verhaal had ik aan het begin vertelde bij de Hudsons over verbinden gaat heel erg ook over die sociale duurzaamheid, niet Alleen over wat je bij de plan bereikt, maar ook over wat je met zo'n grote buurt kunt bereiken. Door die verbinding naar dat Dakpark te realiseren.”	Mijn buurt vooruit zien gaan
“Ik denk namelijk dat het altijd wel lukt om zo een doelgroep naar zo'n plek toe te krijgen die misschien een iets bredere portemonnee heeft, waardoor je zo’n plek kunnen betalen. Wat ik vooral de uitdaging vind is hoe je ervoor kan zorgen dat er een, zeg maar logische verbinding blijft bestaan, dus dat mensen onderdeel blijven voelen van de buurt, dus ook onderdeel blijven voelen van de mensen die er nu al wonen. Dus hoe worden ze buren. Als er soms ook, op allerlei vlakken verschillen kunnen bestaan.”	Me – ondanks nieuwe projectontwikkeling - onderdeel blijven voelen van de buurt
Stadslift	
“Gezinswoningen voor mensen die konden doorgroeien van BoTu en anders naar omliggende wijken of steden zouden gaan, omdat dit anders in de wijk niet te vinden was.”	Wonen op een plek die me past Wonen op een manier die bij me past
“En ook om gezinnen van buiten de wijk aan te trekken die hier de ruimte kunnen vinden die elders in de stad niet (betaalbaar) voorhanden is”	Rondkomen met geld Naast mijn woonlasten geld overhouden In een betaalbare woning wonen Als gezien in een stedelijke omgeving wonen Gezond kunnen leven in mijn buurt
“Bij de Hudson zat dit eigenlijk net een tree hoger qua prijs, waardoor je mensen die eigenlijk in de wijk wonen en een stijging doormaken in. Nou ja, op de maatschappelijke ladder, wat je volgens mij zo zegt, het schijnt met geld te maken te hebben. Dat ze niet de wijk uit moesten om met hun gezin ergens te kunnen wonen. Maar dat ze dat ook in hun wijk zouden kunnen vinden. Dus die Stadslift, dat vonden we daar superbelangrijk.”	Wooncarrière maken in mijn eigen buurt
“En de enige voorrang die je van ons krijgt eigenlijk op het moment dat je in een project mag gaan wonen. Dat is als je deelgenomen hebt aan het co-creatie proces.	Invloed hebben op mijn buurt Mijn mening laten horen

Dus we hebben hier ook en daar hebben we ook actief in de buurt op getarget, om daar mensen ook naartoe te krijgen, dus als je in de buurt woonde, en je had meegedaan aan het co-creatieproces, dan had je voorrang bij het kunnen kopen van mijn woning in Hudsons”	
“Kijk de droom en de wens vanuit de stadslift en die verbinding maken is natuurlijk heel erg dat het een heel logisch onderdeel wordt van de gemeenschap die er al is. Dat is eigenlijk waar je naar streeft. Dat het niet een plekje op zichzelf wordt, wat op zich ook prima kan functioneren. Maar dat blijft enorm lastig om dat te sturen, dus ik vind die verwachting heel moeilijk uit te spreken.”	
Collectiviteit & diversiteit	
“Een plek voor gezinnen in elke denkbare samenstelling & vanuit iedere achtergrond. En dan wel met een nadrukkelijke behoefte aan collectiviteit, door gezamenlijke binnentuinen, toegeëigende tussenstraatjes en Delftse stoepen”	Mezelf welkom in de buurt voelen Toegang hebben tot collectieve voorzieningen in de buurt Toegang hebben tot gemeenschappen in de buurt
“wat we wilden bereiken, is dat mensen ook daadwerkelijk iets met elkaar zouden hebben.”	
“Misschien vind ik toch wel de collectiviteit de belangrijkste. En dan mag je collectiviteit wel in breder interpreteren dan de collectiviteit van de blokjes zelf, maar ook de collectiviteit van wat ben ik nou eigenlijk met de buurt?”	Deel uitmaken van een buurtgemeenschap
“Ik zei net al dat collectiviteit eigenlijk wel een beetje bovenop ligt en ook een beetje door heel veel van die dingen heen schemert. Dat zit in verbinden. Dat zit in die collectiviteit. Dat zit ook in die stadlift. Ik denk dat dat het allemaal ingrepen en initiatieven zijn om mensen bij elkaar te krijgen, en volgens mij is dat…”	
Buitenspeelgarantie	
“In een vroeg stadium hebben we al in kaart gebracht hoe het gezin in de stad ook kon spelen, zo maakten we de gezinskaart van Bospolder	Je kind in de buitenlucht laten opgroeien Genieten van de natuur
“want dat was ook de insteek dat er ook gezinnen op deze plek zouden kunnen wonen.”	
“Dus in het begin is zo’n binnenhof die natuurlijk in die 5 blokken heel nadrukkelijk zit, is een hele veilige speelomgeving voor de allerkleinste. Dat wordt langzaam groter naarmate je ouder wordt en meer naar buiten kan.”	Me veilig voelen Voelen dat mijn kinderen veilig zijn
Zorgeloos en Comfortabel wonen	
“Zo bedachten we een duurzaamheidscollectief voor het blok waarin de klimaatmaatregelen van het blok, van zonnepanelen tot groenvoorzieningen op dek en daken zijn ondergebracht.”	Bijdragen aan een duurzame wereld Keuzes maken die bijdrage aan een duurzame wereld
“we willen een collectief systeem maken van de warmteopwekking en zeg maar, zorgen dat mensen dat ook vanuit de VVE met elkaar gaan beheren.”	