



Unsolicited & Welcome

An enquiry of the desirability and feasibility of Unsolicited Proposals in Dutch urban area development

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Contents

- Context
- Problem
- Research
- Product
- Relevance

Context

The context



Uncertainty about feasibility of construction plans for 1 million housing units

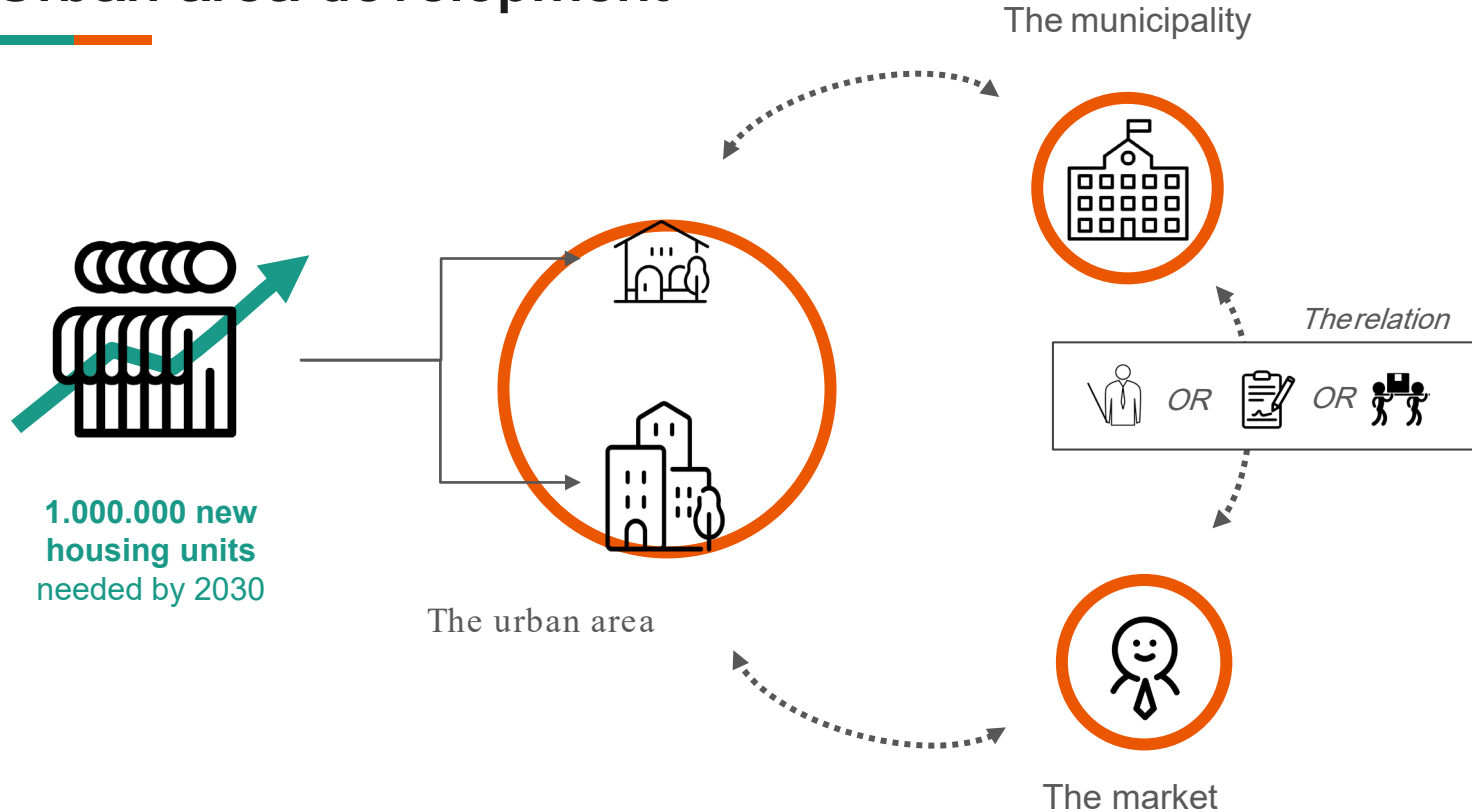


Dwelling prices in decline - will trend continue?



Newcomers to housing market are desperate: 9 out of 10 don't think to succeed

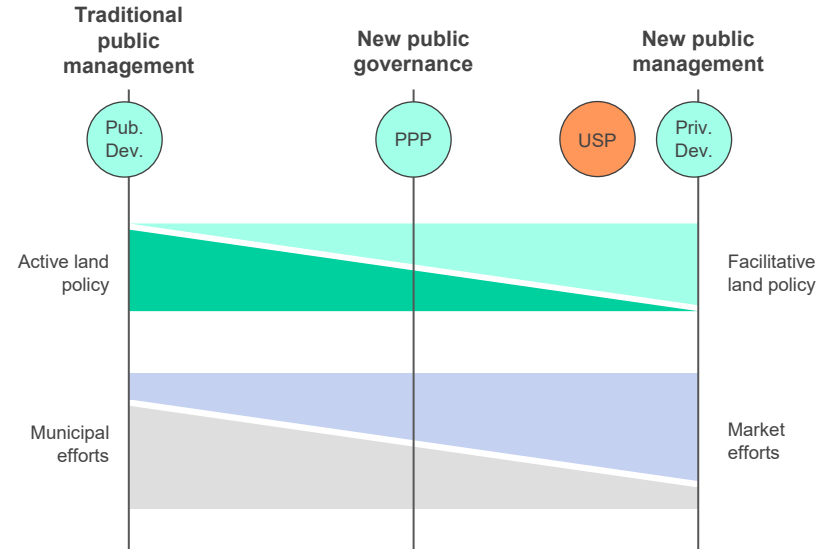
Urban area development



How to manage it?



- **Directing**
Traditional public management
- **Contracting**
New public management
- **Governance**
New public governance



The Unsolicited Proposal (USP)

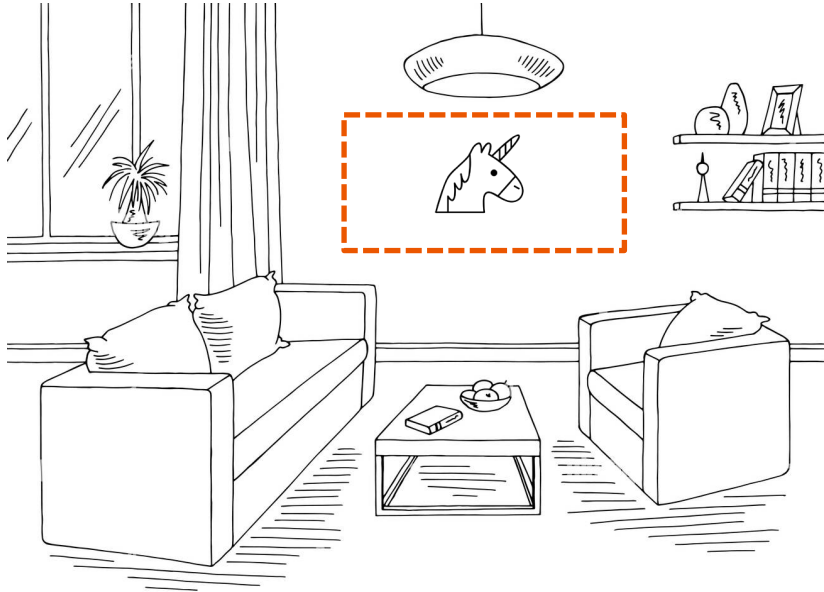


“A market initiative to another party who had not requested it.”

Scope criteria :

- SMART
- Completeness
- Goal and added value
- Originality
- Feasibility
- **(Almost) exclusive land ownership by municipality**

The Unsolicited Proposal (USP)



Pro's

- Saves time & energy
- No commitments
- Better utilization expertise
- Faster process

Con's

- Less transparency
- Maybe less competitive pricing

Problem

Problem statement

Can we still do it & Should we still do it?



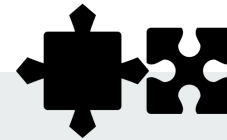
Didam-judgement

- Level playing field
- Bars the current as-is practice
- Uncertainty about implications



Knowledge Gap

- Little academic research
- Few (successful) cases documented
- Unclear definition of USP



Inefficiencies

- Municipalities efforts inefficient
- Great variation policies among municipalities
- Financial risks

Main research question

*How should **Dutch municipalities manage** unsolicited proposals for urban area development **given the legislative constraints and actor considerations**?*



Literature study



Casestudy



Interviews



Cross-case
analysis



Design study

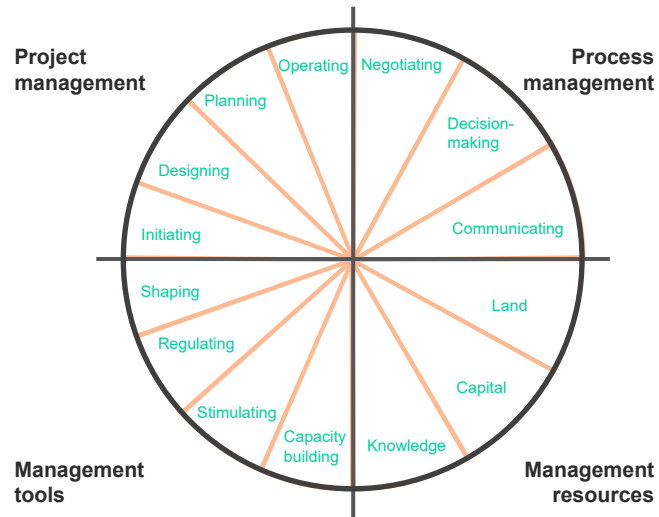


Expert panel

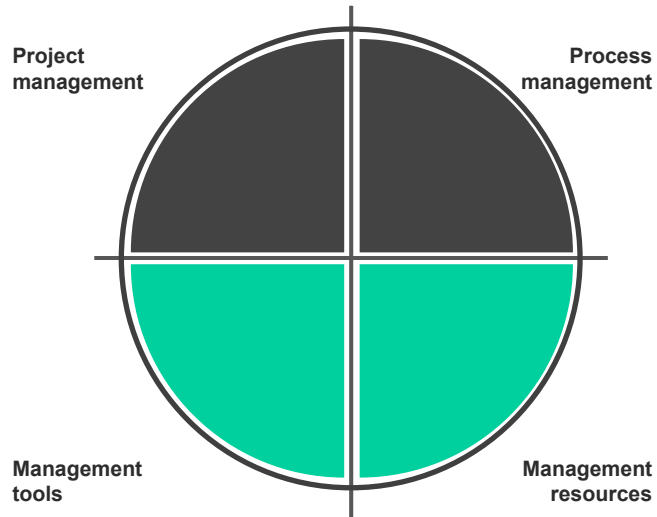


Research

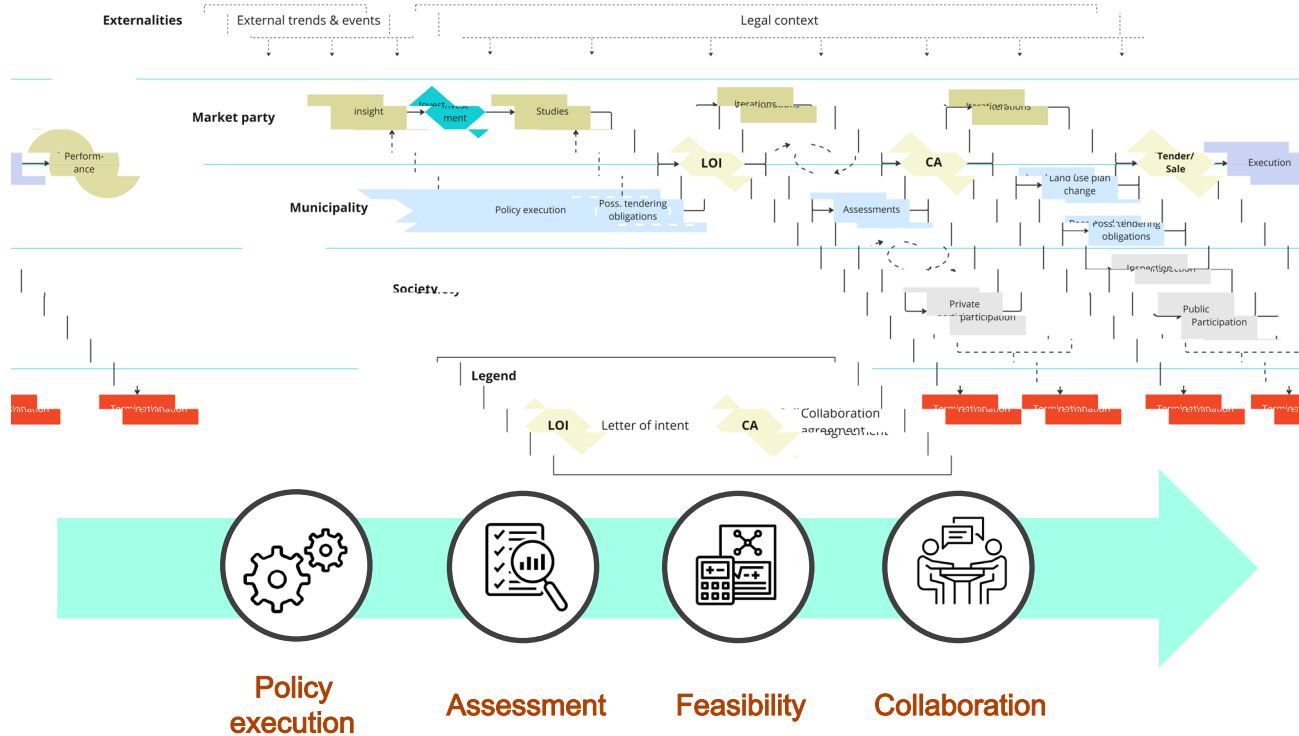
Literature study



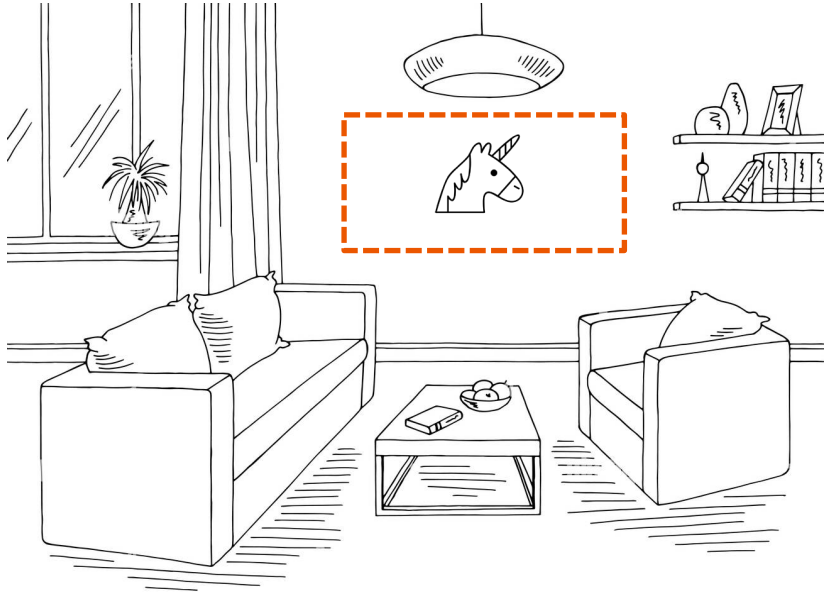
Literature study



Literature study



The Unsolicited Proposal (USP)



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The cases

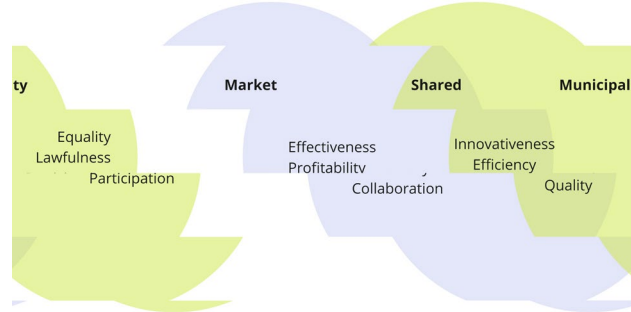


Motivations

Private party



- Interesting neighbourhoods
- Collaboration
- Keeping the municipality sharp
- Sharing knowledge & expertise
- Lower upfront investments

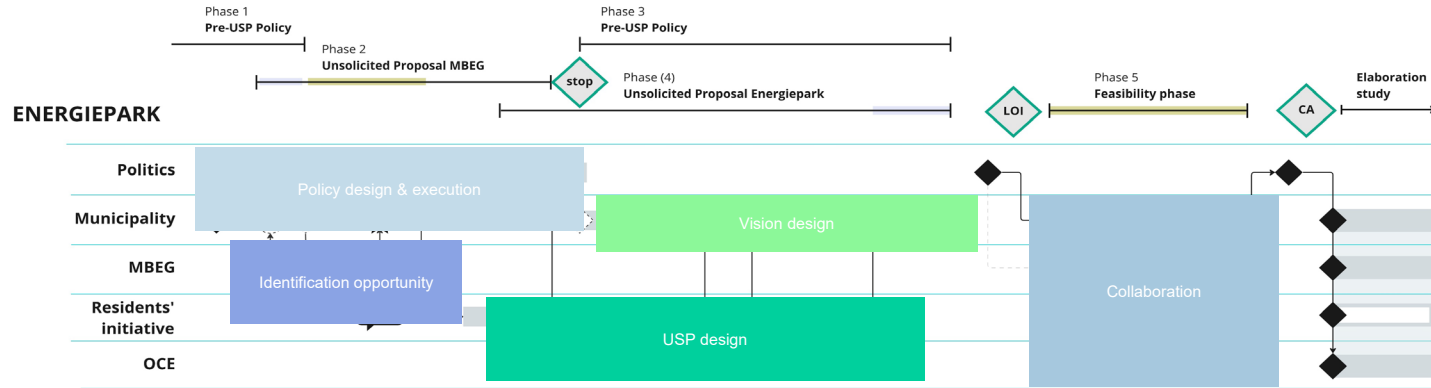


Public party

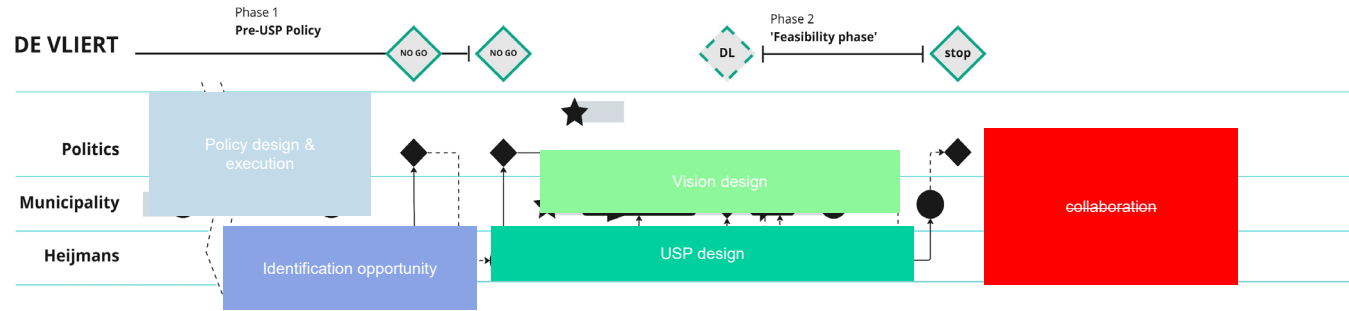


- Properly managing the process
- Participation & support
- The greater picture
- The highest quality & innovation
- Meeting their municipal objectives

Research



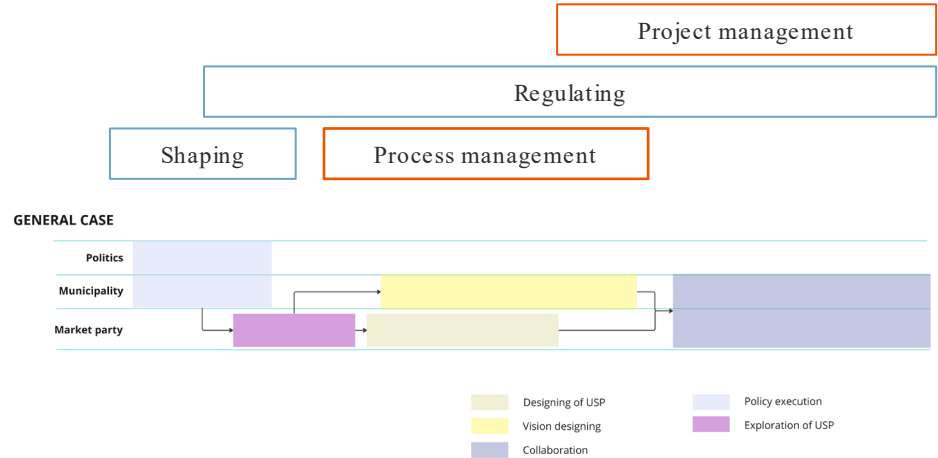
Research



Findings

Findings

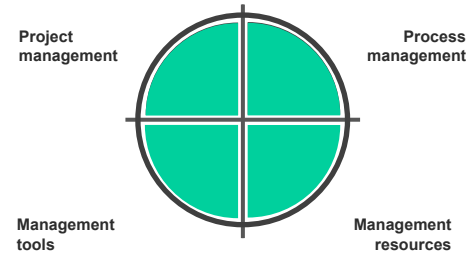
- Messy process
- Private contracts & agreements
- Early stage steering
- Public participation
- Continuous interaction
- Collaboration is the goal



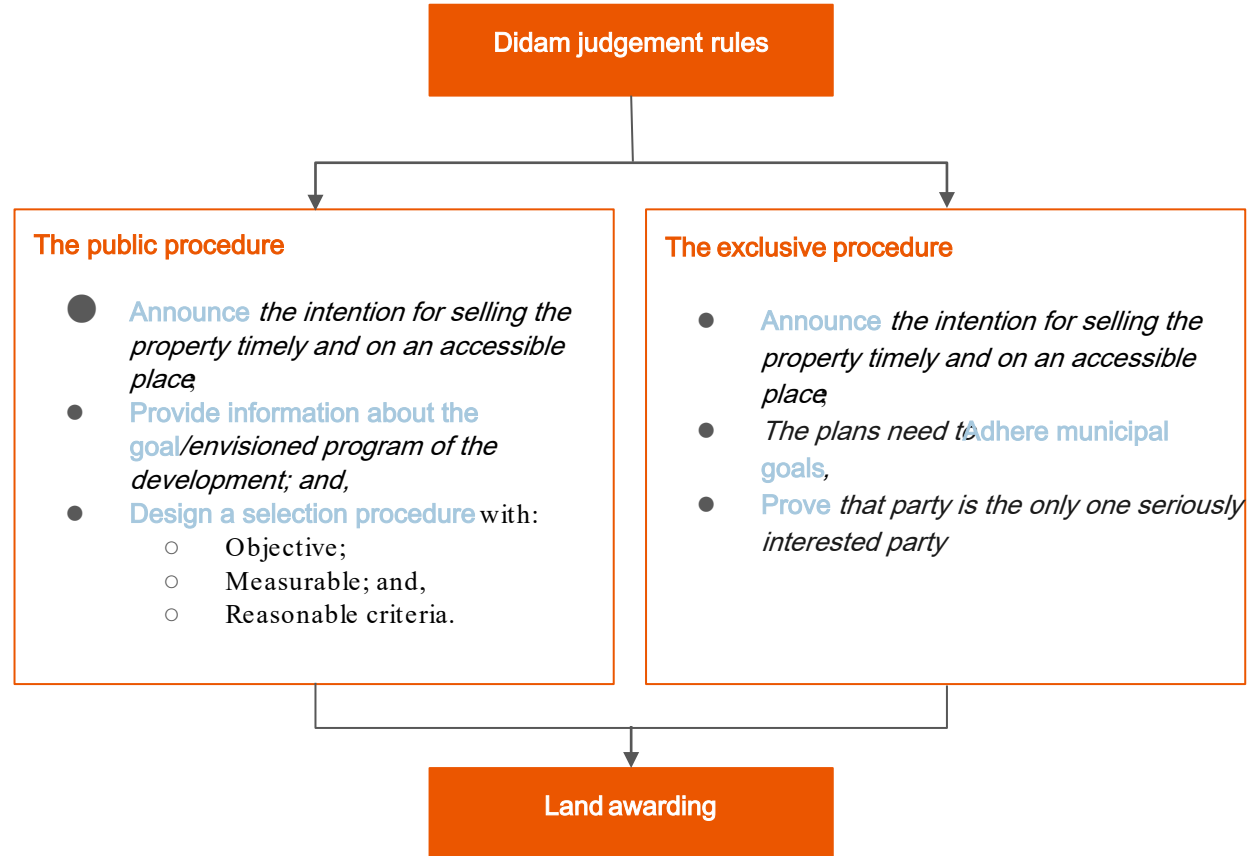
Observed management

Management of is multi-faceted. And a mix is needed for desirable outcomes

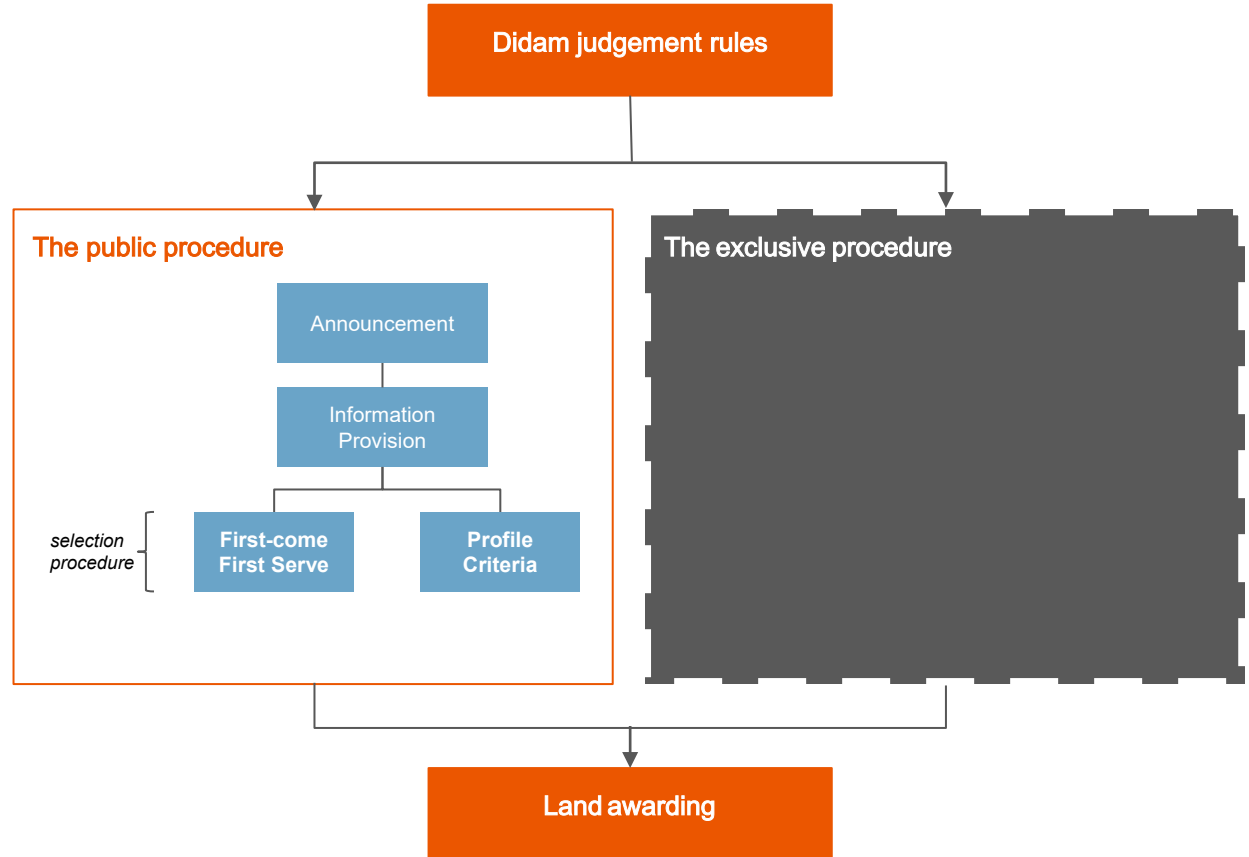
- *Shaping in the begin stages*
- *Regulating throughout the process,*
- *Capacity building in project starts*
- *Process management when goals are unclear*
- *Project management when clear answers are needed*



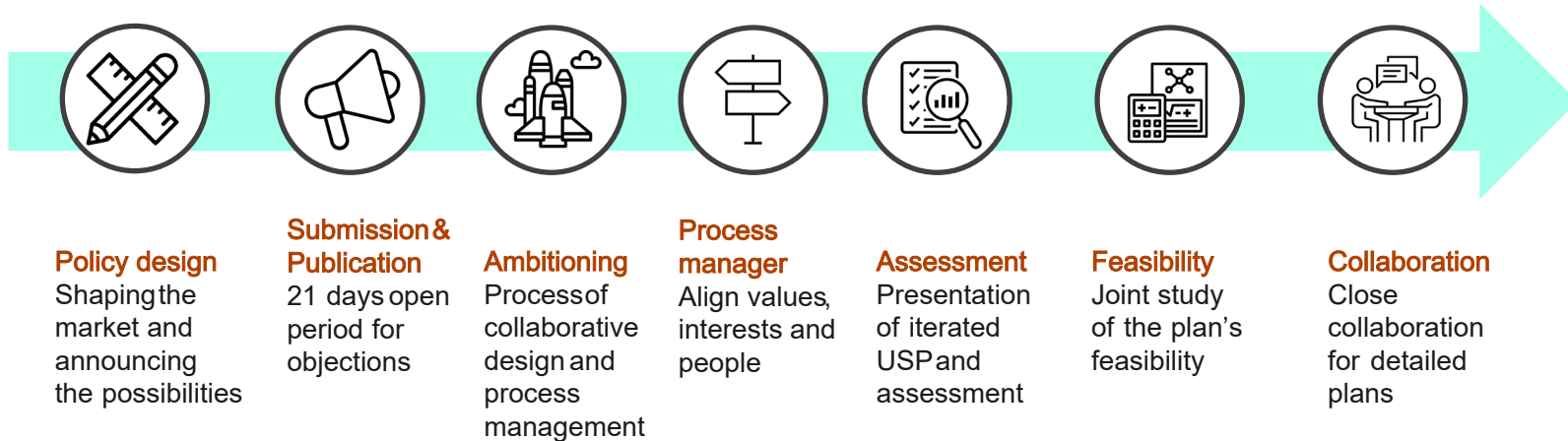
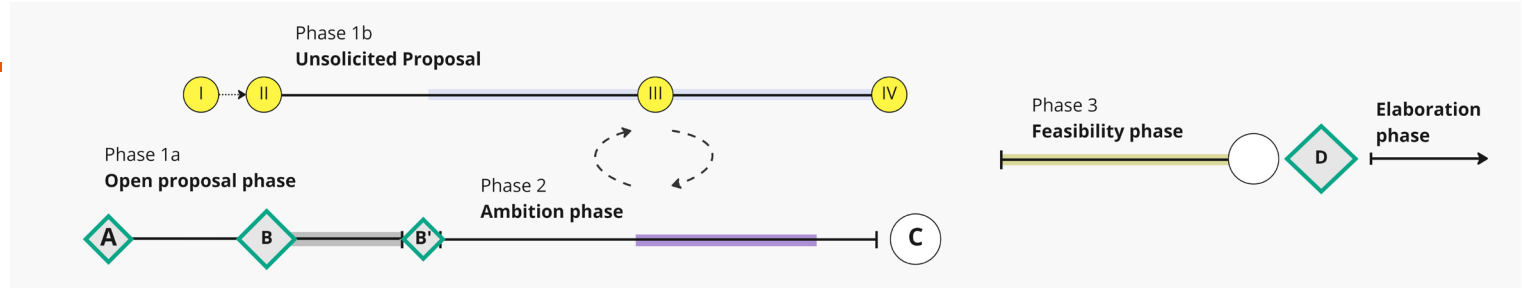
Feasibility



Feasibility



Product



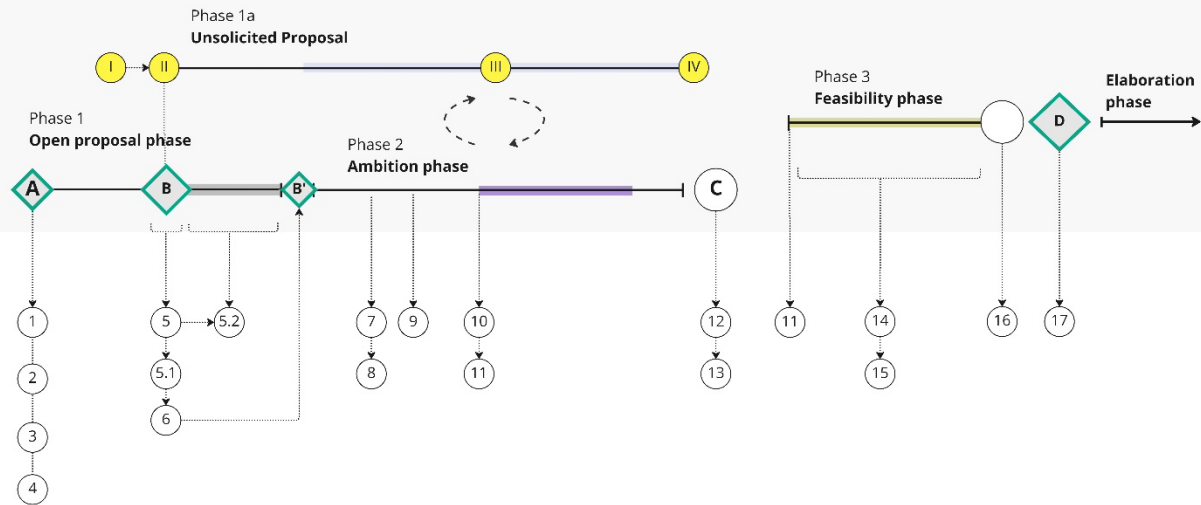
How should Dutch municipalities manage unsolicited proposals for urban area development given the legislative constraints and actor considerations?

*Through early stage **policy design** at the beginning, and **process and project management** throughout the process*

- 
1. **No uphold needed**
If a municipality is willing, Unsolicited Proposals may still be feasible.
 2. **Alignment**
Alignment between public and private goals is possible that poses that USP still may be desirable. Main challenges remain within a municipality itself.
 3. **Solicited Proposals**
USPs are arguably invited, but keep the main characteristics and benefits.
 4. **Ambitioning**
Municipalities still are wanting to design ambitions and visions, and have the resources for it.

Thank you! Questions?

Appendix



A. Open proposal phase

1. Creation of vision document laying out potential development areas
2. Policy design general themes (housing, car parking)
3. Motivation of use USP
4. Policy announcement of areas open for USPs

C. Decision Go/No-go Feasibility phase

5. 20 days' notice
- 5.1 No objections received
- 5.2 Objections received
 - 5.2.1 Fight objection (in case of losing, 5.2.2)
 - 5.2.2 Start mini-partner selection
6. Signing of Letter of Intent

B. Start of process

7. Start of design of high-level vision document
8. Set up of project team
9. Team workshops for competency building
10. Public participation
11. Involvement Kwartiermaker
12. Delivery of high-level vision document

C. Decision Go/No-go Feasibility phase

13. Signing of Letter of Intent
14. Negotiation & Decision making
15. Public participation
16. Presentation feasible plan

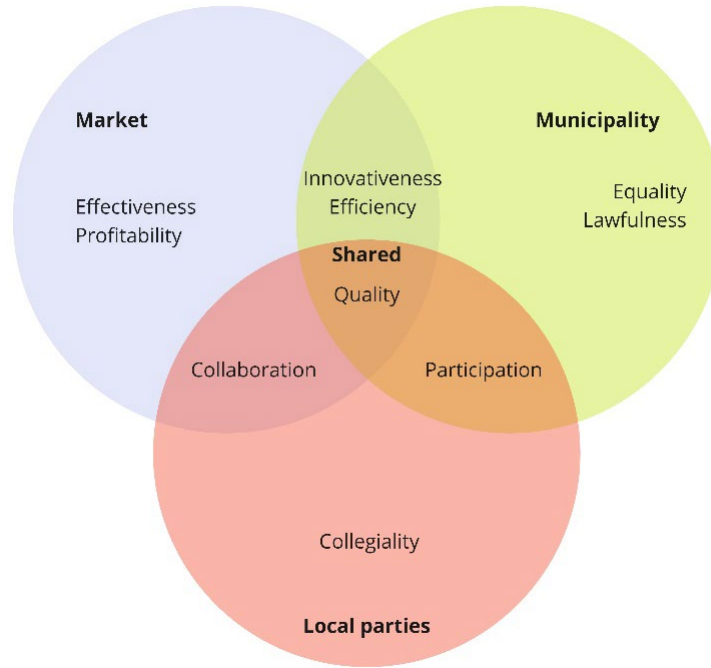
D. Decision Go/No-go Elaboration phase

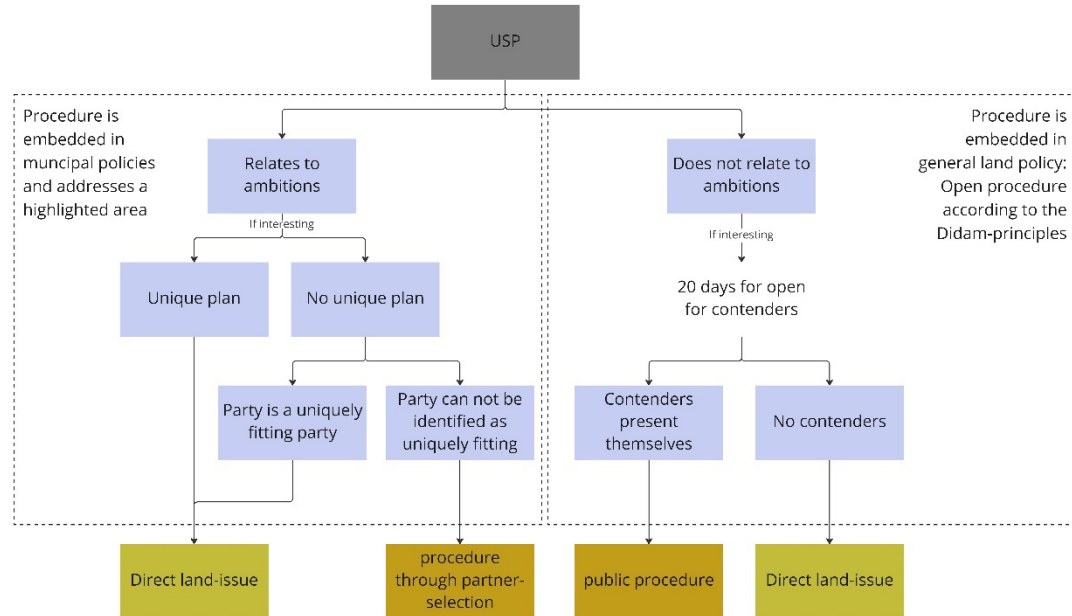
17. Signing Collaboration agreement

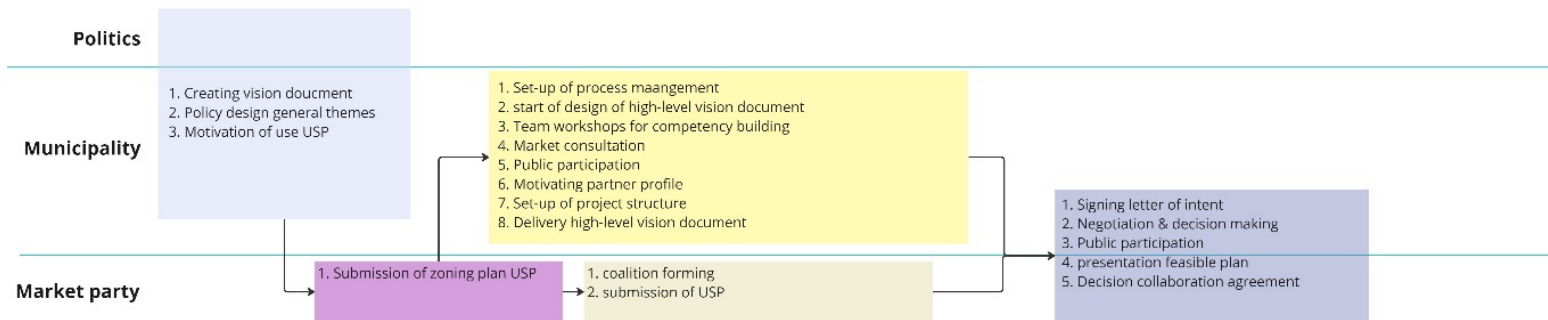
External actions

- I. Formation of necessary coalition & partnerships
- II. Application for Submission of zoning plan USP
- III. Co-leading public participation process
- IV. Submission of USP

Shared values

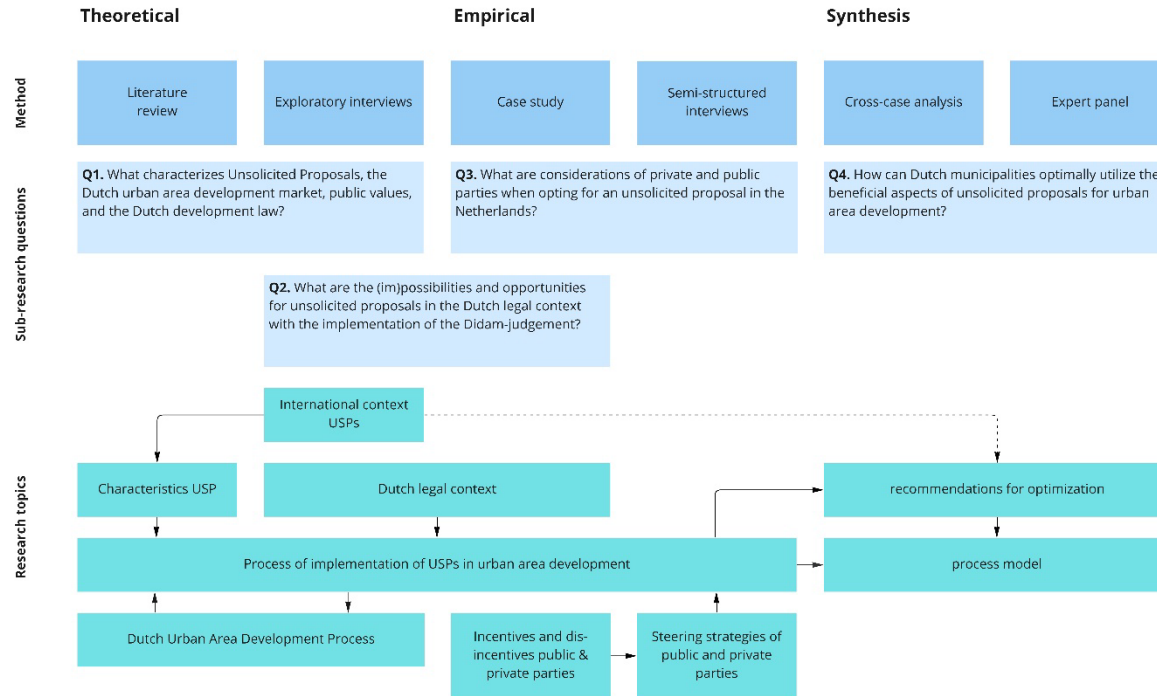






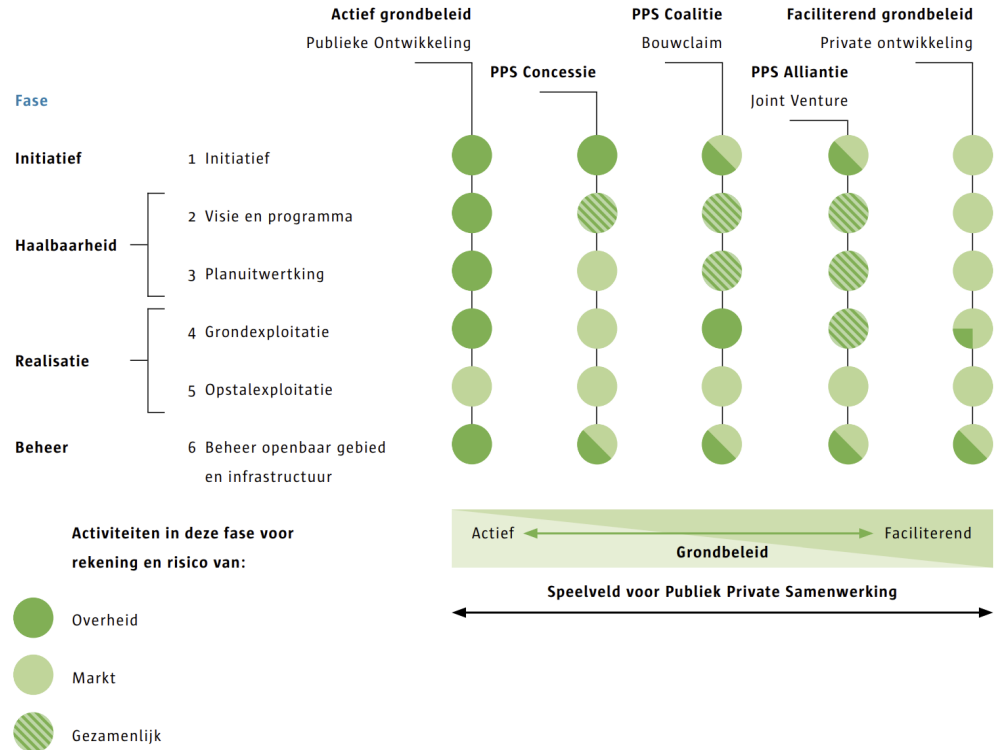
- Policy execution
- Exploration of USP
- Designing of USP
- Vision designing
- Collaboration

Research design



Grade of land policies

- Salient grade
- Each strategy has it's own advantages and disadvantages



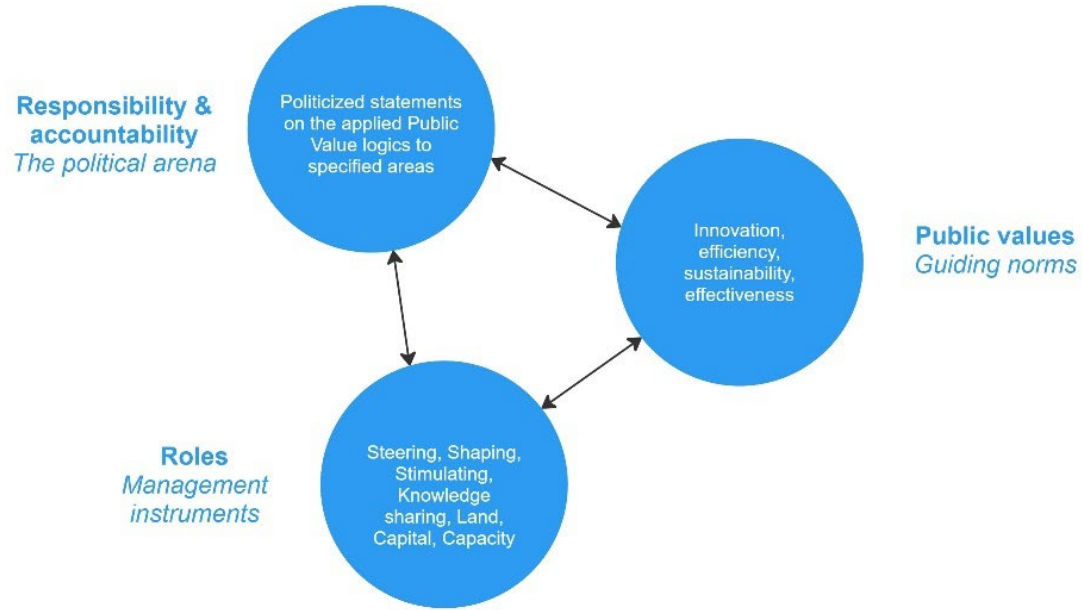
Müller judgement

OBLIGATION TO PROCURE		
PLAN DEVELOPMENT	plan dev. for construction and site preparation for development	YES*
	plan dev. for the development of housing and commercial real estate	NO**
	plan dev. for public and social real estate	YES*
REAL ESTATE DEVELOPMENT OPSTALEXPLOITATIE	the development / construction of housing and commercial real estate	YES*
	the development / construction of public and social real estate	NO**
LAND DEVELOPMENT GRONDEXPLOITATIE	construction and site preparation & shaping / designing plan area	YES*
	land transactions and land sales	NO

* obligation to procure depending on threshold

** in principle, no obligation to procure

Strategic triangle



Tendering

