

Graduation Plan

Master of Science Architecture, Urbanism & Building Sciences



Graduation Plan: All tracks

Submit your Graduation Plan to the Board of Examiners (Examencommissie-BK@tudelft.nl), Mentors and Delegate of the Board of Examiners one week before P2 at the latest.

The graduation plan consists of at least the following data/segments:

Personal information	
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Studio	
Name / Theme	Graduation Laboratory: Sustainable Private Sector-led Urban Development
Teachers / tutors	1st mentor: dr. ir. E.W.T.M. (Erwin) Heurkens (Urban Development Management) 2nd mentor: mr. dr. F.A.M. (Fred) Hobma (Planning and Development Law) External examiner: dr. R.J. (Reinout) Kleinhans (Urban Regeneration and Neighbourhood Change)
Argumentation of choice of the studio	<p>This Graduation Plan is written within the framework of the AR3R010 Graduation Laboratory 2015-2016 of MSc track Real Estate and Housing, Faculty of Architecture, Delft University of Technology. The graduation research is conducted at chair Urban Development Management. The graduation laboratory chosen is Sustainable Private Sector-led Urban Development.</p> <p>The research topic chosen within the context of the graduation laboratory is Corporate Social Responsibility (CSR). In particular, this research is about the CSR of developing investors in Dutch investor-led urban development projects.</p> <p>My personal interest in this graduation laboratory and research topic relates to the fact that the world is urbanising at an unprecedented rate. More than one half of the world population lives now in urban areas. Cities and urban regions are places of continuing change. They need to adapt to challenging economic and environmental conditions, and social demands. Adaptations entail significant changes to the built environment, involving and affecting people and organisations locally and globally. I would like to gain a better understanding of these processes of change and how to manage them.</p> <p>Particularly, I have an interest in understanding the social aspects of urban development. Due to a changing state-market relationship in the Netherlands, and a shift in power to enforce and regulate land uses and planning activities, the Dutch government faces challenges</p>

	<p>in meeting societal expectations considering urban development. Therefore new roles and responsibilities for private actors involved in urban development arise. Here, the question arises if private actors can bear and take social responsibilities and safeguard public interests and values within urban development – former governmental duties. Therefore, within this context, the principles of CSR are interesting to explore.</p> <p>In this graduation research, my ambition is to provide insight in the interpretation, definition and relationship between concepts CSR and sustainable urban development, within the context of Dutch investor-led urban development projects.</p>
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Graduation project	
Title of the graduation project	Insight in the social role of developing investors in investor-led urban development projects in the Netherlands: exploring developing investors' use of Corporate Social Responsibility (CSR) as a means to realise sustainable urban areas
Goal	
Location:	Not applicable
The posed problem, research questions and design assignment in which these result.	Problem statement explained below Main research question explained below Not applicable
Problem statement	
<p>While the leading role of the developing investor in Dutch urban development practice has been the subject of great attention (Bijsterveld & Laverman, 2011; De Jonge, 2012; Hagendijk & Franzen, 2012; Heurkens, 2012; Peek, 2012; Praktijkleerstoel Gebiedsontwikkeling, 2011b; Sturm, 2014; Sturm, Heurkens, & Bol, 2014), the focus has been primarily on its contribution of commercial activities and investments. However, the developing investor's social role has become subject of attention too, due to the societal call for responsible market behavior.</p> <p>Due to a changing state-market relationship, and a shift in power to enforce and regulate land uses and planning activities, the Dutch government faces challenges in meeting societal expectations considering urban development, and therefore has an interest in CSR not simply to make developing investors more socially responsibly but also to assist them in their task of governing (Heurkens, 2012; Moon, 2007).</p> <p>Within the context of investor-led urban development projects in the Netherlands, insight is needed into the developing investor's social role: insight is needed into how investors can bear and take their responsibility to society and a broader set of stakeholders beyond their shareholders. In other words, within the context of Dutch investor-led urban development projects, insight is needed into how CSR can be used by developing investors as a strategic means to realise sustainable urban areas.</p>	
Research objectives	
<p>The main objective of this research is to provide insight in the social role of developing investors in investor-led urban development projects in the Netherlands, by exploring investors' use of CSR as a means to realise sustainable urban areas.</p>	

One of the (sub) aims of this research is to understand the Dutch investor-led urban development practice, and the use of CSR by developing investors herein, by means of:

- Exploring the current use of CSR by developing investors in investor-led urban development projects in the Netherlands;
- Exploring developing investors' interest in (improved) use of CSR;
- Exploring developing investors' possibilities of use of CSR.

Another (sub) aim of this research is to draw inspirational lessons for the Dutch (Rhineland) practice from Anglo-Saxon investor-led urban development projects, in which developing investors strategically use(d) CSR as a means to realise sustainable areas. The assumption here is that developing investors who do business according to Anglo-Saxon principles go in front considering the application of CSR in their projects – confirmed by the notion that CSR emerged in liberal market economies (Brammer, Jackson, & Matten, 2012).

Main research question

Based upon the research objectives, the following main research question is formulated: How can developing investors in Dutch investor-led urban development projects use Corporate Social Responsibility (CSR) to develop sustainable urban areas?

Intended end product

The intended end product of research is an insight in the social role of developing investors in investor-led urban development projects in the Netherlands, highlighting:

- Inspirational lessons for the Dutch practice, drawn from Anglo-Saxon investor-led urban development projects, in which developing investors strategically used(d) CSR as a means to realise sustainable areas;
- The current use of CSR by developing investors in investor-led urban development projects in the Netherlands;
- Developing investors' interest in (improved) use of CSR;
- Developing investors' possibilities of use of CSR.

The latter point, developing investors' possibilities of use of CSR, is reported in the form of an "assessment tool" (or "measurement tool", "ruler", "gradation bar", etc.) indicating the possible gradations/levels of CSR application, for example in terms of "beginner" and "expert" – like BREEAM and LEED assessment tools, but in this case indicating the social level instead of environmental level of the project or the investor. Note, in the research process is to be determined if this assessment tool indicates the social level of the realised investor-led urban development project (product-oriented) or the business management/conduct of the developing investor itself (more process-oriented).

Process

Method description

The research process consists of several phases (P1 to P5), each including data collection (methods) and data analysis (methods).

During the P1/P2 phase, a research proposal is written including research topic, research relevance, problem analysis, problem statement, research objective, research questions, definitions, research demarcation, review of literature, and research design.

The first part of the empirical research, conducted in the P3 phase, consists of drawing inspirational lessons for Dutch investor-led urban development practice from Anglo-Saxon case studies. Therefore, first, the differences in urban development management and culture between the Anglo-Saxon

model and the Rhineland model must be made clear, by means of literature review. Second, two Anglo-Saxon investor-led urban development projects are analysed, using case study methods, involving semi-structured interviews with key players, and analysis of case documents. Third, these two cases are subjected to a cross case analysis. Then, in the Netherlands, the results of the cross case analysis are presented to an expert panel. Together with the expert panel, inspirational lessons for the Dutch practice are drawn, taking into account context dependent factors (characteristics of Anglo-Saxon model vs. Rhineland model, institutional factors, culture, law, etc.).

The second part of the empirical research, also conducted in the P3 phase, consists of generating understanding of the Dutch investor-led urban development practice, and the use of CSR by developing investors herein.

The following research scenarios for data collection and analysis are identified:

- Scenario 1: research internship at Dutch developing investor;
- Scenario 2: research internship at professional service/consultancy company;
- Scenario 3: desk research at Faculty of Architecture, Delft University of Technology.

Within these research scenarios, the following data collection and analysis methods are applicable:

- Multiple empirical case studies, using case study methods, involving semi-structured interviews with key players, and analysis of case documents. Cases can be compared in a cross case analysis. The case study criteria and selection depend on the chosen research scenario – on the condition that cases are Dutch investor-led urban development projects.
- Quantitative research involving structured interview (digital survey) for (preferably all) Dutch developing investors. The sample of the survey depends on the chosen research scenario.
- Literature review.

Based upon theory, the inspirational lessons from Anglo-Saxon practice, and the research scenario chosen in P3 phase part 2, the CSR assessment tool can be designed in the P4 phase. This design process is iterative. Feedback loops involving experts (at research company or at university) are necessary. Note, in the P3 phase is determined if the CSR assessment tool indicates the social level of the realised investor-led urban development project (product-oriented) or the business management/conduct of the developing investor itself (more process-oriented).

In the P5 phase the main research question and all (sub) questions are answered. Part of the answer to the main research question is the designed CSR assessment tool. Note, as this graduation research is bound by time and means, the designed CSR assessment tool is not tested in practice/reality – only the design is provided in the final graduation thesis.

Literature and general practical preference

Literature about the changing state-market relationship in the Netherlands, increased influence of the private sector in Dutch urban development, and Anglo-Saxon influence in the Dutch Rhineland planning model

- Adams, D., & Tiesdell, S. (2010). Planners as market actors: Rethinking state-market relations in land and property. *Planning Theory & Practice*, 11(2), 187-207.
- Alexander, E. R. (2011). Why planning vs. markets is an oxymoron: Asking the right question. *Planning and Markets*, 4(1).
- Boelens, L. (2009). *The Urban Connection: An Actor-relational Approach to Urban Planning*. Rotterdam: 010 Publishers.
- Connolly, W. (1983). *The Terms of Political Discourse*. Oxford: Robertson.
- De Jonge, H. (2012). The Entrepreneurial City. *Volume*, 34, 115-117.

- Heurkens, E. (2008). The Anglo Saxon Western wind: Repositioning the management of urban area development in the Netherlands. *BOSS Magazine*, 34, 54-58.
- Heurkens, E. (2012). *Private Sector-led Urban Development Projects: Management, Partnerships and Effects in the Netherlands and the UK*. (PhD), Delft University of Technology, Delft.
- Heurkens, E. (2013). Een nieuwe rolverdeling: Privaat 'in the lead', publiek faciliteert. *VHV Bulletin*, 40(3), 14-15.
- Heurkens, E. (2016). Presentation Sustainable Private Sector-led Urban Development: MBE Lab 15/16 Q3. Delft: Delft University of Technology.
- Heurkens, E., Adams, D., & Hobma, F. (2015). Planners as market actors: the role of local planning authorities in the UK's urban regeneration practice. *Town Planning Review*, 86(6).
- Hobma, F. A. M. (2005). Risico van ruimtelijk ontwikkelingsbeleid. *Openbaar Bestuur*, 12, 4-7.
- Rifkin, J. (2004). *The European Dream: How Europe's Vision of the Future is Quietly Eclipsing the American Dream*. New York: Penguin.

Literature about the rise of developing investors and (Dutch) investor-led urban development (projects)

- Bijsterveld, K., & Laverman, W. (2011). Markt voor traditionele vastgoedpartijken wordt kleiner: Nicole Maarsen over de opmars van de ontwikkelende belegger. *Building Business*, 3, 10-13.
- Hagendijk, K., & Franzen, A. (2012). Gebiedsontwikkeling slim vlottrekken: maak (publiek) geld minder belangrijk. *Building Business*, 11, 54-57.
- Peek, G. J. (2011). Van disciplinair raamwerk naar denkraam. *Real Estate Research Quarterly*, 10, 16-26.
- Peek, G. J. (2012). *Investeren in gebiedsontwikkeling nieuwe stijl. Handreikingen voor samenwerking en verdienmodellen*. Den Haag: Ministerie van Infrastructuur en Milieu.
- Puaschunder, J. M. (2011). *Socio-Psychological Motives of Socially Responsible Investors (Harvard University Weatherhead Center for International Affairs Working Paper)*.
- Sturm, C. (2014). *Investor-led urban development: lessons from community-oriented investment strategies applied by developing investors in the United States*. (MSc), Delft University of Technology, Delft.
- Sturm, C., Heurkens, E., & Bol, N. (2014). Lessen van binnenstedelijke herontwikkeling in de V.S. *Real Estate Research Quarterly*, 23-32.
- Van Joolingen, P., Kersten, R., & Franzen, A. (2009). *Gebiedsontwikkeling en de kredietcrisis. Een recessie met structurele consequenties*. Den Haag: Ministerie van Volkshuisvesting Ruimtelijke Ordening en Milieubeheer.

Literature about CSR

- Brammer, S., Jackson, G., & Matten, D. (2012). Corporate Social Responsibility and institutional theory: new perspectives on private governance. *Socio-Economic Review*, 10(1), 3-28.
- Carroll, A. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
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- Moon, J. (2007). The Contribution of Corporate Social Responsibility to Sustainable Development. *Sustainable Development*, 15, 296-306.
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- Van de Poel, I., & Royakkers, L. (2009). *Ethics and Technology: Moral reflections in engineering practice*: Blackwell.
- Van Gool, P., Jager, P., Theebe, M., & Weisz, R. (2013). *Onroerend goed als belegging*. Groningen/Houten: Noordhoff Uitgevers.
- Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). Corporate Social Responsibility: An Overview and New Research Directions. *Academy of Management Journal*, 59(2), 534-544.
- Ward, H. (2004). *Public Sector Roles in Strengthening Corporate Social Responsibility: Taking Stock*. Washington: World Bank.
- Werna, E., Keivani, R., & Murphy, D. (2009). *Corporate Social Responsibility and Urban Development*: Palgrave Macmillan.

Literature about sustainability and sustainable (urban) development

- Brown, T. (2016). Sustainability as Empty Signifier: Its Rise, Fall, and Radical Potential. *Antipode*, 48(1), 115-133.
- Bulkeley, H., & Betsill, M. (2005). Rethinking Sustainable Cities: Multilevel Governance and the 'Urban' Politics of Climate Change. *Environmental Politics*, 14(1), 42-63.
- Campbell, S. (1996). Green Cities, Growing Cities, Just Cities? Urban Planning and the Contradictions of Sustainable Development. *Journal of the American Planning Association*, 62(3), 296-312.
- Crouch, C. (2012). Sustainability, Neoliberalism, and the Moral Quality of Capitalism. *Business & Professional Ethics Journal*, 31(2), 363-374.
- Daamen, T. A. (2010). *Strategy as Force: Towards Effective Strategies for Urban Development Projects – The Case of Rotterdam City Ports*. (PhD), IOS Press, Amsterdam.
- Florida, R. (2010). *The Great Reset*. London: HarperCollins Publishers Inc.
- Gunder, M. (2006). Sustainability: Planning's saving grace or road to perdition? *Journal of Planning Education and Research*, 26(2), 208-221.
- Kersten, R., Wolting, A., Ter Bekke, M., & Bergman, A. (2011). *De reiswijzer gebiedsontwikkeling 2011. Een praktische routebeschrijving voor marktpartijen en overheden*. Den Haag: Ministerie van Infrastructuur en Milieu.
- Leal Filho, W. (2000). Dealing with misconceptions on the concept of sustainability. *International Journal of Sustainability in Higher Education*, 1(1), 9-19.
- Loorbach, D., Wittmayer, J. M., Shiroyama, H., Fujino, J., & Mizuguchi, S. (2016). *Governance of Urban Sustainability Transitions*. Tokyo: Springer.
- Praktijkleerstoel Gebiedsontwikkeling. (2011a). *Duurzame gebiedsontwikkeling: doe de tienkamp!* Delft: Delft University of Technology.
- Praktijkleerstoel Gebiedsontwikkeling. (2011b). *Gebiedsontwikkeling in een andere realiteit: wat nu te doen*. Delft: Delft University of Technology.
- World Commission on Environment and Development. (1987). *Our common future (Brundtland report)*.

Reflection

Relevance

The utilisation potential (value) of this research is explained from a societal and scientific perspective.

Societal perspective

In Dutch urban development practice, new types of governance are recognisable, due to the changing relationship between state and market, and the changing private sector influence. The increased influence of private actors in urban development is accompanied by new societal roles and responsibilities. The principles of CSR come up here. Concerning CSR, the question is how private actors in urban development can bear a responsibility to society and a broader set of stakeholders

beyond their shareholders. In this research, this question is answered for a particular type of private actors, namely developing investors, within the context of investor-led urban development projects. This research provides insight in the social role of developing investors in (private sector-led) urban development projects, by exploring their strategic use of CSR as a means to realise sustainable urban areas. By exploring this strategic use, benchmarking of CSR application by developing investors is made possible.

Scientific perspective

This research provides insight in the interpretation, definition and relationship between concepts CSR and sustainable development, within the context of Dutch investor-led urban development projects. Due to relating CSR and sustainable urban development, different scientific field are brought together/integrated: urban planning, urban development management, social sciences, public administration, business administration, ecology and economy.

Time planning

The research process consists of several phases (P1 to P5), each including data collection (methods) and data analysis (methods), in accordance with the Figure below.

