

An aerial photograph of a historic city center, likely Amsterdam, featuring a canal, various buildings, and a church tower. The image is used as a background for the presentation slide.

# Public-private collaboration for sustainable urban area development

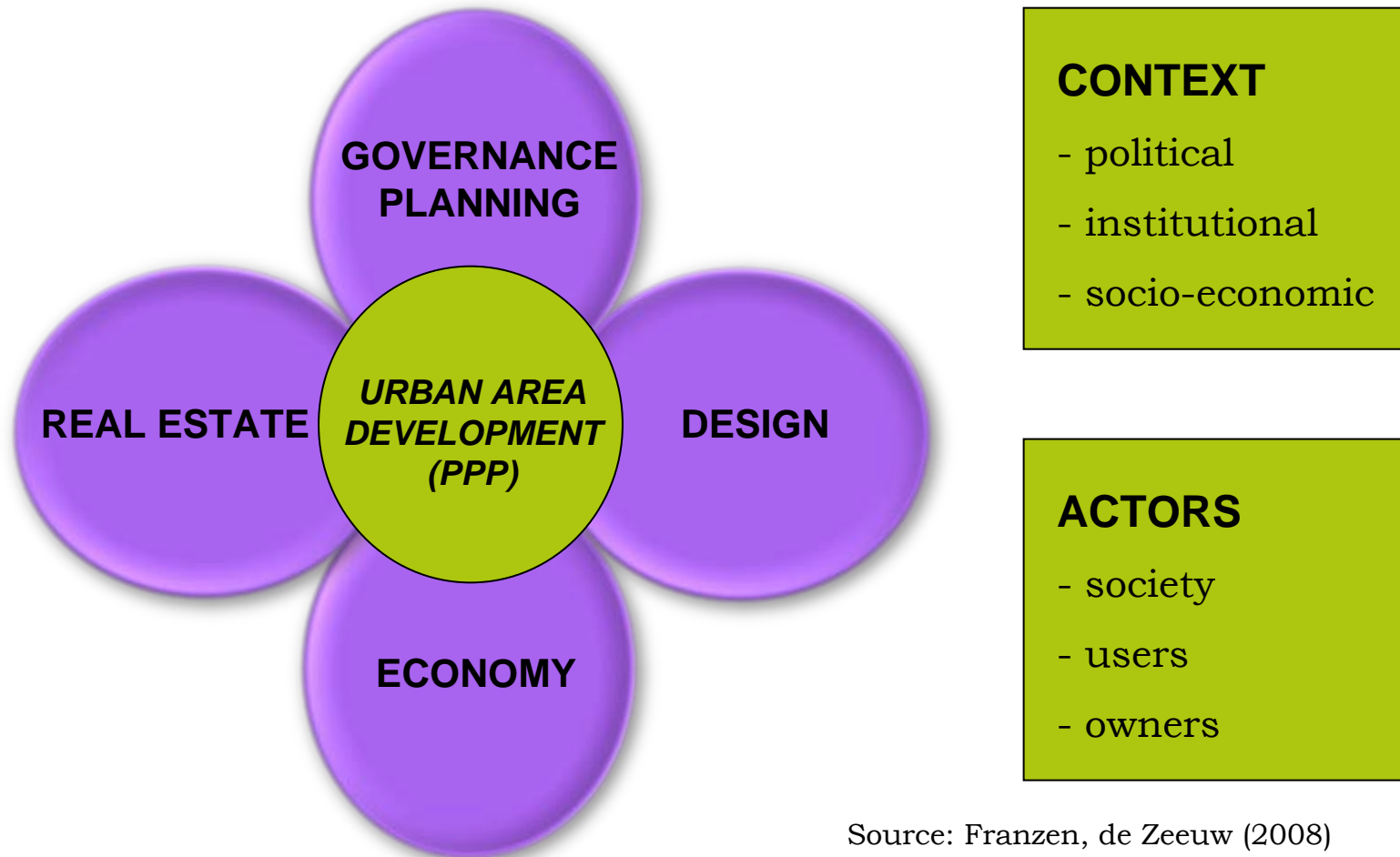
Prof.ir. Karin Laglas



# Kalvertoren Amsterdam



# Multidisciplinary Knowledge Frame

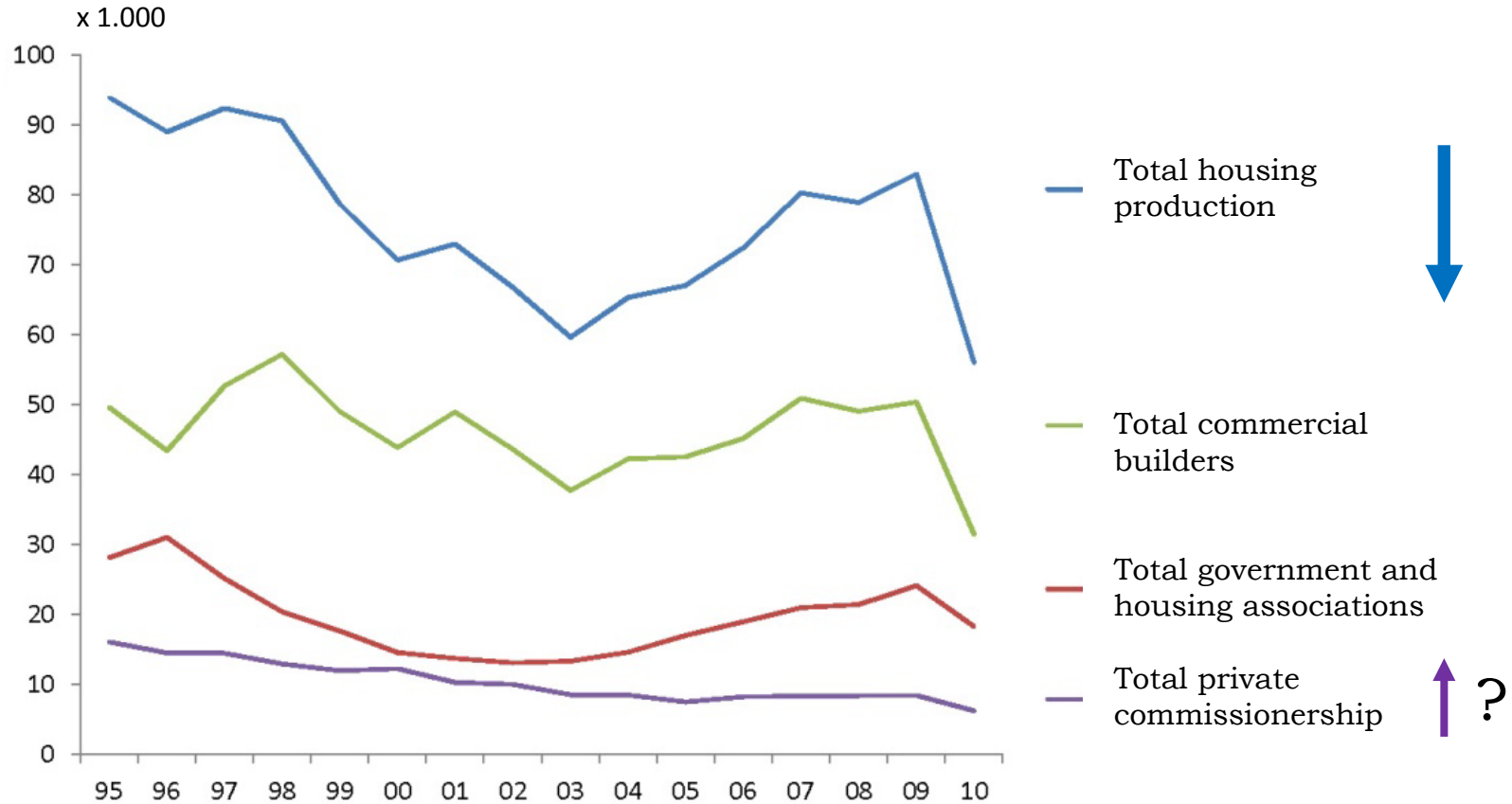


# Change in leadership in public – private arrangements



Social innovation, Josephine Green:  
'from pyramid to pancake'

# Housing production: share of private commissionership



Source: CBS Statline



# Eastern Docklands Amsterdam before restructuring



Stadsarchief Amsterdam

# Eastern Docklands Amsterdam



# Stad van de Zon Heerhugowaard



2,5 MegaWatt solar energy  
**biggest carbon neutral  
district in the world**



GPR building



energy



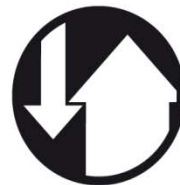
ground



water



nature and  
landscape



transformation



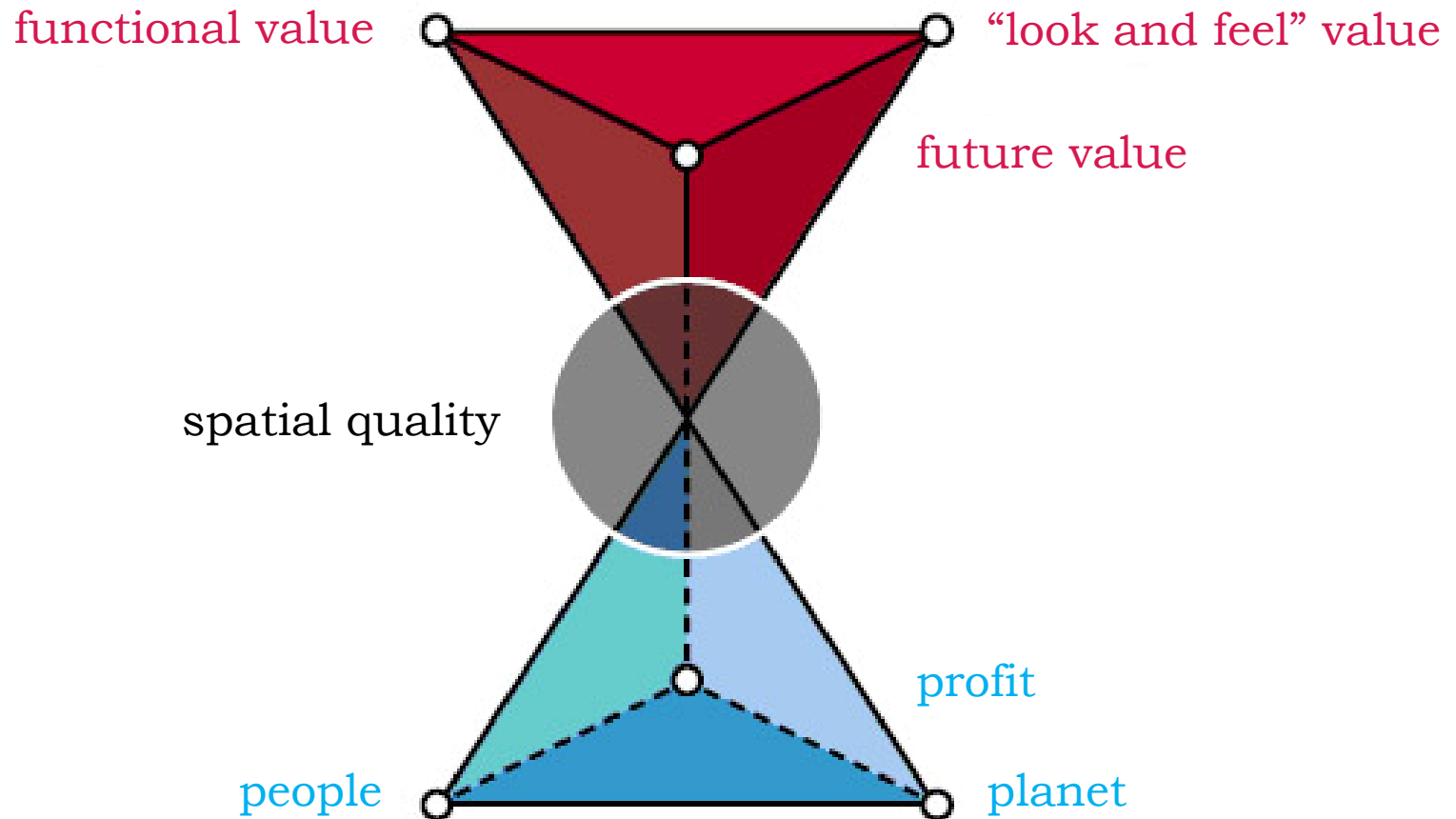
history and  
identity



mobility and  
transport



# Sustainability



Source: Handreiking Duurzaamheid (Instruction Manual Sustainability), TU Delft

# Berlage Plan Amsterdam-South



GPR building



energy



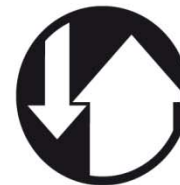
ground



water



nature and  
landscape



transformation



history and  
identity



mobility and  
transport

# Public and private leadership in Amstelveen





# Ambition: creation of a city “living room”

## THE CHALLENGE 2

TO CREATE A NEW STADSHART  
BY KNITTING TOGETHER THE  
FOUR " ISLANDS " OF ACTIVITY AND  
PRODUCING A " SENSE OF PLACE "



# City centre of Amstelveen



## Program

- 13.000 m<sup>2</sup> culture (museum, library, cultural centre, pop stage)
- 45.000 m<sup>2</sup> retail
- 40.000 m<sup>2</sup> offices
- 300 apartments
- Parking
- Bus station
- Public space



# City centre of Amstelveen





# Factors for succes and failure

## **Success**

- Local authority is ambitious and rich
- Well to do community
- Good market potential
- Potential for improvement
- Space (parking lots)
- Well located in its region; easy access
- Focus on quality
- Economic prosperous era (nineties)
- PPP

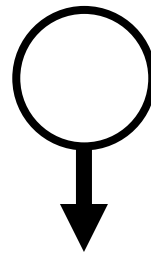
## **Failure**

- Community only partly shares ambition
- Retailers used to scarce retail supply; extremely high turnovers
- Objecting neighbours
- Press negative
- Changes in political context (elections)
- Discontinuity in key persons due to long lead time
- Proved vulnerable for office market dip
- PPP

# How? Learning form Management Theory

From:

- The Rational Actor
- Purely Competitive Market / Strong government – One Decision-Maker
- One Goal: Profit Maximization (Classical Economic Theory) / Political ideals

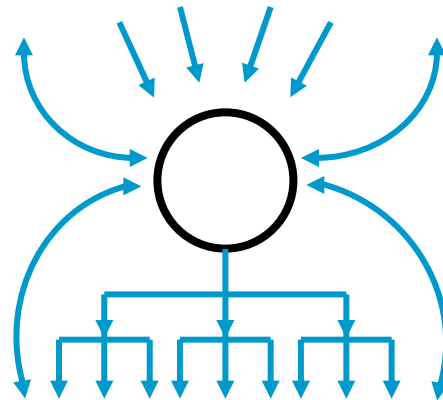


Source: Mintzberg (1983)

# Management Theory

To:

- External and internal influence and Authority – Multiple Goals
- One project Authority
- Group Goals and Organizational Goals – Participation and Negotiation (Barnard)



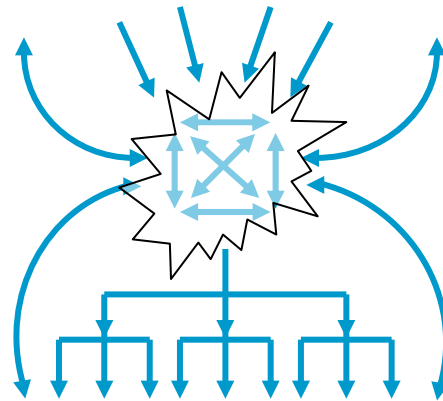
Source: Mintzberg (1983)



# Management Theory

## Toward a Management Perspective on Urban Area Development

- Coalition of individuals – Multiple Actors
- External and internal influence – Multiple Goals
- Bargaining about Goals – Continuous pursuit of personal benefits (Cyert & March)



Source: Mintzberg (1983)

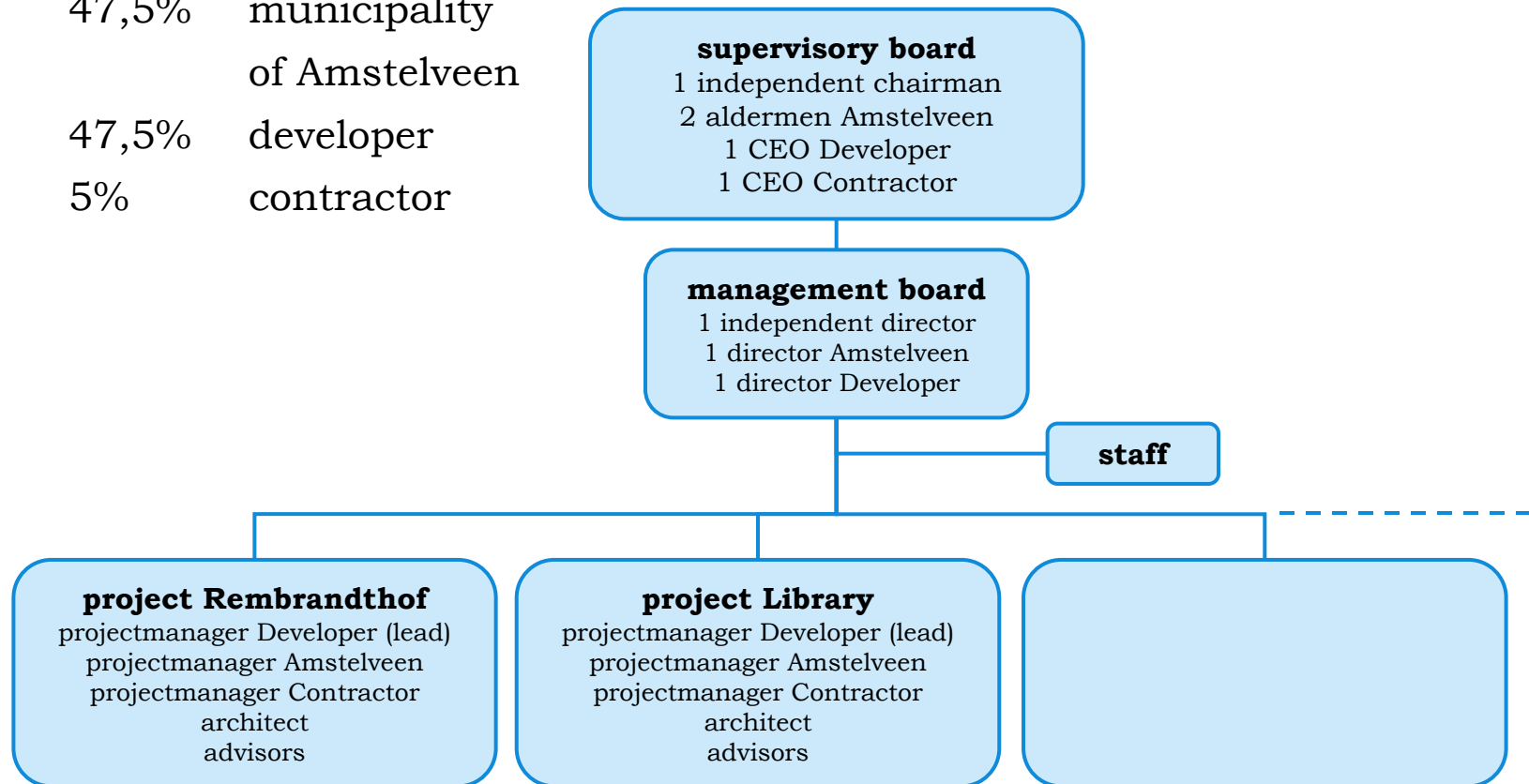
# Organisation: public private partnership in Amstelveen: SAO

Public-private venture

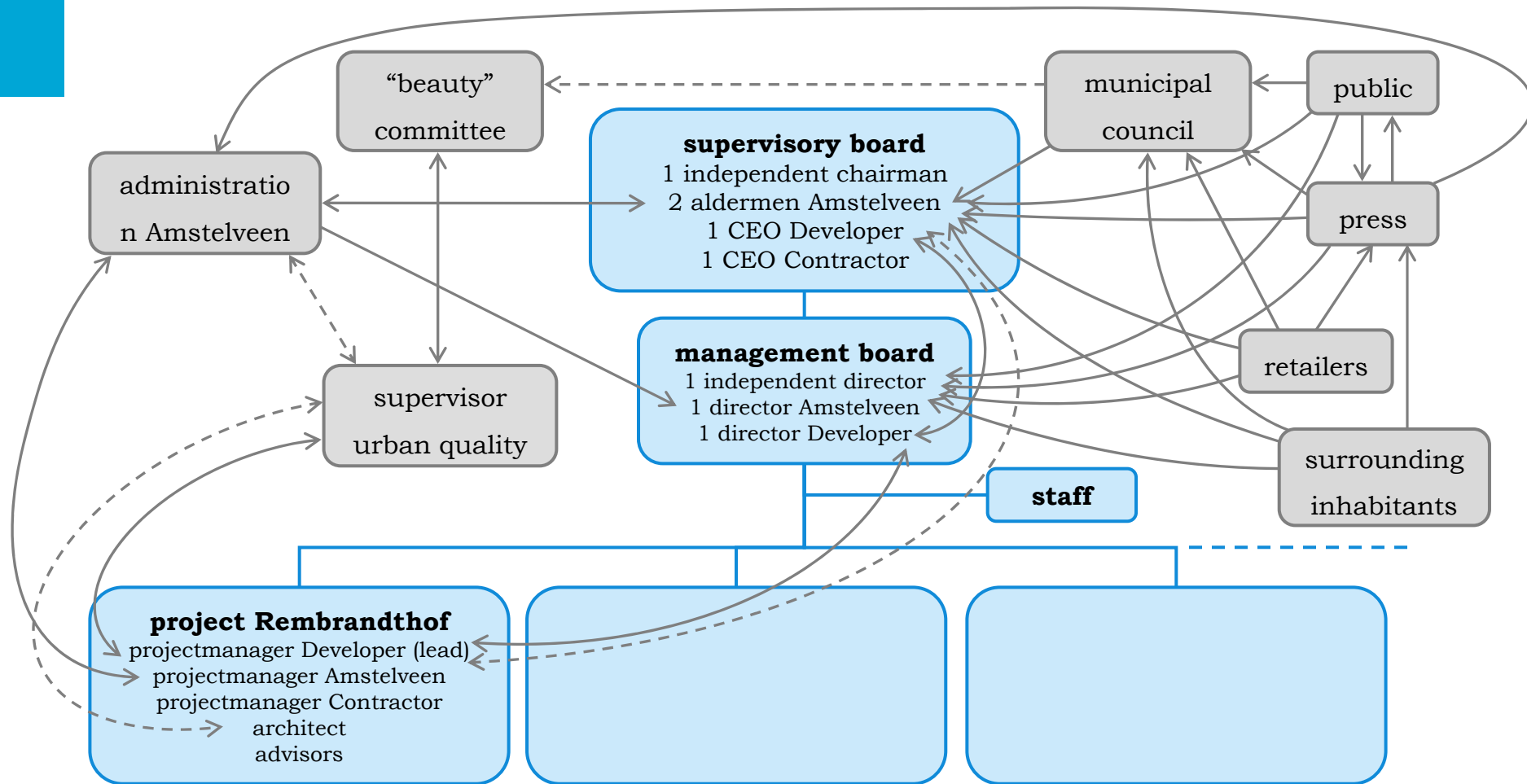
47,5% municipality  
of Amstelveen

47,5% developer

5% contractor



# Organisation: public private partnership in Amstelveen: SAO



# Public-private partnership

## **Advantages public side**

- “Real time“ linked to the development process
- Sharing profit
- Public program secured and executed at “arms length”

## **Disadvantages public side**

- Risk participation (loss)
- Decisions as participant in the venture can create tension with public role

## **Advantages private side**

- Strong commitment of public side to the development
- Risk sharing
- Equity partner
- Financing advantages

## **Disadvantages private side**

- Deep penetration of local politics in the venture
- Commercial firing power limited
- Difference in level of experience in area development between partners

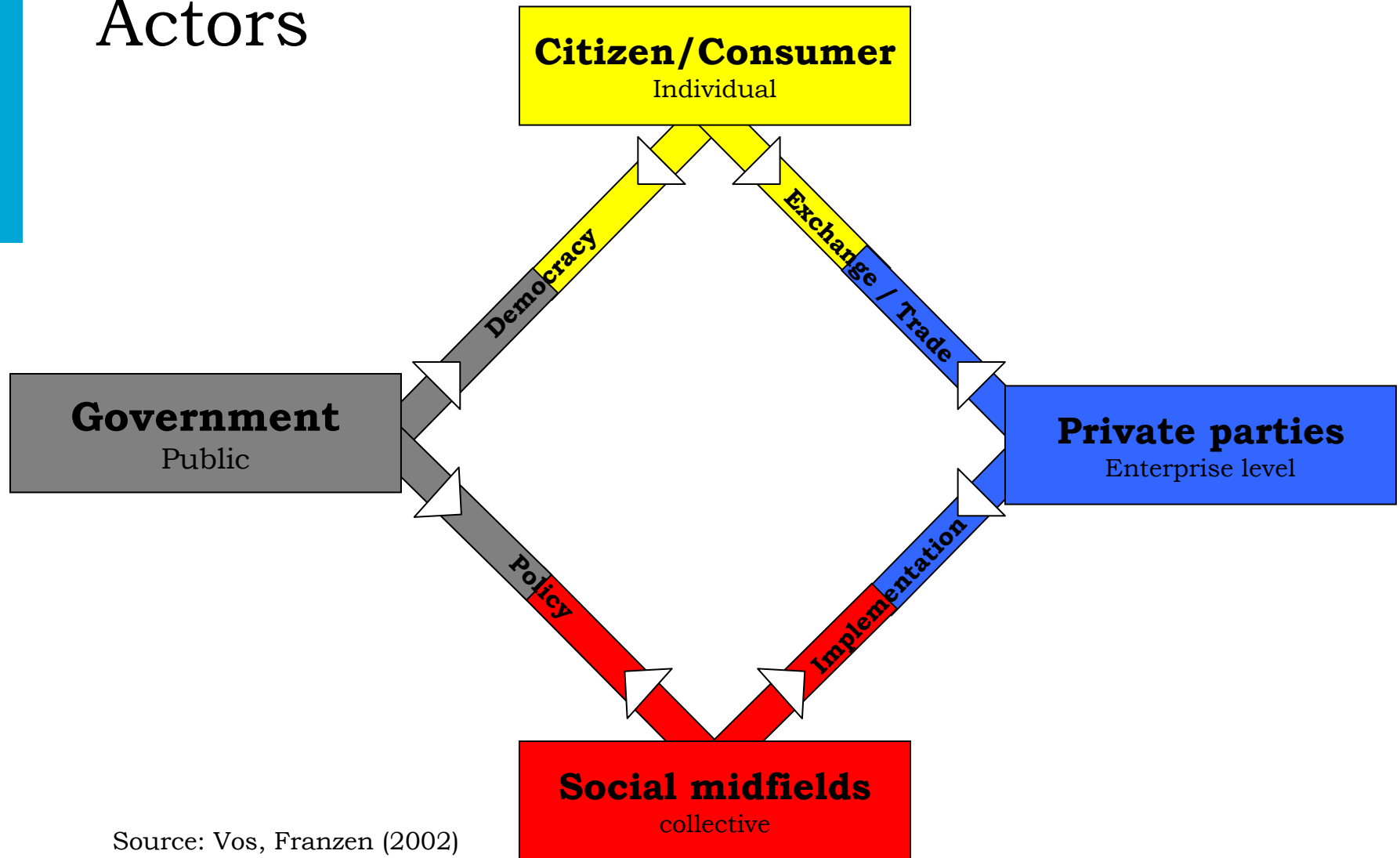


# Lessons learned

## **Collaboration:**

- Create “pureness of role”; especially separate venture partner role and end owner/user role
- Be aware of difference in perception; you may not speak the same language
- Be aware of mutual biases and prejudice
- Work with a small but well selected leadership team that acts as a unity
- Work with committed professionals

# Actors

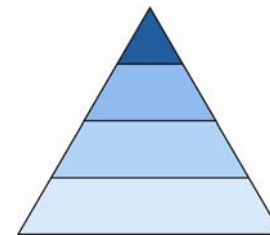


# Conclusions

leadership *team* in urban area development

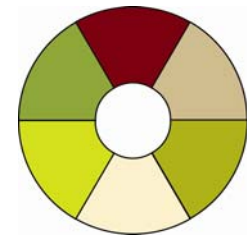
Sustainable urban area development =

- multidisciplinary
- multiple actors
- multiple users / “clients”
- public and private parties
- management in complex (social) networks (Mintzberg)
- decision making!



pyramid

+



pancake

