The influence of boundary spanning by private developers on public support for housing-led urban regeneration projects: A comparative case study of former industrial inner-city areas in the Netherlands and UK

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Colophon

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Abstract

Former industrial inner-city brownfield sites offer key opportunities for housing provision and sustainable urban regeneration. However, their complexity and associated challenges often ensue conflicting interests and impede successful implementation. Collaborative forms of urban governance can potentially facilitate joint decision-making and shared ownership, and aid practitioners in overcoming such complexities. Private sector developers can play a vital role in these processes by enacting boundary spanning activities that bridge organizational and societal boundaries, such as those between public authorities, private entities, and local communities. This thesis examines the boundary spanning activities of private sector developers in the UK and the Netherlands, in order to assess how these activities contribute to generating public support, thereby mitigating tensions and facilitating successful urban regeneration in former industrial inner-city brownfield areas within different national contexts. Qualitative interviews across four case studies provide insight, and highlight a diverse range of practices. In the Netherlands, an approach centred around the public-private boundary was observed, while UK developers appeared to be more heavily focused on community engagement and regional partnerships, with a considerably larger role in building public support. Understanding these practices informs effective strategies for garnering public support in urban regeneration initiatives.

1. Introduction

1.1 Background

Urban regeneration processes are aimed at delivering improvements to the urban environment, where changes such as deindustrialization have occurred. According to van Meerkerk et al. (2017) these processes are embedded in complex networks of interdependent stakeholders. The growing complexity of such urban issues, amid increased societal fragmentation, amplify the call for more collaborative forms of urban governance (van Meerkerk & Edelenbos, 2018b). Collaborative governance provides a mechanism for joint decision-making toward the resolution of such complex and uncertain societal issues (van Bortel & Mullins, 2009). Further, Innes & Booher (2016) argue that collaborative dialogue can facilitate new relationships and help to overcome complex problems.

Partnerships are often utilized to facilitate collaborative decision making and shared ownership, aimed at guiding and delivering urban regeneration processes. Kort & Klijn (2011) emphasize the key role that private actors play as initiators in urban partnerships. Private sector managers increasingly enact boundary spanning behaviours, which have been found to increase trust within complex governance networks (van Meerkerk & Edelenbos, 2014). Boundary spanners take part in cross sector formal and informal relationship building, gathering and transferring information, and coordination across institutional and organizational boundaries (van Meerkerk & Edelenbos, 2018b). They can also play a key role in connecting and building trust among stakeholders, which impacts strongly on project outcomes (Kort & Klijn, 2013). This thesis aims to explore how boundary spanners utilize these behaviours in order to gain public support, which appears to be a factor among barriers to successful urban regeneration (Loures, 2015).

Urban regeneration centred on housing provision is commonly referred to as housing-led urban regeneration (Akotia & Sackey, 2018). Housing-led urban regeneration has the potential to effectively address housing needs and foster community development in urban areas, but its successful implementation often necessitates the participation of multiple practitioners due to inherent complexities (Akotia & Sackey, 2018). According to Loures (2015) former inner-city industrial areas offer significant opportunities for sustainable urban regeneration, benefitting from favourable locations near the city centre and distinctive industrial features. Nonetheless, these areas are often enmeshed with conflicting interests and pose challenges to developers, including issues of contamination and financial viability. According to Maliene et al. (2012) these areas hold particular significance as a vehicle to address inner-city housing needs, which is especially salient given the magnitude of housing challenges currently faced by countries around the world, and particularly in Europe. This is an interesting area in which to study the role of the private sector boundary spanners due to the array of different actors and interests, and the cross boundary nature of the issues presented in these often complex cases (van Meerkerk & Edelenbos, 2014). Further knowledge in this area can help to better inform urban practitioners in delivering such complex schemes.

Boundary spanners' roles and activities are facilitated, and constrained by contextual conditions (van Meerkerk & Edelenbos, 2018a).Therefore, boundary spanning activities employed by private sector actors are likely to differ between national contexts. Urban regeneration partnerships are common in both the Netherlands and the UK (Kort & Klijn, 2013). However, differences exist between the two countries regarding the role of urban practitioners. Heurkens & Hobma (2014) found that the private sector has a more leading role in urban regeneration projects the UK, compared to the Netherlands. The authors claim that a consensus-oriented approach is seen in the Netherlands, in which public actors play a more pertinent role in the communication of projects. This being said, existing literature also suggests that public organizations in urban regeneration processes in both the UK and the

Netherlands are playing a diminishing role, particularly in community engagement (van Meerkerk et al., 2017). Given the more prominent role of developers in the UK, for example, an examination of specific boundary spanning activities can provide valuable insights for Dutch developers who are likely to assume expanded roles in certain areas due to decreasing public sector involvement. A comparative approach can also highlight the specific activities, and identify the strengths and weaknesses which may occur in the two contexts with known disparities in the scope of the role of private developers.

1.2 Research Problem

Various previous studies explore boundary spanning behaviours. However, existing literature suggests that qualitative research into the roles and activities of boundary spanners in different contexts can enhance current knowledge of how different positions facilitate or limit actions (van Meerkerk et al., 2017). There appears to be a lack of insight into specific activities within different contexts in the existing literature. Furthermore, existing studies predominantly concentrate on the boundary spanning activities of public sector actors, examining their effects on network and project performance (Satheesh et al., 2022; van Meerkerk & Edelenbos, 2018b). Public support is closely linked to conflict in urban regeneration processes, which is recognized as a significant barrier to their successful delivery (Liao & Liu 2023). According to Loures (2015) collaboration and participatory processes can help to overcome this barrier, by promoting cohesion in the regeneration process. This leads to the main research question: What are the main differences in how private sector boundary spanners influence public support for urban regeneration projects in the Netherlands and the UK? This will be answered with the following sub-questions (1) What are the main activities of boundary spanners aimed at generating public support in the Netherlands and the UK? And (2) How do boundary spanners foster public participation and collaboration in the development process in the Netherlands and the UK?

2. Theoretical framework

The main variables in this research include boundary spanning activities as the independent variable and public support as the dependent variable. Collaboration and public participation & stakeholder engagement are influenced by boundary spanning activities, which, in turn, are expected to affect levels of public support.

2.1 Public support

Various barriers to post-industrial urban regeneration are identified by Loures (2015). The author highlights the importance of harmony between the project and its surroundings, which can be aided by proficient gathering and use of information and collaborative and participatory processes. Thus, public support is likely to be influenced by the level and quality of collaboration, and public participation and stakeholder engagement, throughout different stages of the urban regeneration process. These processes are driven by boundary spanning activities, as suggested within existing literature (van Meerkerk et al., 2017; Satheesh et al., 2022). In this thesis, public support is conceptualized as the level of approval and endorsement associated with a particular project, as well as the observable levels of public interest and community participation. Case studies in which high public support is observed provide a theoretical context within this study, to assess the relevant activities carried out by private boundary spanners.

2.2 Collaboration

According to Satheesh et al. (2022) boundary spanning activities enhance the quality of collaboration, and in turn collaboration has a strong positive impact on project outcomes. The authors differentiate between relational and contractual forms of collaborative governance. Relational governance focuses on establishing trust through interpersonal relationships, aligning with activities such as relationship building. Ansell & Gash (2007) suggest that collaborative governance is a strategy aimed at fostering collaboration by bringing stakeholders together in a collective decision making process, and sub-categorize collaborative processes, as summarized in table 1.

	Variables					Literature source
Collaboration	Facilitative leadership	Trust building	Commitment to process	Shared understanding & Intermediate outcomes	Face-to-face dialogue	Ansell & Gash (2007)
	Description: Directing collaboration. Empowering, involving and mobilizing stakeholders (p.554)	Description: Developing trust among stakeholders, early in collaborative process (p. 558)	Description: Motivation to participate in collaborative arrangement. Shared ownership, exploring mutual gains (p.559)	Description: Common mission/values, agreement of problem definition. Small wins and joint fact finding (p.560)	Description: Direct dialogue aimed at identifying opportunities and mutual gains (p.558)	

Table 1. Collaboration

2.3 Public participation & stakeholder engagement

Public participation relates to formal and informal processes which are oriented around providing citizens and civil society organisations direct access to collaborative decision making processes (Connelly, 2011). According to Loures (2015), public participation is of paramount importance in the regeneration of post-industrial urban areas. However, stakeholders in real estate projects tend to be less well represented than in those of infrastructure and regional projects (Klijn, 2019). According to van Meerkerk et al. (2017), citizens are required to play an active role in implementing long term sustainable change, and boundary spanners are crucial in facilitating co-production between communities and organisations. Importantly, the authors also assert that policy context can influence participation processes. In research carried out by Edelenbos (2004) width of participation relates to the prevalence of opportunities for stakeholders to participate, and the level at which they can shape outcomes. Tighe (2010) suggests that public opinion should be explored broadly during the planning process, rather than limited to a narrow or exclusive range of stakeholders. Levels of participation are also assessed within this thesis, which will be analysed according to 8 levels of the ladder of participation by Arnstein (1969). Additional to width and level, timing will also be assessed, as engagement early in the collaborative process can play a role in trust building (Ansell & Gash, 2007).

	Variables			Literature sources
Public participation & stakeholder engagement	Timing of engagement Description: At what stage of the collaborative process were the public and other stakeholders engaged?	Level of engagement Description: 1 - Manipulation 2 - Therapy 3 - Informing 4 - Consultation 5 – Placation 6 - Partnership 7 – Delegated power 8 – Citizen control (p. 217)	Width of Engagement Description: Frequency and accessibility of participation, who was participation available to. (p.18)	Width: Edelenbos (2004) Level: Arnstein (1969)

Table 2. Public participation & stakeholder engagement

2.4 Boundary spanning activities

In order to better understand the influence boundary spanners have on public support we shall first define what boundary spanning is, and consider key activities and roles of boundary spanning individuals. Boundary spanners are defined by van Meerkerk & Edelenbos (2018b) as:

> *"people who proactively scan the organizational environment, employ activities to cross organizational or institutional boundaries, generate and mediate the information flow and coordinate between their "home" organization or organizational unit and its environment, and connect processes and actors across these boundaries." (p 3.)*

The authors evaluate key activities as collecting and transferring information, facilitating interaction, negotiating, relationship building and coordinating across boundaries (p 5.), these five categories will be used when assessing boundary spanning activities, as shown in table 3. In line with findings of Loures (2015) we can expect that collecting and transferring information and collaborative processes such as facilitating interaction will be crucial to public support. According to van Meerkerk & Edelenbos (2014) the connective capacity of boundary spanners plays a crucial role in building trust, thus maintaining internal/external linkages is also likely to be an important action of private developers.

	Variables					Literature source
Boundary Spanning activities	Coordinating across boundaries Description: maintain and coordinate internal/external linkages, organize external stakeholders (p.59)	Facilitating interaction Description: Identifying opportunities for building partnerships, initiating collaborations and arrangements, proactive mediation between actors (p.60)	Collecting and transferring information Description: Information and knowledge transfer, filtration and translation across boundaries, environmental scanning (p.59)	Relationship building Description: Building and maintaining formal, informal and personal relationships. Establishing trust to build alliances between groups (p.59)	Negotiating Description: Bargaining between organizations and stakeholders, persuading, brokering and resolving issues (p.89)	van Meerkerk & Edelenbos (2018b)

Table 3. Boundary spanning activities
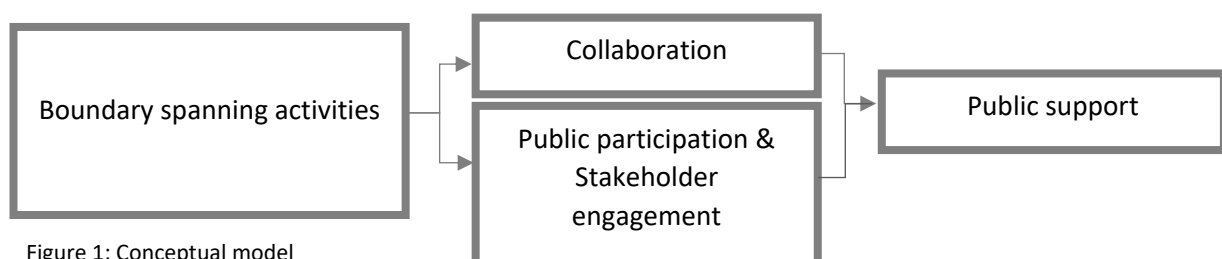
2.5 Conceptual model

Figure 1: Conceptual model

Figure 1 shows the relationship between variables. Boundary spanning activities facilitate collaboration and engagement, which in turn will positively impact public support. In line with the findings of van Meerkerk & Edelenbos (2018a) an expectation within this thesis is that there is will be

broad differences in how public support is generated in the two contexts, and thus differences in specific boundary spanning activities, particularly those aimed at collaboration, and public participation and stakeholder engagement.

3. Methodology

A comparative case study approach was used to investigate how private developers cultivate public support in housing-led urban regeneration projects in the Netherlands and the UK. Expert interviews were conducted with private sector managers involved in boundary spanning activities to obtain current and specific data. Two cases from each country were analysed to examine similarities and differences.

3.1 Case study selection

The case selection process focused on identifying cases that demonstrated a significant level of endorsement, public approval, and interest. This was determined through an analysis of relevant documents pertaining to each case. All selected cases were deemed successful and had received both local and national endorsements. Based on this criterion, a most similar systems design approach was utilized to identify cases that were suitable for comparison. Factors such as project size, local contextual elements (e.g., city size and location within the city), complexities involved, and the type of partnership were broadly considered during the selection process. The chosen cases represent medium and large scale projects situated on former industrial brownfield sites in inner cities. These projects exhibit a high degree of complexity and possess industrial heritage. Cases are detailed in table 4

Case	Location	Developer	Timing	Scale	Key stakeholders	Characteristics	Interviewee	Documents
Islington Wharf	Manchester, UK	Muse places	Initial consultations started in early 2000s Completion: 2023	450 homes (private ownership, shared ownership and affordable) 175m^2 commercial space	Manchester city council, Canals & rivers trust, English cities fund (ECF), Cundall, Homes England, Morgan Sindall, Legal and General	Inner city regeneration of former industrial and derelict housing area (Part of wider scheme)	Respondent 1	15
The Malings	Newcastle upon Tyne, UK	Pfp Igloo	Initial consultations started in early 1990s Completion: 2017	70 homes (private ownership) 750m^2 commercial space	Newcastle city council, The Ouseburn trust, 1NG, Ash Sakula, Xsite, Homes England, Cundall, Featherstone young, Ouseburn futures	Inner city regeneration of historic former industrial area (Part of wider scheme)	Respondent 2	17
Ebbingekwartier	Groningen, Netherlands	van Wonen	Initial consultations started in early 1990s Completion:	80 homes (private ownership) 6,000m^2 commercial space and	Gemeente Groningen, Provincie Groningen, DAAD architects,	Inner city regeneration on former industrial gas storage area	Respondent 3	14

			2023	1,200 car parking facility.	Trebbe, Nieman, abt Wassenaar, ITBB			
Lloyd yard	Rotterdam, Netherlands	Kondor Wessels	Initial consultations started in early 2000s Completion: 2023	146 homes (private ownership, rental and self-build) 1 commercial space	Gemeente Rotterdam, ZUS, Kroon and De Koning, WE Architecten, Paul de Ruiter Architects	Inner city regeneration of historic former shipping terminal and industrial port area (Part of wider scheme)	Respondent 4	15

Table 4. Case study overview

3.2 Qualitative interviews

Semi-structured interviews were conducted with boundary spanners for each case, as presented in Table 5. Suitable respondents were identified by gathering information from the developers' websites and through email correspondence. The interviewees were individuals who held key roles within the private development companies leading the projects and were actively engaged in collaboration and communication with stakeholders during the project. According to Punch (2005) unstructured interviews allow the researcher to better understand complex behaviours while not restricting the scope of exploration. A semi-structured approach was employed in this study to explore core themes relevant to the research questions. This approach helped to avoid standardization in responses, enabling more detailed and comprehensive insights into boundary spanning activities. An interview guide focusing on three main themes and sub-topics as highlighted in Tables 1, 2, and 3, was utilized as a template for questions (see appendix 7.2). Respondents were encouraged to elaborate on their answers through probing questions. Three out of the four interviews were conducted online, while one interview was conducted in person. It is important to note that one interview involved a respondent who was not employed by the private developer but had extensive involvement with various parties across the regeneration scheme (Respondent 3).

Interviewee	Position	Date/setting	Duration
Respondent 1	Senior development manager	11/04/2023 (Online)	52:50
Respondent 2	Regeneration officer (Non-private sector)	05/04/2023 (Online)	1:01:20
Respondent 3	Senior development manager	17/04/2023 (In-person)	1:08:37
Respondent 4	Development manager	03/05/2023 (Online)	38:07

Table 5. Interviews

3.3 Analysis

The interviews were conducted and recorded, and subsequently transcribed for analysis. Content analysis was employed to explore insights and identify patterns within the data by systematically coding the transcribed text. The coding scheme (see appendix 7.1) comprised three main themes of boundary spanning activities, collaboration, and public participation/stakeholder engagement. These themes were further divided into sub-codes (in line with the variables outlined in tables 1,2 & 3), and indicators that capture specific aspects within each theme. Some responses could be assigned to

multiple categories within the coding scheme. This process allowed for a clearer understanding of the prominence of specific activities and the presence or absence of certain elements in the roles played by private developers in each case.

3.4 Secondary data

A document review was used to validate interview data and provide further information on each case study. A total of 58 documents from websites, news media and academic articles relating to the cases were collected and reviewed to build a comprehensive overview of each project. Documents were selected on the basis that the information was relevant to the study, for example providing evidence of public participation or endorsement, or validating actions of the developer. The documents were coded in the same way as the interviews and given an ID relating to the initials of the case study (see appendix 7.3).

3.5 Ethical considerations

When carrying out qualitative interviews the participants were informed about the purpose and nature of the research and asked for consent for the interview to be recorded, and were made aware that they could withdraw at any time, or decline to take part. All respondents agreed to these terms. Personal information won't be shared and anonymity will be protected during and after the research has been conducted.

4. Results

In this section findings from collected data will be presented. In line with the theoretical framework and research questions, various relevant variables will be explored further. This will provide grounds for comparison.

4.1 Public support

Public support was reported by the interview respondents as being high in all cases. This was well backed by documents, in which the cases were endorsed in local and national press, as well as within industry publications.

4.2 Collaboration

Collaboration	Facilitative leadership	Trust building	Commitment to process	Shared understanding & Intermediate outcomes	Face-to-face dialogue
Islington Wharf	Initiating partnerships. Facilitating local business and job creation.	Meeting communities, Regular consultations. Long term relationship and local presence.	Long term commitment, shared ownership with local organisations	Sharing strategic visions through regular dialogue and joint fact finding with partners, local communities and charity	Meeting communities and private stakeholders, Open collaborative dialogue
The Malings	Initiating collaboration with local trust. Setting up residents committee	Long term relationships and local presence. Long term	15 year interest in site, partnership with various stakeholders	Sharing strategic visions through regular dialogue and joint fact finding with partners, local	Meeting communities and private stakeholders,

	and grant funding.	commitment to area.	including local heritage group	communities and charity	Open collaborative dialogue
Ebbingekwartier	Facilitating collaboration between multiple stakeholders. Facilitating input from future residents.	Meeting communities, Long term local presence and relationship with municipality.	Long term commitment, strategic partnership with municipality and private stakeholders	Sharing strategic visions through regular dialogue and joint fact finding with municipality, stakeholders, local business and future residents	Face to face dialogue with local authorities, local business, future residents and the public
Lloyd yard	Facilitating collaboration between multiple stakeholders. Facilitating input from future residents.	Formal agreement over aspects of design, overcover challenges.	Commitment to partnership with municipality, overcoming challenges	Sharing strategic visions through regular dialogue and joint fact finding with municipality and other private stakeholders	Face to face dialogue with municipality, private stakeholders and future residents

Table 6. Collaboration

Table 6 provides a detailed overview of how boundary spanners directed collaborative processes. Two stand out areas were facilitative leadership, and trust building. The interviews highlighted some distinctive examples of facilitative leadership, which emphasize local partnerships and empowering stakeholders. In both Dutch cases the developer facilitated direct involvement of future residents to collaborate and have input on the final residential designs. For example, in the Lloyd yard case, some of the dwellings were self-designed by future residents, working alongside the design team set up by the developer. In the UK, one inventive strategy presented was the establishment of resident committees and community grant funds, which the developer contributed to, facilitating self-organization and cohesion among residents. This was described within the following quote:

"they have other things like they always set up a little bit of money for each site that is a grant fund, so the Malings have got a committee that gives out small grants to local organisations, and they also have residents running the servicing and things like that." Respondent 2

The developer in Islington wharf reported a commitment to empowering local businesses, and collaborated with a well-known local restaurant brand, offering ground floor commercial space in the regenerated area to expand their business. This collaboration was seen as crucial for generating project advocacy and preserving local identity. Additionally, the developer partnered with construction firms to create job opportunities and apprenticeships for local residents directly involved in the project's construction, as highlighted in the following quote.

"It's particularly in the areas where you really need regeneration, the level of involvement is very much around for example – how can I give the local people a job in the site, so we had T placements (apprenticeships), and how can I give local people who live in that – for example, how can I give local people jobs in that scheme. " Respondent 1

Developers showcased their dedication to building trust by delivering on promises and by responding to public consultations. For instance, in the Lloyd yard case, this entailed overcoming sustainability-related challenges in their initial designs. Trust-building was highlighted as a motivating factor for securing future projects. In the Dutch cases, gaining the municipality's trust played a significant role in the process.

> *"we try to have a good relationship, also a long lasting relationship, because we also want to do more projects in Rotterdam. So we hope that if this one works out quite well, and I think it does, then I think in another project the municipality will say oh yeah – that's Kondor Wessels again, it was a really nice collaboration, and let's do it over again. " Respondent 4*

Trust-building in the UK context emphasized cultivating strong working relationships among stakeholders and communities, while also recognizing the significance of successful project delivery in earning public trust. As one respondent stated,

> *"It's our proven track record in the first instance, partners and stakeholders want to work with people they know have the skills predominantly individuals who know how to deliver successful regeneration schemes and unlock it, rather than having – if you're a community – a number of stalled attempts" Respondent 1*

Developers solidified trust by demonstrating their long-term commitment to regeneration efforts. For instance, in the Malings case, the developer made a minimum fifteen-year commitment to the area, fostering trust with local communities. Trust was further developed through face-to-face interaction, notably UK developers engaged local schools and youth associations through face-to-face interactions.

4.3 Public participation and stakeholder engagement

Public participation & Stakeholder engagement	Timing of engagement	Level of engagement	Width of engagement
Islington Wharf	Early engagement (before formal plans)	Partnership level engagement with local business, charities and heritage groups, plans changed after consultation. Level 6 – partnership	Wide engagement including schools and young people, hard to reach groups, business, digital engagement.
The Malings	Early engagement (before formal plans)	Partnership level/facilitating self-organisation with residents, ongoing consultation, plans changed after consultation. Level 6- partnership/Level 7 – Delegated power	Engagement with local non-profit organisations, communities and business.
Ebbingekwartier	Early engagement (after initial plans drawn up)	Collaboration with future residents Integrated opinions and suggestions, engaged with local business and residents. Level 5 – Placation	Engagement with local business, future residents and some consultation with existing communities.
Lloyd yard	Stakeholders mostly engaged by municipality	Collaboration with future residents over design of dwellings. Low public engagement due to	Engagement mostly between private parties and future residents.

		competition style selection procedure. Level 4 – Consultation	

Table 7. Public participation and collaboration

Overall, public participation was an area where the most considerable differences were seen between the cases in the Netherlands and the UK, as shown in table 7. It is important to note that in the Lloyd yard case, due to the municipality holding a competition style tender, public participation was also largely carried out by the municipality themselves, before the private developer was chosen. In the other cases, the developers led public participation efforts, however to different extents. Regarding timing of engagement, both UK cases reported consulting and engaging the public very early in proceedings, prior to a plan being devised. This allowed the developers to gauge what people wanted for the area. Early engagement was also seen in the Ebbingekwartier case, however, this occurred after initial plans had been devised with the municipality. Overall, the level of engagement appeared to be higher in the UK, as did the width of participants and variation in means of reaching participants. This is described in the following quote:

> *"So a key part of the social value particularly, is making sure that you're engaging with stakeholders. Really before you have a scheme, so right before you're even drawing it up, you're engaging with stakeholders. That can be in a diverse way, so you can do the more face-to-face stuff, but you're also thinking about how you're engaging with people digitally, in schools, younger people in particular. Some of the hard to reach groups are really challenging, but it varies depending on where you are, certain areas you have really high interest levels – just because it's a very active community, it's highly mobilized. Other areas, so for example in new Islington , when there's a large cleared area of derelict land, the community are actually some distance from the site often, so actually you might do things on a more strategic level perhaps, rather than saying all about this site, and that might feed through over a long dialogue period, where you're having engagement with local people."Respondent 1*

As previously mentioned, partnerships appeared to be a key element of the UK cases. The developers also initiated partnership level involvement of residents, local businesses and trusts. The respondent in the Malings case emphasized that the success of the developer was attributed to the consistent and regular organization of local public participatory events. In the Netherlands, engagement appeared to be invited through more consultation type events and some face-to-face interactions. Importantly, it was highlighted that the significance of engagement is growing, with developers indicating an increasing role in participatory processes in both contexts. This was highlighted in the following quote:

> *"We have to do more and more and more. But the municipalities still want to be involved, they still want to know everything, but they don't any longer want to do all of these actions. So we do a lot of work and they are just checking." Respondent 4*

The respondent also mentioned that coming legal changes in the Netherlands will further expand the role of developers, highlighting the need for further consideration of strategies aimed at public participation.

4.4 Boundary spanning activities

Boundary Spanning activities	Coordinating across boundaries	Facilitating interaction	Collecting and transferring information	Relationship building	Negotiating
Islington Wharf	Leading coordination across a range of boundaries, Including (mainly) public, private and non-profit sectors	Chaired meetings. Formed steering groups and various partnerships.	Collecting and transferring information between key stakeholders and local communities.	Strong relationship with external advisors, local community and non-profit organisations.	Negotiation with public sector, stakeholders, and residents. Negotiating grant funding.
The Malings	Leading coordination across a range of boundaries, Including (mainly) public, private and non-profit sectors	Held drop in sessions, regular local consultation, open collaboration with many parties.	Collecting and transferring information between key stakeholders and local communities.	Strong relationship with external advisors, local community, and non-profit organisations.	Negotiation with public sector, stakeholders, and residents. Negotiating grant funding.
Ebbingekwartier	Leading coordination across a range of boundaries, including (mainly) public and private sectors	Chaired meetings with stakeholders, future residents .and the public.	Collecting and transferring information between public sector, other private stakeholders, and on occasion, local communities.	Long term relationship with public sector and external advisors. Long term local presence.	Negotiation with public sector and future residents over design. Negotiating grants and compensation.
Lloyd yard	Leading coordination across a range of boundaries, including (mainly) public and private sector	Facilitated meetings between private parties and future residents.	Collecting and transferring information between public sector and other private stakeholders.	Strong relationship with public sector, internal and external advisors.	Negotiating with municipality and private stakeholders (mainly) over design and sustainability objectives.

Table 8. Boundary spanning activities

Table 8 provides a detailed overview of the main boundary spanning activities in both contexts. Distinctive differences were present particularly in coordination and relationship building activities. In the Dutch cases, private developers primarily took on a leading role in coordinating a team of other private sector entities, such as architects, engineers, and various consultants. Coordination efforts were carried out alongside strong collaboration and continuous dialogue with the public sector, which was facilitated in the first instance through public-private partnership. This allowed the developers to organize links between external stakeholders, the muncipality and their own organization. In the UK, developers similarly organized professional teams and collaborated with the public sector through procurement, however, their coordination efforts extended to a wider range of external stakeholders, including non-profit organizations. This was achieved through formalized multi-stakeholder partnerships and joint ventures, cutting across different sectors. For instance, the Islington Wharf case involved a joint venture between the developer and the Canals and Rivers Trust, forming a company called Waterside Places.The added value of involving non-profit groups was highlighted within the interview:

"Working with local heritage groups you can really pick out certain things, if you had an existing building that you were converting, or there was an adjoining building that needed to be sensitively designed, I always think that local people who know that built environment very well can always be very insightful – they can provide you with really useful and interesting content in terms of the history of a place." Respondent 1

In the Lloyd Yard case, the developer placed significant emphasis on preserving industrial heritage and ensuring high design quality. This objective played a central role in their coordination efforts, however this was mainly a private sector endevour, as outlined by the respondent:

"We had a few Architects as well who we collaborated with Paul de Ruiter, We Architects and a landscape Architect from Rotterdam, ZUS they are called. Together we researched the history of the place, they made a lot of maps with the old Lloyd pier and how it looked, with the old ships that sailed away from there. The whole history was built through that." Respondent 4

This difference also fed into relationship building activities. In the Dutch cases, establishing and nurturing relationships with the municipality was highlighted as crucial for positive outcomes and public support. Strong relationships were also reported among private parties, facilitated and strengthed through formal agreements and informal social activities. In contrast, UK developers prioritized building relationships with local communities and regional actors, leveraging their track records to enhance their reputations. This involved ongoing informal conversations and establishing a strong local presence over the long term.

Lastly, there were similarities in how developers reported collecting and transferring information, consistently noting the importance of early dissemination to secure stakeholder support and shared understanding. Overall, this could be considered one of the key boundary spanning activities of private developers. Differences between contexts in this regard were mainly in the information being exchanged. Dutch developers focused on residential design and suitability:

"The moment we start the development of a certain plan, we always inform everybody, to let them know that we're starting with the plan, and asking - do you think you see yourself living here? And so from there on, the communication always starts with the people in the surrounding." Respondent 3

In the UK developers communicated early their objectives around social value and sustainability in order to gain support:

"So long as it's in there at the start and you're very clear to your partners around your objectives in terms of sustainability and social value, then that's a constant theme and everyone then buys into it." Respondent 1

Similar objectives were also strongly considered by dutch developers, however the municipality appeared to play a much stronger role in deciding upon sustainability goals, and negotiations, in the Netherlands. This was evident in the Lloyd yard case, where the municipality set the sustainability criteria and the developer engaged various external advisors to overcome related challenges.

5. Conclusion

In conclusion, this thesis investigated the influence of boundary spanning activities by private developers on public support for housing-led urban regeneration projects in the Netherlands and the UK. Through a comparative case study approach, cases from each country were examined to address the main boundary spanning activities in both contexts, and further, to assess activities more specifically aimed at fostering collaboration and, public participation and stakeholder engagement.

The findings revealed a broad range of boundary spanning activities, with significant differences between the two contexts. This supports van Meerkerk & Edelenbos' (2018a) claim that boundary spanning behaviours are facilitated and constrained by context. Overall, UK developers demonstrated a more extensive role in generating public support, placing a strong emphasis on engaging with the local community and regional stakeholders involved in the regeneration process, such as local trusts and charities. In contrast, Dutch developers prioritized establishing and maintaining public-private relationships and coordinating other private sector stakeholders, alongside some community engagement. The main boundary spanning activities in both contexts centred around coordination, relationship building and the dissemination of information, confirming the importance of collaborative processes in overcoming barriers to urban regeneration, as mentioned by (Loures, 2015).

In terms of collaboration and engagement, the importance of early engagement was noted in both contexts, which aided developers in gaining trust, consistent with the findings of (Ansell & Gash, 2007). Collaborative activities centred around facilitative leadership and trust building. The ability for boundary spanners to connect stakeholders and build trustworthy relationships was deemed paramount, corresponding with the research of van Meerkerk & Edelenbos (2014). The UK case studies presented innovative examples of collaboration, such as shared resident committees, partnerships with local traders, and job provision within the regeneration scheme. Furthermore, UK developers displayed a broader range of engagement with various community groups, including schools and hard-to-reach populations, indicating a larger role in implementing public participation strategies.

The study was subject to certain limitations. In the case of Lloyd Yard, the developer's involvement in participatory processes was limited due to the municipality's selection process, perhaps resulting in a narrower role for the developer compared to other cases. Further, while boundary spanning activities were validated as far as possible by documents, there could still be some bias in self-reporting by the interviewees. Another limitation is the complex and multifaceted nature of public support, making it challenging to pinpoint its exact causes. Increased depth in the understanding of public support and stronger validation through stakeholder interviews could have improved the data.

Nonetheless, this study contributes to current knowledge of boundary spanning activities. The findings highlight the different approaches and priorities between the UK and the Netherlands, shedding light on the potential for knowledge exchange and learning between the two contexts. This study supports the research of (Heurkens & Hobma, 2014) which suggests that UK developers take a more leading role in urban regeneration, it also further underscores the evolving role of developers on participatory processes, particularly in community engagement activities, which developers consider to be increasing, in line with the research of van Meerkerk et al. (2017). Further research is required to further enhance current understanding of the factors influencing public support in urban regeneration and the strategies that can be utilized to obtain it. Qualitative research with a range of stakeholders could shed more light on other factors which contribute to public support.

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7. Appendix.

7.1 Coding scheme

Main code	Sub-code	Indicator
Boundary spanning activities	Coordinating across boundaries	Design and heritage
		Commercial space
		Social facilities
		Sustainability
		Social value
		Coordinating skills and expertise
		Mixed use schemes
		Generating public interest
		Overcoming challenges
		Partnerships
	Facilitating interaction	Leading role
		Initiating co-working
		Steering groups
		Strategic engagement
		Chairing meetings
		Public events

		Open collaboration
	Collecting and transferring info	Ability to communicate
		Clear mission
		Common problem definition
		Evolution of place
		Place making
		Storytelling
		Strategic plans
		Understanding the local
		Vision
	Relationship building	Informal relationship
		Formal relationship
		Long term
		Procurement
		Preferred partners
		Proven track record
		Relationship with place
		Stakeholder buy-in
		Trust building
		Transparency
	Negotiating	Securing viability
		Financials/budget
		Objections
		Negotiating objectives
Collaboration	Facilitative leadership	Chairing meetings
		Initiating partnerships
		Job creation
		Creating communities
		Ground floor activation
		Empowering residents
		Public sector input
		Open collaboration
		Mobilizing stakeholders
	Trust building	Advocates
		Embedded in community
		Local knowledge
		Reputation
	Commitment to process	Development agreement
		Exploring mutual gains
		Shared ownership
		Mutual interdependency
		Public-private partnership
		Shared risk
		Regional commitment
	Shared understanding	Identifying common values
		Local context
		Joint ventures
		Common problem definition
	Intermediate outcomes	Small wins
		Joint fact finding

		Momentum and positivity
	Face-to-face dialogue	Active community
		Meeting local residents
		Meeting stakeholders
Public participation & Stakeholder engagement	Type/style of engagement	Digital engagement
		Active engagement
		Formal engagement
		Regular dialogue
	Timing of engagement	Early engagement
	Level of engagement	Manipulation
		Therapy
		Informing
		Consultation
		Placation
		Partnership
		Delegated power
		Citizen control
	Width of engagement	Diversity
		Engaging local business
		Youth engagement
		Engaging existing residents
		Hard-to-reach groups
		Large scale engagement

Table 9. Coding scheme

7.2 Interview guide

Ethical form

Am I allowed to record the interview?

Consent form for the research project – Comparing public support in Urban regeneration UK/NL

I have read the information about the research project and understand the purpose of the study. My participation is completely voluntary and I can withdraw from the research at any time, without having to give a reason. I give my permission for using the interview data for the purpose described. I consent to the collection, storage and use of the data I provided in the interview. I agree to the interview being recorded. I can view this data at any time and can respond to the content. My anonymity will be protected in the publication of the study. I had enough time to decide to participate in the research. On this basis, I agree to participate in this interview.

Name and signature of research participant.

Date.

I declare that I have informed the research participant about the research. I will notify the participant about matters that could influence his/her participation in the research. Name and signature of researcher.

Date.

(Boundary spanners)

(Ethical statement/form and consent to record the interview)

Introduction – Interviewer introduction. Research purpose and background.

Opening questions:

Can you please introduce yourself?

How would you describe the role of the organisation in the project?

What was your individual role?

Theme 1 - Boundary spanning activities

Sub theme (1) Coordinating across boundaries

Which other stakeholders did you coordinate directly with on the project? And how?

-Who led the project? (if not your organisation)

Which other organisation was the most important partner?

What did you do to better understand each of the stakeholders interests?

-Can you provide a specific example of this?

Sub theme (2) Facilitating Interaction

How did you support interaction between different stakeholders?

-Can you give a specific example of this

How did you interact specifically with the public?

-Are these interactions formal, or also informal?

-How often was this and at what stages did you interact with them? And in what ways?

Sub theme (3) Collecting and transferring information

In what ways did you collect information and knowledge about the project? (for example opinions)

-How did this reach the local communities? i.e. via media, internet, tours, or events? (for example)

Sub theme (4) Relationship building

How would you describe the relationship between your organisation and the other stakeholders? i.e. the public sector.

      -And the surrounding communities?

      -what did you do to develop this relationship?

      -Do other actors play a role in this development e.g. public sector organisations?

      -Was this a joint effort?

      -What are the main incentives for working with the public (or not)

Sub theme (5) Negotiating

Was there any conflicting interests and if so how were they negotiated?

      -How are the interests of your organization considered? i.e. profit

      -Which other groups interests are of the most importance when making decisions?

      -How were conflicts managed and overcome?

Theme 2 – Collaboration

What specific decisions or issues was collaboration necessary and helpful for?

How important was collaboration in this project? Would the project succeed without it?

Was there any difficulties collaborating with the public and how were these difficulties overcome?

Was there any formal (for example, contracts) in place to ensure collaboration between stakeholders?

how did you build more informal relationships with the public?

Did anything hinder your organisations ability to collaborate with the public?

Theme 3 - Public participation

What was your role in managing participation events? Were other groups involved e.g. the public sector?

To what extent did your organization control public participation?

How often and when could citizens participate? And what power would you say they had?

-Is there an example of this?

How did public participation shape decisions and in turn outcomes in the project?

Did this alter the original goals and expectations for the project within the organization?

Which other methods were used to gain public support? i.e. media, or events

Closing section

Is there anything else you could share about the project that you think may have helped to increase public support? Or why do you think public support is high for this project?

Do you have any questions you would like to ask, or any final remarks?

Thank you for participating in the interview.

7.3 Document overview

Related case study	Document ID	Document type	Source	Validating information (summary)
Islington Wharf	IW1	Report	Deloitte. 2016, Nov. Ancoats & New Islington neighbourhood development framework update 2016. Manchester Gov. Retrieved on 20/04/2023 at https://www.manchester.gov.uk/downloads/download/6622/ancoats_and_new_islington_neighbourhood_framework_dec_2016	Framework agreement. Place making objectives, commercial uses
	IW2	Website/blog	Bloxham, T. 2018, Nov 29. The regeneration of New Islington – creating Manchester's most thriving neighbourhood. Urban splash. Retrieved on 20/04/2023 at https://www.urbansplash.co.uk/blog/the-regeneration-of-new-islington	Support for project, local advocacy. Public participation.
	IW3	Website/blog	Gallagher, T. 2021, Aug 10. Back to life at New Islington. Urban splash. Retrieved on 20/04/23 at https://www.urbansplash.co.uk/blog/back-to-life-at-new-islington	Facilitating local business
	IW4	News/ Website	Black, M. 2019, Feb 9. Goodbye to the old council estate – the pictures that captured an inner city district on the cusp of massive change. Manchester evening news. Retrieved on 20/04/23 at https://www.manchestereveningnews.co.uk/news/property/new-islington-urban-splash-regeneration-15520086	Partnerships. Public consultations. Mixed use scheme.
	IW5	Government Website	Homes England. 2022, Mar 16. Homes England, Muse and Legal & General recommit to the English cities fund to develop 6,000 more homes and deliver against levelling up agenda. Retrieved on 01/05/23 at https://www.gov.uk/government/news/homes-england-muse-and-legal-general-recommit-to-the-english-cities-fund-to-develop-6600-more-homes-and-deliver-against-levelling-up-agenda	Public-private partnership
	IW6	News/ Website	Frost, R. 2016, Mar 17. Italian restaurant signs up for Vimto Gardens. Insider media. Retrieved on 01/05/23 at https://www.insidermedia.com/news/north-west/italian-restaurant-signs-up-for-vimto-gardens#:~:text=The%20first%20commercial%20unit%20at,within%20the%20next%20few%20months.	Engaging local businesses. (Vero restaurant)
	IW7	News/ Website	Hermann, J. 2023, Jan 15. It's Europe's most successful new neighbourhood. So why is there so much tension? Manchester Mill. Retrieved on 20/04/23 at https://manchestermill.co.uk/p/new-islington-ancoats	Handling objections.

	IW8	News/ Website	Smith, D. 2023, Jan 20. Britain's 15 Coolest neighbourhoods – and how to see them like a local. Telegraph. Retrieved on 26/04/23 at https://www.telegraph.co.uk/travel/destinations/europe/united-kingdom/britains-15-coolest-neighbourhoods-how-see-like-local/	Support for project
	IW9	Blog/ Website	ILoveMCR. 2021, May. Meet the members of Manchester's newest community at New Islington. Retrieved on 20/04/23 at https://ilovemanchester.com/meet-new-islington-community	Active community, engagement, support for project.
	IW10	Website	UK Construction media. 2020, Mar 13. The future of the North: The regeneration of Ancoats and New Islington. Retrieved on 20/04/23 at https://www.ukconstructionmedia.co.uk/features/future-north-regeneration-ancoats-new-islington/	Support for project
	IW11	Website	Volker Stevin. 2023. New Islington sustainable community scheme. Retrieved on 21/04/23 at https://www.volkerstevin.co.uk/en/our-projects/detail/new-islington-sustainable-community-scheme	Community involvement, sustainability.
	IW12	Document	Urban splash. 2019, Jan. Urban splash – New Islington. Retrieved on 20/04/23 at https://s3-eu-west-1.amazonaws.com/us-website-content/Downloads/00-new-brochures/US_New_Islington_Brochure.pdf	Strategic plans, long term vision, collaboration.
	IW13	Website	Muse. 2023. New Islington, Manchester. Muse places. Retrieved on 21/04/23 at https://museplaces.com/our-places/islington-wharf-manchester/	Project details (developer website)
	IW14	Website	Have your say – Ancoats. 2023. Impact – Ancoats and New Islington. Retrieved on 20/04/23 at https://www.haveyoursay-ancoats.co.uk/impact	Public participation. Digital engagement
The Malings	TM1	News/ Website	Hull, L. 2016, Jul 12. A Newcastle housing development has won a top national design award. Chronicle live. Retrieved on 24/04/23 at https://www.chroniclelive.co.uk/news/north-east-news/newcastle-housing-development-won-top-11600616	Collaboration, stakeholder engagement. Sustainability and social values.
	TM2	Academic article	Whiting, J., & Hannam, K. (2017). 'The secret garden': Artists, bohemia and gentrification in the Ouseburn Valley, Newcastle upon Tyne, UK. *European Urban and Regional Studies*, *24*(3), 318–334. https://doi.org/10.1177/0969776416643750	Partnership with charity, development agreement.

TM3	Blog/ Wesbite	Priest, I. 2017, Nov 8. Housing that is one of a kind. Riba journal. Retrieved on 24/04/23 at https://www.ribaj.com/buildings/one-of-a-kind-homes-the-malings-newcastle-isabelle-priest	Changing zoning, stakeholder buy-in, sustainability, support for project.
TM4	Blog/ Wesbite	Fryatt, J. 2019, Sep 13. Beautiful development – In the eye of the beholder? Lichfields. Retrieved on 24/04/23 at https://lichfields.uk/blog/2019/september/13/beautiful-development-in-the-eye-of-the-beholder/	Early engagement, community engagement, trust building.
TM5	Blog/ Wesbite	Barnard, C. 2022, Feb. Building Ouseburn's future. Ouseburn trust. Retrieved on 24/04/23 at https://www.ouseburntrust.org.uk/news/building-ouseburns-future	Public consultations
TM6	News/ Website	Whitfield, G. 2016, Sep 4. Business interview: David Roberts Director of Carillion Igloo. Chronicle live. Retrieved on 24/04/23 at https://www.chroniclelive.co.uk/business/business-news/business-interview-david-roberts-director-11831678	Developers objectives, timing. Long term commitment.
TM7	Company document	Rossi, A. 2012, Aug. Footprint policy. Igloo regeneration. Retrieved on 24/04/23 at http://www.iglooregeneration.co.uk/wp-content/uploads/2016/06/Footprint-Policy-by-igloo.pdf	Developers sustainability and social value objectives
TM8	News/ Website	Goodwin, N. 2019, Nov 16. Life in Ouseburn's The Malings where people rent their homes to the neighbours. Chronicle live. Retrieved on 24/04/23 at https://www.chroniclelive.co.uk/news/north-east-news/life-ouseburns-malings-people-rent-17248876	Community engagement
TM9	Blog/ Website	Thomas, G. 2018, Sep. MINI profiles: The Malings. Green Magazine. Retrieved on 24/04/23 at https://greenmagazine.com.au/mini-profiles-the-malings/	Collaboration with Architects
TM10	Document	Newcastle city council, 2003. Ouseburn valley urban design framework. Retrieved on 24/04/23 at https://www.newcastle.gov.uk/sites/default/files/2019-01/OVUDF.pdf	Early transfer of architectural drawing
TM11	Academic article	Pendlebury, J., Veldpaus, L., & Garrow, H. (2023): Relationality, place governance and heritage: the Lower Ouseburn Valley, Newcastle upon Tyne and 'Ouseburnness', Planning Practice & Research, DOI: 10.1080/02697459.2023.2180193	Communicating vision

	TM12	Blog/ Website	Alasi, L. 2022, Apr 3. The Malings, Ouseburn: "I finally felt like I belonged somewhere" The Developer. Retrieved on 24/04/23 at https://www.thedeveloper.live/opinion/opinion/the-malings-ouseburn-i-finally-felt-like-i-belonged-somewhere	Joint venture, engagement with charity
	TM13	Website	Tory-Hendersion, N. (n.d.) The Malings. Danish Architecture center. Retrieved on 24/04/23 at https://dac.dk/en/knowledgebase/architecture/the-malings/	Partnership, community engagement
	TM14	Website	Ash Sakula. (n.d.) The Malings. Ash Sakula. Retrieved on 24/04/23 at https://www.ashsak.com/projects/malings	Collaboration
	TM15	News/ Website	Moore, R. 2015, Nov 1. The Malings review: A welcome tale of the riverbank. Chronicle live. Retrieved on 24/04/23 at https://www.theguardian.com/artanddesign/2015/nov/01/malings-ouseburn-newcastle-tyne-rowan-moore-review-ash-sakula	Design qualities, support for project
	TM16	Website	Riba. (n.d.) The Malings. RIBA. Retrieved on 24/04/23 at https://www.architecture.com/awards-and-competitions-landing-page/awards/riba-regional-awards/riba-north-east-award-winners/2017/the-malings	Support for project, community engagement
	TM17	Website	Igloo. 2023. The Ouseburn valley, Newcastle. Igloo regeneration. Retrieved on 24/04/23 at http://www.iglooregeneration.co.uk/portfolio_page/ouseburn-valley-newcastle-upon-tyne/	Project details (developer website)
Ebbing ekwarti er	EK1	Document	Bakker, A. 2019. Base-Isolation op een parkeergaragedak. Abt Wassenaar. Retrieved on 24/04/23 at https://abtwassenaar.nl/images/abtwassenaar/pdf/Ebbingekwartier_aardbevingsbestendig_bouwen_op_parkeergaragedak.pdf	Project details, collaboration, challenges
	EK2	Website	Hofmann, B. (n.d.) Jodenkamp en Bloemsingel 10 op de schop. Geschiedenisbibliotheek Groningen. Retrieved on 24/04/23 at https://www.geschiedenisbibliotheekgroningen.nl/historie/stadsverhalen/gebouwen/ciboga	Heritage
	EK3	BlogWebsite	De Vries, L. 2002, Nov 26. Ciboga Gereed. Archined. Retrieved on 25/04/23 at https://www.archined.nl/2002/11/ciboga-gereed/	Collaboration, reaching consensus
	EK4	Website	Van Wonen. (n.d.) De Gezonde stad Creeren: Ebbingekwartier in Groningen. Retrieved on 25/04/23 at https://www.vanwonen.com/ontdek-vanwonen/vanwonen-verhalen/de-gezonde-stad-ebbingekwartier-in-groningen/#	Project details, developers role
	EK5	Website	De Zwarte Hond. 2017, May 30. Stadswoningen CiBoGa terrain Groningen. Retrieved on 24/04/23 at https://dezwartehond.nl/stadswoningen-ciboga-terrein-groningen/	Design qualities
	EK6	Website	Nieman. 2021, Apr 13. Ebbingekwartier Groningen. Retrieved on 24/04/23 at https://www.nieman.nl/project/ebbingekwartier-groningen/	Partnership details

	EK7	Blog/ Website	Van der Laan, D. & de Haan, J. 2022, May 4. Ebbingekwartier in Groningen: Wat vinden Haan & Laan er eigenlijk van?. Gebiedsontwikkeling. Retrieved on 24/04/23 at https://www.gebiedsontwikkeling.nu/artikelen/ebbingekwartier-in-groningen-wat-vinden-haan-laan-er-eigenlijk-van/	Collaboration, public sector input, support for project
	EK8	Blog/ Website	Zwart,C. 2020, Apr 21. Niemandsland: Een halve eeuw CiBoGa. Platform Gras. Retrieved on 25/04/23 at https://www.platformgras.nl/magazine/niemandsland-een-halve-eeuw-ciboga	Public participation
	EK9	Website	Custers, J. 2023, Jan 18. Gebied-PPS in de stad: de aanpak in Groningen. Gebiedsontwikkeling. Retrieved on 25/04/23 at https://www.gebiedsontwikkeling.nu/artikelen/gebieds-pps-in-de-stad-de-aanpak-in-groningen/	Public-private partnership, public sector input
	EK10	Website	Van Wonen. 2021, Feb 18. Afronding gebiedsontwikkeling Ebbingekwartier nadertmet start realisatie appartementencomplexen. Retrieved on 26/04/23 at https://www.vanwonen.com/actueel/3154/afronding-gebiedsontwikkeling-ebbingekwartier-nadert-met-start-realisatie-appartementencomplexen/	Project details (developer website)
	EK11	Website	Groninger monumentenfonds. (n.d.) Dubbele bedrijfshal. Retrieved on 26/04/23 at https://groningermonumentenfonds.nl/monumenten/dubbele-bedrijfshal/	History, facilitating commercial uses
Lloyd yard	LY1	Document	Mei Architects. 2018, Oct 18. Reanimate – 30+ redevelopment projects. Retrieved on 25/04/23 at https://mei-arch.eu/en/media/reanimate-30-redevelopment-projects/	History, project details
	LY2	News/ Website	Ridderkerks Dagblad. 2023, Apr 7. Lloyd yard in het Lloydkwartier volgende fase in nieuw woongebied. Retrieved on 25/04/23 at https://ridderkerksdagblad.nl/rotterdam%20&%20regio/lloyd-yard-in-het-lloydkwartier-volgende-fase-in-nieuw-woongebied	Collaboration, design and heritage
	LY3	Government website	Gemeente Rotterdam. 2023. Delfshaven – Schiemond. Retrieved on 03/05/23 at https://www.rotterdam.nl/delfshaven-schiemond	Project details
	LY4	Website	Bouwmeester, D. 2022, Sep 25. Langzaam wordt het rustige Lloydkwartier volgebouwd, bewoners missen het groen. Rijnmond. Retrieved on 25/04/23 at https://www.rijnmond.nl/nieuws/1533836/langzaam-wordt-het-rustige-lloydkwartier-volgebouwd-bewoners-missen-het-groen	Public participation, public sector input
	LY5	Website	Top 010. 2021, Nov 10. Lloyd yard – bouw gestart. Retrieved on 25/04/23 at https://nieuws.top010.nl/lloyd-pier-werfco.htm	Mixed uses, project details, public sector input
	LY6	Website	SteenVlinder. 2023. Lloyd yard Docks, Rotterdam. Retrieved on 25/04/23 at https://www.steenvlinder.nl/projecten/lloyd-yard-docks	Engaing future residen

				ts- self design. Project details.
LY7	Document	Mei Architects. 2021, Oct 11. Lloydkwartier, Rotterdam. Issuu. Retrieved on 25/04/23 at https://issuu.com/meiarch/docs/lloydkwartier_gidsje_en_20211006_issuu	Project details
LY8	Website	Nieuwbouwwijzer. (n.d.) Nieuwe bewoners Rotterdamse Lloyd Yard zetten voor het eerst voet aan eigen wal. Retrieved on 25/04/23 at https://www.nieuwbouwwijzer.nl/nieuwbouw-rotterdam/nieuwe-bewoners-rotterdamse-lloyd-yard-zetten-voor-het-eerst-voet-aan-eigen-wal/#:~:text=Een%20groene%20binnentuin%2C%20uitzicht%20over,136%20nieuwbouwwoningen%20en%2010%20zelfbouwkavels.	Agreements, relationship building
LY9	Website	Van Putten, Bryan. 2021, Nov 9. Official start of Lloyd yard Rotterdam residential project. Rotterdam style. Retrieved on 25/04/23 at https://rotterdamstyle.com/city-news/official-start-of-lloyd-yard-rotterdam-residential-project	Collaboration, timing of project
LY10	Wesbite	Paul de Ruiter Architects. 2020, Feb 14. Transformation plans for block D in Rotterdam's Lloyd pier. Retrieved on 25/04/23 at https://paulderuiter.nl/en/news/plannen-voor-transformatie-lloydpier-rotterdam-blok-d-bekend/	Collaboration, procurement process, stakeholder engagement
LY11	Document	Xyto media. 2022. Rotterdam in ontwikkeling 2022. Retrieved on 26/04/23 at https://www.xyto.nl/digital/nl-2022/4/	Developers objectives, sustainability
LY13	Website	De Wijde Blik. 2023. Schieoevers Noord. Retrieved on 26/04/23 at https://dewijdeblik.com/projecten/item/schieoevers-noord	Public participation
LY14	Website	Wonen in Rotterdam. 2021, Apr 14. Lloydlwartier, rauwe haven wordt hippe wooniwjk. Retrieved on 25/04/23 at https://www.woneninrotterdam.nl/nieuws/lloydkwartier/#:~:text=Lloydkwartier%20in%20Delfshaven%20is%20een,maakt%20het%20een%20aantrekkelijke%20locatie.	Project details, support for project
LY15	Blog/ Website	Rotterdamse Dromers. 2018, Mar 27. Deze buurt wordt het nieuwe Katendrecht. Retrieved on 26/04/23 at https://rotterdamsedromers.nl/2018/03/27/deze-buurt-wordt-het-nieuwe-katendrecht/	Public participation
LY16	Website	Wonen in Rotterdam. 2022, Sep 9. Lloyd Yard biedt ruimte, waar bloemen en planten de blikvangers zijn, gelegen aan de Maas. Retrieved on 25/04/23 at https://www.woneninrotterdam.nl/nieuws/lloyd-yard/	Project details

Table 10. Documentation